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Brand Image Analysis as Examined Through Perceived Exhibition Atmosphere and Art Involvement With Visitor Satisfaction as an Intervening Variable (An Empirical Study at Museum MACAN, Jakarta)

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Abstract: This study examines the influence of Perceived Exhibition Atmosphere and Art Involvement on Brand Image, with Visitor Satisfaction as an intervening variable among visitors to Museum MACAN Jakarta. The study is motivated by the growing popularity of contemporary art museums in Indonesia, which has not always been accompanied by strong visitor satisfaction and a sustainable brand image. A preliminary survey revealed a predominance of neutral responses across key variables, indicating perceptual ambiguity as well as practical and academic gaps in the Indonesian museum context. A quantitative approach with a cross-sectional design was employed. Data were collected through questionnaires from 200 Museum MACAN visitors aged 17–60 using purposive sampling. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to examine causal relationships and the mediating role of visitor satisfaction. The results demonstrate that Perceived Exhibition Atmosphere and Art Involvement have a positive and significant effect on Visitor Satisfaction and Brand Image. Furthermore, Visitor Satisfaction has a positive and significant effect on Brand Image and mediates the relationship between the antecedent variables and brand image. These findings highlight that visitor satisfaction plays a critical role in translating exhibition experiences and artistic engagement into a positive and sustainable museum brand image.

Keyword: Perceived Exhibition Atmosphere, Art Involvement, Visitor Satisfaction, Brand Image.

INTRODUCTION

Over recent decades, marketing and economic activities have progressively shifted from emphasizing tangible goods and standardized services toward delivering meaningful consumer

experiences. In earlier business paradigms, competitive advantage was largely defined by product quality and operational efficiency. However, contemporary consumers increasingly value emotional engagement, aesthetic pleasure, and memorable interactions. This transformation is articulated through the experience economy perspective, which argues that economic value emerges when organizations intentionally design experiences that engage individuals personally and emotionally (Pine, 1999 in Şeker et al., 2022). Experiential marketing further emphasizes the creation of sensory, affective, cognitive, behavioral, and relational experiences that strengthen consumer attachment (Schmitt, 1999). Within this framework, experience becomes the primary value proposition rather than a supplementary element.

In the arts and cultural sector, museums represent institutions where experiential value plays a fundamental role. Museums have evolved from static repositories of artifacts into dynamic spaces that stimulate intellectual curiosity and emotional resonance. One of the essential determinants of visitor experience is perceived exhibition atmosphere. This concept refers to visitors' interpretations of the physical and sensory characteristics of exhibition spaces, including spatial layout, lighting, temperature, color schemes, and symbolic design elements. The servicescape framework explains that physical environments significantly influence psychological responses and behavioral outcomes (Bitner, 1992). Similarly, the concept of atmospherics highlights that deliberately designed environments can shape consumer emotions and behavior (Kotler, 1973). The Stimulus Organism Response model further supports this view by explaining how environmental stimuli affect internal emotional states that subsequently influence behavioral responses (Mehrabian & Russell, 1974). In museum contexts, perceptions of exhibition atmosphere influence evaluations of quality, satisfaction, and behavioral intention (Piancatelli, 2021). Therefore, exhibition atmosphere functions as a strategic external stimulus that shapes visitor experiences.

Visitor experience is also influenced by internal psychological factors, particularly art involvement. Art involvement reflects the extent to which individuals cognitively and emotionally engage with artistic activities or objects (Michaelidou & Dibb, 2008). Involvement arises when an object is perceived as personally relevant to an individual's needs and values (Zaichkowsky, 1985). Higher involvement encourages deeper information processing and stronger evaluative judgments (Tjiptono, 2014). Within museum environments, art involvement may manifest through curiosity about artwork meaning, intellectual interpretation, emotional appreciation, and participation in educational programs. Visitors with higher involvement levels generally experience more profound and meaningful encounters compared with passive observers.

The interaction between environmental stimuli and individual engagement ultimately contributes to visitor satisfaction. Satisfaction is conceptualized as an evaluative process in which individuals compare prior expectations with actual performance (Oliver, 1980). It is also described as an emotional response resulting from the comparison between perceived performance and expectations (Kotler, 2000). When experiences meet or exceed expectations, satisfaction emerges; otherwise, dissatisfaction occurs. In museum settings, satisfaction includes perceptions of exhibition quality, spatial comfort, accessibility of information, service interaction, and emotional enrichment. Accordingly, visitor satisfaction acts as a central evaluative mechanism connecting experiential factors with future behavioral outcomes.

Satisfaction further influences the formation of brand image. Brand image refers to the set of associations stored in consumers' memory regarding a particular institution (Kotler & Keller, 2016). It is formed through strong, favorable, and unique associations embedded in memory structures (Keller, 1993). Brand image also consists of associative networks reflecting brand attributes, benefits, and personality dimensions (Aaker, 1997). In the museum context, brand image extends beyond logos and visual identity elements and is shaped by cumulative

visitor experiences, institutional credibility, educational initiatives, and digital representation. Brand identity originates from internal organizational characteristics that are later translated into public perception (Ferreiro Rosende, 2022). Consequently, brand image develops through consistent experiential encounters that reinforce institutional meaning and differentiation.

The growing interest in contemporary art in Indonesia further highlights the importance of examining experiential determinants in museum settings. Despite increasing visitor numbers and visibility, preliminary findings indicate that responses across exhibition atmosphere, art involvement, satisfaction, and brand image tend to cluster around neutral evaluations. This suggests that while public recognition may be strong, experiential delivery may not consistently translate into strong positive perceptions.

Based on these considerations, this study analyzes the influence of perceived exhibition atmosphere and art involvement on brand image, with visitor satisfaction functioning as a mediating variable. Perceived exhibition atmosphere is defined as visitors' subjective interpretations of the physical and sensory exhibition environment (Bitner, 1992). Art involvement represents cognitive and emotional engagement with artistic objects (Michaelidou & Dibb, 2008). Visitor satisfaction refers to the evaluative comparison between expectations and experienced performance (Oliver, 1980). Brand image is conceptualized as associative perceptions stored in visitors' memory regarding the museum (Kotler & Keller, 2016).

The objective of this study is to examine whether exhibition atmosphere and art involvement significantly influence visitor satisfaction and brand image, and whether satisfaction mediates these relationships.

METHOD

This study employs a quantitative approach using a survey method aimed at analyzing the influence of *perceived exhibition atmosphere* and *art involvement* on *brand image*, with *visitor satisfaction* serving as an intervening variable among visitors of Museum MACAN Jakarta. The population of this study consists of individuals who have visited Museum MACAN and have experienced its exhibition environment directly. The sample comprises 100 respondents selected through *purposive sampling* based on specific criteria, namely visitors who have visited the museum at least once within the past year and are over 17 years old. Data were collected in 2025 through an online closed-ended questionnaire using a five-point Likert scale to measure respondents' perceptions of each research variable. The research instrument was tested for validity and reliability to ensure measurement accuracy and consistency. The collected data were analyzed using multiple linear regression and *path analysis* to examine both direct and indirect relationships among variables. Prior to hypothesis testing, classical assumption tests—including normality, multicollinearity, and heteroscedasticity tests—were conducted. Hypotheses were tested both partially and simