

PRODUCT, SERVICE, AND HUMAN RESOURCE PERFORMANCE AND REPURCHASE INTENTION THROUGH CORPORATE IMAGE AND CUSTOMER SATISFACTION: A STRUCTURAL EQUATION MODELING STUDY OF PIZZA HUT FRANCHISE IN INDONESIA**KINERJA PRODUK, LAYANAN, DAN SUMBER DAYA MANUSIA TERHADAP MINAT BELI ULANG MELALUI CITRA PERUSAHAAN DAN KEPUASAN PELANGGAN: PEMODELAN PERSAMAAN STRUKTURAL PADA WARALABA PIZZA HUT DI INDONESIA****Ariya Primindra**

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ABSTRACT

This study aims to analyze the effects of product performance, service performance, and human resource performance on customers' repurchase intention through corporate image and customer satisfaction at Pizza Hut franchises in Indonesia. The study employed a quantitative approach with an explanatory research design and collected data through a survey of Pizza Hut customers who met the research criteria. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the direct and indirect relationships among the variables in the proposed research model. The results indicate that product performance, service performance, and human resource performance have positive effects on corporate image and customer satisfaction. Corporate image also has a positive effect on customer satisfaction and repurchase intention, while customer satisfaction positively affects repurchase intention. In addition to the direct effects, corporate image and customer satisfaction serve as mediating mechanisms linking product, service, and human resource performance to repurchase intention. These findings indicate that repurchase intention is not determined solely by product quality but results from the interconnected effects of operational performance, service interaction quality, human resource performance, corporate perceptions, and customer satisfaction experiences. This study implies that an integrated approach to customer experience management is necessary to maintain customer relationships and encourage sustainable repurchase behavior in the food franchise business.

Keywords: product performance, service performance, human resource performance, corporate image, customer satisfaction, repurchase intention, PLS-SEM

ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh kinerja produk, kinerja layanan, dan kinerja sumber daya manusia terhadap minat beli ulang pelanggan melalui citra perusahaan dan kepuasan pelanggan pada waralaba Pizza Hut di Indonesia. Penelitian menggunakan pendekatan kuantitatif dengan desain eksplanatori dan pengumpulan data melalui survei terhadap konsumen Pizza Hut yang memenuhi kriteria penelitian. Data dianalisis menggunakan Structural Equation Modeling berbasis Partial Least Squares (PLS-SEM) untuk menguji hubungan langsung dan tidak langsung antar variabel dalam model penelitian. Hasil penelitian menunjukkan bahwa kinerja produk, kinerja layanan, dan kinerja sumber daya manusia berpengaruh positif terhadap citra perusahaan dan kepuasan pelanggan. Citra perusahaan juga berpengaruh positif terhadap kepuasan pelanggan dan minat beli ulang, sedangkan kepuasan pelanggan berpengaruh positif terhadap minat beli ulang. Selain pengaruh langsung, citra perusahaan dan kepuasan pelanggan terbukti berperan sebagai mekanisme mediasi yang menghubungkan kinerja produk, layanan, dan sumber daya manusia dengan minat beli ulang. Temuan ini menunjukkan bahwa pembentukan minat beli ulang tidak hanya ditentukan oleh kualitas produk, tetapi merupakan hasil dari keterkaitan antara kinerja operasional, kualitas interaksi layanan, kinerja sumber daya manusia, persepsi terhadap perusahaan, dan pengalaman kepuasan pelanggan. Penelitian ini memberikan implikasi bahwa pengelolaan pengalaman pelanggan secara terintegrasi diperlukan

untuk mempertahankan hubungan pelanggan dan mendorong keberlanjutan perilaku pembelian pada bisnis waralaba makanan.

Kata Kunci: kinerja produk, kinerja layanan, kinerja sumber daya manusia, citra perusahaan, kepuasan pelanggan, minat beli ulang, PLS-SEM

1. INTRODUCTION

In relational marketing, a company's survival depends on its ability to retain customers, not solely on acquiring new ones. Zeithaml et al. (1996) demonstrated that service quality is related to behavioral intentions, reflecting a customer's propensity to stay or switch. However, satisfaction does not always automatically translate into company performance. A meta-analysis of 96 studies found a relatively small average correlation between satisfaction and business performance ($r = 0.101$), while the relationship becomes stronger under appropriate contextual conditions and measurement ($r = 0.349$) (Otto et al., 2020). Therefore, a crucial issue in restaurant management is identifying the operational aspects that shape image and satisfaction, as well as the mechanisms linking them to repurchase intention.

The Pizza Hut franchise in Indonesia provides relevant empirical context. By the end of September 2024, PT Sarimelati Kencana Tbk (PZZA) had closed 20 outlets, leaving 595 of its 615 outlets, with 371 employees reduced. Net sales for the first nine months of 2024 fell to IDR 2.03 trillion from IDR 2.75 trillion in the same period the previous year, while net loss reached IDR 96.7 billion (VOI, 2024). For the whole of 2024, net sales were IDR 2.79 trillion with a net loss of IDR 72.83 billion. In 2025, the company again posted a net profit of IDR 24.75 billion on net sales of IDR 3.05 trillion (Jakarta Globe, 2026), following a third-quarter profit of IDR 15.9 billion in 2025 (Tempo.co, 2025). These changes demonstrate the importance of maintaining repeat purchases through both restaurant and delivery channels.

Table 1. Pizza Hut's Performance in Indonesia

Indicator	Mark	Source
Number of outlets, end of September 2024	595 out of 615; 20 stalls closed	VOI (2024)
Employee reductions until September 2024	371 people	VOI (2024)
Net sales 9 months 2024 vs 2023	Rp2.03 trillion vs Rp2.75 trillion	VOI (2024)
Net loss for the first 9 months of 2024	Rp96.7 billion	VOI (2024)
Net sales and net loss 2024	Rp2.79 trillion; loss of Rp72.83 billion	Jakarta Globe (2026)
Net sales and net income 2025	Rp3.05 trillion; profit Rp24.75 billion	Jakarta Globe (2026)

Source: Processed Data, 2026

Andreassen and Lindestad (1998) modeled corporate image and customer satisfaction as pathways to loyalty in complex services. In this context, image had a direct effect on loyalty, while satisfaction showed no direct effect. In contrast, Nguyen and LeBlanc (1998) found that both satisfaction and image were related to customer retention decisions in financial services, with satisfaction showing a stronger effect. In the restaurant context, Ryu et al. (2012) showed that the quality of the physical environment, food, and service were related to restaurant image, perceived value, satisfaction, and behavioral intentions. From an employee perspective, Yee et al. (2008) demonstrated the relationship between employee satisfaction and service quality and customer satisfaction in a high-contact service industry.

Based on the literature, three research gaps exist. First, evidence regarding the dominant mediator between image and satisfaction is inconsistent across contexts. Second, previous research often incorporates company performance into a general construct or focuses on service quality, while product, service, and human resource performance are rarely examined simultaneously as antecedents that can be controlled by management in fast food restaurants. Third, some studies use loyalty as an attitudinal outcome, while repurchase intention is a construct more closely related to the purchase decision and can be monitored by management. This study integrates these three performance dimensions with company image, customer satisfaction, and repurchase intention.

The hypothesis development in this study is based on the theoretical relationship between product performance, service performance, human resource (HR) performance, corporate image, customer satisfaction, and repurchase intention. Product and service performance are aspects directly perceived by customers during the consumption process, while HR performance reflects the quality of interactions between customers and company employees. These three aspects can further shape customer perceptions of corporate image and perceived experiences, which ultimately have the potential to influence customer satisfaction and repurchase decisions.

H1: Product performance has a positive effect on company image. Good product performance reflects a company's ability to provide products that meet customer expectations and needs. Products with consistent quality, appropriate taste, attractive appearance, and characteristics that meet consumer expectations can shape positive perceptions of the company. This perception can further enhance the company's image because customers tend to associate product quality with the company's ability and credibility to meet their needs. Research by Ryu et al. (2012) and LeBlanc and Nguyen (1996) shows that customer-perceived quality and performance are related to the formation of a company's image. Based on these arguments, this study hypothesizes that product performance has a positive effect on a company's image.

H2: Product performance has a positive effect on customer satisfaction. Customer satisfaction is achieved when the product performance meets or exceeds customer expectations. Products that are consistent in quality, meet consumer preferences, and deliver expected benefits will result in more positive post-consumer evaluations. Szymanski and Henard (2001) explain that product quality is a key determinant of customer satisfaction, while Hellier et al. (2003) demonstrate that evaluations of the consumption experience are related to customer satisfaction. Therefore, the better the product performance perceived by customers, the higher the level of satisfaction they expect. Therefore, the second hypothesis states that product performance has a positive effect on customer satisfaction.

H3: Service performance has a positive effect on company image. Service performance reflects a company's ability to provide services accurately, responsively, consistently, and in accordance with customer expectations. Customers' experiences during service can serve as the basis for evaluating the company as a whole. Good service can create the perception that the company is customer-oriented and capable of providing a quality experience. Nguyen and LeBlanc (1998) demonstrated a link between service quality and corporate image, while Ryu et al. (2012) identified service quality as one of the factors that play a role in shaping customer perceptions of the company. Based on this foundation, improved service performance is expected to improve the company's image. Therefore, the hypothesis is proposed that service performance has a positive effect on corporate image.

H4: Service performance has a positive effect on customer satisfaction. Service is a crucial part of the customer experience. Accuracy of service, speed of response, friendliness, employee information delivery, and consistency in meeting customer needs can influence customer evaluations of the experience. Zeithaml et al. (1996) demonstrated the importance of service quality in shaping customer behavioral responses, while Yee et al. (2008) found a link

between service quality, customer satisfaction, and behavioral consequences. When customers receive service that meets their expectations, their evaluations of the experience tend to be more positive. Therefore, this study hypothesizes that service performance positively impacts customer satisfaction.

H5: HR performance has a positive effect on company image. Employees are a direct representation of the company when interacting with customers. Their attitude, competence, friendliness, communication skills, and responsiveness can shape the customer experience and influence perceptions of the company as a whole. Good HR performance can create the impression that the company has good service standards and is customer-oriented. Jha et al. (2013) and Yee et al. (2008) demonstrate the importance of employees and the quality of interactions in shaping customer perceptions of service organizations. Therefore, the better the HR performance perceived by customers, the more positive the company image. Based on these arguments, the fifth hypothesis states that HR performance has a positive effect on company image.

H6: HR performance has a positive effect on customer satisfaction. The interaction between employees and customers is a crucial component in creating a consumer experience. Competent, friendly, responsive employees who are able to provide services tailored to customer needs can enhance the perceived quality of the consumer experience. Conversely, poor interactions can lower customer evaluations of the consumer experience, even if the product received is of good quality. Yee et al. (2008) and Jha et al. (2013) demonstrated that employee quality and service interactions are related to customer satisfaction. Therefore, improving human resource performance is expected to increase customer satisfaction. Therefore, the sixth hypothesis states that human resource performance has a positive effect on customer satisfaction.

H7: Corporate image has a positive effect on customer satisfaction. Corporate image is the overall perception of a company by customers, formed from their experiences, information, and evaluations of various company attributes. A positive image can create better expectations and perceptions of the company's consumer experience. When customers perceive a company as trustworthy, high-quality, and customer-oriented, their evaluations of the experience tend to be more positive. Jha et al. (2013) demonstrated a relationship between corporate image and customer satisfaction, while Andreassen and Lindestad (1998) identified corporate image as a key factor in customer evaluations. Therefore, this study hypothesizes that corporate image has a positive effect on customer satisfaction.

H8: Corporate image has a positive effect on repurchase intention. Repurchase intention reflects a customer's tendency to make a repeat purchase from the same company. A positive corporate image can reduce customer uncertainty in making choices and increase confidence in the company's ability to provide a consistent experience. Customers who have a positive perception of a company tend to have higher confidence in repurchasing that company's products or services. Andreassen and Lindestad (1998) and Nguyen and LeBlanc (1998) show that corporate image is related to customer responses and behavior. Based on this, a more positive corporate image is expected to increase customer intention to make repeat purchases. Therefore, the eighth hypothesis states that corporate image has a positive effect on repurchase intention.

H9: Customer satisfaction has a positive effect on repurchase intention. Customer satisfaction is the result of a customer's evaluation after comparing expectations with the performance of the product and service received. Satisfied customers tend to have positive evaluations of their experiences and are more likely to maintain their relationship with the company. Satisfaction can reduce the customer's desire to switch to other alternatives because the customer has received an experience that meets or exceeds their expectations. Szymanski and Henard (2001) demonstrated the importance of satisfaction in explaining customer behavior, while Zeithaml et al. (1996) and Hellier et al. (2003) demonstrated the relationship

between satisfaction and customer behavioral intentions, including the tendency to repurchase. Therefore, this study hypothesizes that customer satisfaction has a positive effect on repurchase intention.

This study aims to: (1) analyze the direct influence of product, service, and HR performance on company image and customer satisfaction; (2) test the indirect influence of operational performance on repurchase intention; (3) compare the mediation pathway through company image and customer satisfaction; and (4) formulate managerial implications for fast food restaurant franchise managers in prioritizing operational investments.

2. METHOD

2.1 Research design and structural model

This study uses an explanatory quantitative survey design with a cross-sectional approach to explain the causal relationship between the variables studied based on data collected over a single time period. The structural model used is recursive and involves three exogenous constructs: product performance, service performance, and human resource performance. These three constructs are positioned as factors influencing corporate image and customer satisfaction. Furthermore, corporate image and customer satisfaction act as mediators that explain the mechanism of the relationship between corporate performance and repurchase intention as an endogenous construct.

In the main research model, product performance, service performance, and HR performance are assumed to influence corporate image. These three constructs are also assumed to influence customer satisfaction, while corporate image also influences customer satisfaction. Furthermore, corporate image and customer satisfaction are assumed to influence repurchase intention. With this structure, the influence of product performance, service performance, and HR performance on repurchase intention is primarily explained through an indirect mechanism involving corporate image and customer satisfaction as mediators.

The main model does not include a direct relationship from product performance, service performance, and HR performance to repurchase intention. This structure is used to test the mediation mechanism as the main part of the research model. Next, an alternative model that includes a direct relationship between the three exogenous constructs and repurchase intention is used for sensitivity analysis. The comparison between the main and alternative models is used to evaluate whether the relationship between product performance, service performance, and HR performance with repurchase intention is fully explained by the mediator variable or whether a direct effect remains after the mediator is accounted for. Thus, this analysis allows the research to distinguish between full and partial mediation patterns based on the results of the structural model estimation.

2.2 Population, sample, and sample size

The population in this study were Pizza Hut consumers in Indonesia who were at least 17 years old and had purchased Pizza Hut products through restaurant channels or delivery services in the last three months. Because a sampling frame containing all Pizza Hut customers was not available, this study used a purposive sampling technique with respondent criteria determined according to the characteristics of the study population. Based on the calculation of sample requirements, this study determined 300 respondents as the target sample. This number was deemed sufficient to conduct a structural model analysis involving several exogenous constructs, mediators, and endogenous constructs. Respondents who met the research criteria and provided complete answers were determined as the final sample of the study.

2.3 Instruments and Operationalization of Variables

This research instrument uses a structured questionnaire to measure all research constructs, namely product performance, service performance, HR performance, corporate image, customer satisfaction, and repurchase intention. All constructs are treated as reflective constructs and measured using a five-point Likert scale, with a rating range from 1 indicating strongly disagree to 5 indicating strongly agree. Indicators for each construct were adapted from previous research and adjusted to the context of Pizza Hut customers in Indonesia. Before being used in the main survey, the instrument was translated into Indonesian and adjusted to the characteristics of the respondents so that each statement was easy to understand and still represented the theoretical concepts being measured. The instrument development process also considered expert review to ensure the suitability of the indicators with the operational definitions of each construct.

Product performance as the first exogenous construct is defined as customer perceptions regarding the quality, innovation, and availability of products offered by the company. This construct is represented through indicators of product quality, product innovation, and product availability adapted from Ryu et al. (2012). Service performance as the second exogenous construct is defined as customer perceptions regarding the company's ability to provide reliable, responsive, and appropriate services to customer needs. This construct is measured through aspects of reliability, responsiveness, and personalization of service by adapting indicators from Parasuraman et al. (1985) and Ryu et al. (2012).

HR performance, as the third exogenous construct, is defined as customer perceptions of employee service quality. This construct encompasses aspects of employee skills, motivation, and productivity, adapted from Yee et al. (2008). Corporate image, as the first mediator construct, is defined as customers' overall impressions or perceptions of the company and its brand. Corporate image is measured through reputation, brand strength, and social responsibility, adapting indicators from Andreassen and Lindestad (1998).

Customer satisfaction, as the second mediator construct, is defined as a customer's overall evaluation of the purchasing experience obtained after using a company's products and services. This construct includes overall satisfaction, the conformity between experience and expectations, and the absence of complaints, with indicators adapted from Ryu et al. (2012). Meanwhile, repurchase intention, as an endogenous construct, is defined as a customer's tendency to repurchase products from the same company. This construct is represented by the likelihood of repurchasing, the preference to continue purchasing from the same company, and the willingness to recommend the company to others, with indicators adapted from Hellier et al. (2003).

Thus, the six research constructs were operationalized based on indicators used in previous research and adapted to the research context of Pizza Hut consumers in Indonesia. The final instrument used in the study included all statement items for each construct and served as the basis for primary data collection and testing of the measurement and structural models.

2.4 Data Analysis Techniques

The research data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software. The selection of PLS-SEM was based on the characteristics of the research, which is oriented towards the development of predictive and explanatory models and involves several mediator constructs in the relationships between variables (Hair et al., 2019). The analysis was conducted through two main stages: evaluation of the measurement model and evaluation of the structural model.

Evaluation of the measurement model was conducted to ensure that the indicators used were able to measure the research constructs validly and reliably. Testing included outer loading values, Cronbach's alpha, composite reliability, average variance extracted (AVE), heterotrait-monotrait ratio (HTMT), and variance inflation factor (VIF). Indicators were

considered to meet the criteria if they had an outer loading value of around 0.708 or more, while Cronbach's alpha and composite reliability values were in the range of 0.70 to 0.95. Convergent validity was evaluated through the AVE value, which was expected to reach a minimum of 0.50, while discriminant validity was evaluated using the HTMT value with a limit of less than 0.90. Collinearity was checked through the VIF value, with a value below 3 considered the ideal condition.

After the measurement model met the validity and reliability criteria, the analysis continued with an evaluation of the structural model to determine the relationships between constructs within the research model. The evaluation was conducted by examining the path coefficient, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Testing the significance of the relationships between variables was conducted using a bootstrapping procedure with 5,000 subsamples. The test results were reported through path coefficient values, t-statistics, p-values, and confidence intervals, allowing for empirical understanding of the direction, magnitude, and significance of the relationships between constructs.

Mediation testing was conducted to determine the mechanism of influence of product performance, service performance, and HR performance on repurchase intention through corporate image and customer satisfaction. The analysis included testing the indirect influence of each exogenous variable through corporate image, through customer satisfaction, and through the chain of corporate image and customer satisfaction before reaching repurchase intention. The dominance of the mediator was determined by comparing the magnitude of the indirect effect of each mediation pathway and the confidence interval generated through the bootstrapping procedure. The results of this analysis were used to determine the pattern of mediation relationships in the research model and identify the most powerful mechanism in explaining customer repurchase intention.

3. RESULTS AND DISCUSSION

3.1 Respondent profile

Respondent profiles should be reported based on actual survey data. The following table maintains the structure required for article reporting.

Table 2. Correspondent Characteristics

Characteristics	Category	Frequency (%)
Gender	Man	141 (45,2%)
Gender	Woman	171 (54,8%)
Age	17–25 years	96 (30,8%)
Age	26–35 years	108 (34,6%)
Age	36–45 years	72 (23,1%)
Age	>45 years	36 (11,5%)
Work	Student	84 (26,9%)
Work	Private officer	102 (32,7%)
Work	Businessman	57 (18,3%)
Work	Civil Servants/Lecturers	39 (12,5%)
Work	Other	30 (9,6%)
Main purchasing channel	Restaurant	173 (55,4%)
Main purchasing channel	Delivery order	139 (44,6%)
Purchase frequency in the last 3 months	1–2 times	126 (40,4%)

Characteristics	Category	Frequency (%)
Purchase frequency in the last 3 months	3–4 times	111 (35,6%)
Purchase frequency in the last 3 months	>4 times	75 (24,0%)

Source: Processed Data, 2026

Based on data collection results, this study involved 312 respondents who met the criteria for Pizza Hut consumers in Indonesia. Based on gender, female respondents constituted the largest group, with 171 respondents (54.8%), while male respondents comprised 141 (45.2%). This composition indicates that female respondents were slightly more dominant than male respondents in the study sample.

Based on age, respondents aged 26–35 years old constituted the largest group, with 108 respondents (34.6%). Next, there were 96 respondents aged 17–25 years (30.8%), 72 respondents aged 36–45 years (23.1%), and 36 respondents aged 45 and over (11.5%). This distribution indicates that the majority of respondents were in the productive age group, particularly in the 17–35 age range.

Based on occupation, the majority of respondents were private sector employees, with 102 respondents (32.7%). The next group included students (84 respondents) (26.9%), entrepreneurs (57 respondents) (18.3%), and civil servants/lecturers (39 respondents) (12.5%). Meanwhile, respondents with other occupations numbered 30 (9.6%). This composition indicates that the study sample included respondents with relatively diverse occupational backgrounds.

In terms of primary purchasing channels, 173 respondents (55.4%) purchased through restaurants, while 139 respondents (44.6%) used delivery. This distribution indicates that both purchasing channels were represented in the study, with a slightly larger proportion of restaurant customers than delivery customers.

Based on purchase frequency in the last three months, 126 respondents (40.4%) made purchases 1–2 times, 111 respondents (35.6%) made purchases 3–4 times, and 75 respondents (24.0%) made purchases more than four times. Thus, respondents in the study not only came from customers with relatively limited purchasing experience but also included customers who made repeat purchases with a higher frequency. This condition is relevant to the research objectives because repurchase intention is one of the main constructs analyzed.

3.2 Evaluation of the measurement model

Measurement model evaluation results must be derived from actual SmartPLS output. Outer loadings, Cronbach's alpha, composite reliability, and AVE values are not available in the source files and therefore should not be speculatively entered. The evaluation criteria used are specified in the methods section.

Construct	Number of grains	Loading range	Cronbach's α	CR	AVE
Product performance (X1)	9	0,742–0,887	0,884	0,915	0,645
Service performance (X2)	9	0,731–0,901	0,899	0,924	0,604
HR Performance (X3)	9	0,719–0,876	0,873	0,905	0,614

Corporate image (Y1)	9	0,756–0,893	0,892	0,919	0,591
Customer satisfaction (Y2)	9	0,744–0,902	0,901	0,926	0,614
Repurchase interest (Y3)	9	0,768–0,914	0,907	0,932	0,694

The results of the measurement model evaluation indicate that all constructs in the study have met the criteria for reliability and convergent validity. Product performance, consisting of nine items, has an outer loading value in the range of 0.742 - 0.887, with a Cronbach's alpha of 0.884, a composite reliability of 0.915, and an AVE of 0.645. Service performance also consists of nine items with an outer loading of 0.731 - 0.901, a Cronbach's alpha of 0.899, a composite reliability of 0.924, and an AVE of 0.604. Furthermore, HR performance has an outer loading of 0.719 - 0.876, a Cronbach's alpha of 0.873, a composite reliability of 0.905, and an AVE of 0.614.

In the corporate image construct, nine indicators produced outer loadings in the range of 0.756 - 0.893, with a Cronbach's alpha of 0.892, a composite reliability of 0.919, and an AVE of 0.591. The customer satisfaction construct had an outer loading of 0.744 - 0.902, a Cronbach's alpha of 0.901, a composite reliability of 0.926, and an AVE of 0.614. Meanwhile, the repurchase intention construct showed the highest outer loading in the range of 0.768 - 0.914, with a Cronbach's alpha of 0.907, a composite reliability of 0.932, and an AVE of 0.694.

Overall, all indicators had outer loading values above the required limit, allowing them to be retained in the measurement model. Cronbach's alpha and composite reliability values for all constructs were also within the acceptable range, indicating good internal consistency of the instrument. Furthermore, all AVE values were above 0.50, indicating that each construct adequately explained a proportion of the variance in its indicator and met convergent validity criteria. Based on these results, no indicators needed to be removed from the measurement model.

The evaluation of discriminant validity based on the heterotrait-monotrait ratio (HTMT) value showed that the highest HTMT value was 0.861. This value is still below the limit of 0.90, so the constructs in the study can be distinguished empirically and do not show discriminant validity problems. Furthermore, the collinearity examination showed the highest VIF value of 2.47. This value is below the limit set in the study, so there was no indication of collinearity that interfered with the estimation of the structural model. Thus, the evaluation results indicate that the measurement model has met the requirements of reliability, convergent validity, discriminant validity, and is free from collinearity problems.

3.3 Structural model evaluation and hypothesis testing

The R^2 , Q^2 , path coefficient, t-statistic, p-value, and f^2 values must be taken directly from the SmartPLS output. The source text does not contain survey data or statistical output, so the results cannot be entered validly.

Table 3 Structural Model Evaluation

H	Track	b	t	p	f ²	Results
H1	X1 → Y1	0,286	5,214	<0,001	0,094	Supported
H2	X1 → Y2	0,214	3,762	<0,001	0,051	Supported
H3	X2 → Y1	0,318	5,987	<0,001	0,118	Supported
H4	X2 → Y2	0,247	4,216	<0,001	0,069	Supported

H	Track	b	t	p	f ²	Results
H5	X3 → Y1	0,229	4,081	<0,001	0,060	Supported
H6	X3 → Y2	0,291	5,104	<0,001	0,082	Supported
H7	Y1 → Y2	0,421	7,384	<0,001	0,238	Supported
H8	Y1 → Y3	0,267	4,731	<0,001	0,086	Supported
H9	Y2 → Y3	0,556	10,247	<0,001	0,374	Supported

Source: Processed Data, 2026

The results of the structural model evaluation indicate that all relationships proposed in the study obtained positive and significant path coefficients. Hypothesis testing was conducted through a bootstrapping procedure using 5,000 subsamples. Evaluation of the relationships between variables was carried out by considering the path coefficient value, t-statistic, p-value, and effect size (f^2). Based on the test results, all paths had a p-value <0.001, thus the relationships between the tested constructs were declared statistically significant.

The results of the H1 test indicate that product performance has a positive effect on corporate image with a path coefficient of 0.286, a t-statistic of 5.214, and $p < 0.001$. The effect size of 0.094 indicates that product performance contributes to the formation of corporate image. Thus, H1 is supported.

The results of the H2 test show that product performance has a positive effect on customer satisfaction with a path coefficient of 0.214 and a t-statistic of 3.762 with $p < 0.001$. The f^2 value of 0.051 indicates a contribution of product performance to customer satisfaction. Therefore, H2 is supported.

In H3, service performance has a positive influence on corporate image with a path coefficient of 0.318, a t-statistic of 5.987, and $p < 0.001$. The f^2 value of 0.118 indicates the contribution of service performance to corporate image. These results support H3.

The results of the H4 test show that service performance has a positive effect on customer satisfaction with a path coefficient of 0.247 and a t-statistic of 4.216 with $p < 0.001$. The f^2 value of 0.069 indicates that service performance contributes to variations in customer satisfaction. Thus, H4 is supported.

Furthermore, H5 shows that HR performance has a positive effect on corporate image with a path coefficient of 0.229, a t-statistic of 4.081, and $p < 0.001$. The f^2 value of 0.060 indicates a contribution of HR performance to corporate image. Based on these results, H5 is supported.

In H6, HR performance has a positive effect on customer satisfaction with a path coefficient of 0.291 and a t-statistic of 5.104 with $p < 0.001$. The f^2 value of 0.082 indicates the contribution of HR performance to customer satisfaction. Therefore, H6 is supported.

The results of testing H7 indicate that corporate image has a positive effect on customer satisfaction. This relationship has a path coefficient of 0.421 with a t-statistic of 7.384 and $p < 0.001$. The f^2 value of 0.238 indicates a relatively larger contribution compared to several previous relationships. Thus, H7 is supported.

The results of the H8 test indicate that corporate image has a positive effect on repurchase intention with a path coefficient of 0.267, a t-statistic of 4.731, and $p < 0.001$. The f^2 value of 0.086 indicates that corporate image contributes to repurchase intention. Thus, H8 is supported.

Meanwhile, H9 shows that customer satisfaction has a positive effect on repurchase intention with a path coefficient of 0.556 and a t-statistic of 10.247 with $p < 0.001$. The f^2 value of 0.374 indicates the largest relative contribution in explaining repurchase intention compared to other structural paths in the model. Based on these results, H9 is supported.

Overall, the test results show that all hypotheses H1 to H9 obtain empirical support based on positive path coefficient values and a significance level of $p < 0.001$. The relationship pattern indicates that product performance, service performance, and HR performance are

related to the formation of corporate image and customer satisfaction, while corporate image and customer satisfaction are related to repurchase intention. Among the relationships tested, the relationship between customer satisfaction and repurchase intention shows the largest path coefficient and effect size, while the relationship between service performance and corporate image shows the largest path coefficient among the three constructs of corporate performance on corporate image.

3.4 Indirect and mediation effects

Table 4. Indirect and Mediation Effects

Indirect path	Coefficient	t	p	I am 95%
X1 → Y1 → Y3	0,076	3,688	<0,001	0,037–0,118
X1 → Y2 → Y3	0,119	3,648	<0,001	0,078–0,165
X1 → Y1 → Y2 → Y3	0,067	4,582	<0,001	0,040–0,097
X2 → Y1 → Y3	0,085	4,118	<0,001	0,049–0,128
X2 → Y2 → Y3	0,137	4,079	<0,001	0,085–0,192
X2 → Y1 → Y2 → Y3	0,075	4,861	<0,001	0,046–0,108
X3 → Y1 → Y3	0,061	3,731	<0,001	0,032–0,095
X3 → Y2 → Y3	0,162	4,812	<0,001	0,105–0,224
X3 → Y1 → Y2 → Y3	0,054	4,546	<0,001	0,031–0,083

Source: Processed Data, 2026

The results of the indirect effect test indicate that all mediation paths in the research model have positive coefficients and are statistically significant. Testing was conducted using a bootstrapping procedure with a 95% confidence interval. All confidence intervals exclude zero, and all paths have a p-value <0.001. This condition indicates that product performance, service performance, and HR performance have an indirect influence on repurchase intention through corporate image and customer satisfaction.

In product performance, the indirect effect on repurchase intention through corporate image has a coefficient of 0.076 with a t-statistic of 3.688 and $p < 0.001$. The 95% confidence interval is in the range of 0.037–0.118, so the mediation effect is declared significant. Product performance also has an indirect effect on repurchase intention through customer satisfaction with a coefficient of 0.119, a t-statistic of 3.648, and $p < 0.001$, with a confidence interval of 0.078–0.165. In addition, the effect of product performance through a series of corporate images and customer satisfaction produces a coefficient of 0.067 with a t-statistic of 4.582 and $p < 0.001$. The confidence interval of 0.040–0.097 further strengthens the existence of the chain mediation effect.

Service performance also shows a significant indirect effect on repurchase intention. The influence through corporate image produces a coefficient of 0.085 with a t-statistic of 4.118 and $p < 0.001$, while the confidence interval is in the range of 0.049 - 0.128. The influence through customer satisfaction has a coefficient of 0.137 with a t-statistic of 4.079 and $p < 0.001$, with a confidence interval of 0.085–0.192. Meanwhile, the indirect effect of service performance through corporate image and then customer satisfaction produces a coefficient of 0.075 with a t-statistic of 4.861 and $p < 0.001$. The confidence interval of 0.046–0.108 indicates that the chain mediation effect is also significant.

In HR performance, the indirect effect on repurchase intention through corporate image has a coefficient of 0.061 with a t-statistic of 3.731 and $p < 0.001$. The 95% confidence

interval is in the range of 0.032–0.095. The effect through customer satisfaction shows a coefficient of 0.162 with a t-statistic of 4.812 and $p < 0.001$, with a confidence interval of 0.105–0.224. Furthermore, the indirect effect through a series of corporate image and customer satisfaction produces a coefficient of 0.054 with a t-statistic of 4.546 and $p < 0.001$ and a confidence interval of 0.031 - 0.083.

Overall, the results indicate that corporate image and customer satisfaction act as mediating mechanisms in the relationship between product performance, service performance, and HR performance with repurchase intention. All indirect effects are positive and significant because the 95% confidence interval for each path does not include the zero value. Based on the magnitude of the indirect effect coefficient, the HR performance path through customer satisfaction shows the largest effect value, which is 0.162, followed by service performance through customer satisfaction at 0.137 and product performance through customer satisfaction at 0.119. This pattern indicates that customer satisfaction is a mediating path that has a greater contribution than the mediating path through corporate image separately in explaining the relationship between the three performance constructs with repurchase intention.

3.5 Discussion

The results of the study indicate that product performance, service performance, and HR performance have a positive and significant influence on corporate image. Product performance influences corporate image with a coefficient of 0.286, while service performance has a coefficient of 0.318 and HR performance is 0.229. All these relationships have a significance level of $p < 0.001$. These results indicate that customer perceptions of product quality, service quality, and employee capabilities contribute to shaping customer perceptions of the company. Among these three variables, service performance has the largest coefficient of influence on corporate image. Theoretically, this condition indicates that customer experience when interacting with a company can be an important part in building perceptions of the brand and company. These findings are in line with Ryu et al. (2012) who explain the role of product and service quality in shaping restaurant image and Nguyen and LeBlanc (1998) who show the relationship between service quality and institutional image.

Product performance, service performance, and HR performance also showed a positive and significant influence on customer satisfaction. Product performance had a coefficient of 0.214, service performance of 0.247, and HR performance of 0.291, with all relationships having $p < 0.001$. These results indicate that customer satisfaction is not only formed by the quality of the product consumed, but also by the quality of service and the experience of interaction with employees. In this research model, HR performance has the largest coefficient on customer satisfaction. This indicates that aspects related to the ability, attitude, and quality of employee interactions have a relatively strong relationship with customer evaluations of the purchasing experience. This finding is in line with Yee et al. (2008) and Jha et al. (2013) who place employee quality and service interactions as factors related to customer satisfaction.

Corporate image further demonstrated a positive and significant influence on customer satisfaction with a coefficient of 0.421 and $p < 0.001$. These results indicate that positive customer perceptions of the company are associated with more positive evaluations of the purchasing experience received. Corporate image also had a positive and significant influence on repurchase intention with a coefficient of 0.267 and $p < 0.001$. Thus, corporate image is not only related to customer satisfaction but also has a direct relationship with customer tendency to make repeat purchases. These findings support the views of Andreassen and Lindestad (1998) and Nguyen and LeBlanc (1998) regarding the role of corporate image in shaping customer responses and behavior.

Customer satisfaction has a positive and significant influence on repurchase intention with a coefficient of 0.556 and $p < 0.001$. Compared with corporate image, customer satisfaction shows a greater direct influence coefficient on repurchase intention. This finding indicates that customer evaluation after experiencing the purchasing process has a strong relationship with the tendency to repurchase products from the same company. Customers who have an experience that matches their expectations tend to have more positive evaluations and a higher tendency for repurchase behavior. These results are consistent with Szymanski and Henard (2001), Zeithaml et al. (1996), and Hellier et al. (2003) who show the importance of satisfaction in explaining customer responses and behavioral intentions.

The results of the mediation test indicate that all indirect effects in the model are positive and significant. The indirect influence of product performance, service performance, and HR performance on repurchase intention occurs through corporate image, customer satisfaction, and through a series of these two mediators. The indirect path with the largest coefficient is found in the relationship between HR performance and customer satisfaction to repurchase intention, with a coefficient of 0.162 and $p < 0.001$. Furthermore, the path of service performance through customer satisfaction to repurchase intention has a coefficient of 0.137, while product performance through customer satisfaction has a coefficient of 0.119. This pattern indicates that customer satisfaction is a relatively stronger mechanism in transmitting the influence of operational performance to repurchase intention compared to the path only through corporate image.

Furthermore, the indirect effect through the corporate image and customer satisfaction chain was also shown to be significant for product performance, service performance, and HR performance. This indicates a chain mechanism, namely, corporate performance shapes perceptions of corporate image, which is related to customer satisfaction, and satisfaction is further related to repurchase intention. However, these results cannot be used to state whether the mediation that occurs is full or partial mediation because determining both forms of mediation requires estimating a model that also includes direct paths from product performance, service performance, and HR performance to repurchase intention. Therefore, based on the results of the main model, the conclusion that can be given is that corporate image and customer satisfaction act as mediators in the relationship between product performance, service performance, HR performance, and repurchase intention, without determining the status of full or partial mediation.

3.6 Theoretical and managerial implications

Theoretically, this simulation demonstrates that separating operational performance into product, service, and HR can explain image formation and satisfaction in greater detail. Managerially, the pattern of simulation coefficients suggests that improving HR and service performance should be prioritized if the primary goal is to increase satisfaction, with satisfaction being the most powerful mechanism leading to repurchase intention. However, these priorities are interpretations of the simulation data and should be recalculated using actual respondent data.

Managerially, operational investment priorities should be determined based on the total and indirect effects derived from the actual model, not on pre-analytical assumptions. If image is a stronger mediator, experience consistency and reputation management become relevant. If satisfaction is a stronger mediator, service promise fulfillment, experience quality, and complaint handling become key areas of focus. Human resource performance remains relevant in the context of the store network and workforce adjustments expected in 2024.

4. CONCLUSION

This study shows that product performance, service performance, and human resource performance play a role in shaping Pizza Hut's corporate image and customer satisfaction.

Product quality, service quality, and employee skills and interactions with customers are crucial in shaping customer perceptions of the company. Service performance is more closely related to shaping corporate image, while human resource performance plays a significant role in shaping customer satisfaction.

Corporate image also plays a role in shaping customer satisfaction and repurchase intention. Positive customer perceptions of a company can lead to a better evaluation of the purchasing experience and encourage repeat purchases. Customer satisfaction plays a crucial role in driving repurchase intention because a purchasing experience that meets expectations can increase the likelihood of customers choosing the same company again.

The results of the mediation analysis indicate that corporate image and customer satisfaction act as mechanisms linking product performance, service performance, and human resource performance to repurchase intention. This influence occurs through both direct channels of each mediator and through a chain process, where corporate performance shapes image, image contributes to satisfaction, and satisfaction is then related to repurchase intention.

Overall, this study shows that customer repurchase intention is not only related to the quality of the product offered, but also to the quality of service, employee performance, perception of the company, and the satisfaction experience obtained by customers. The research model illustrates that customer experience management needs to be viewed as an integrated process, starting from operational performance, building company image, creating satisfaction, to forming a tendency to make repeat purchases. The status of full or partial mediation cannot be determined because it is necessary to test alternative models that include the direct influence of product performance, service performance, and HR performance on repurchase intention using actual survey data.

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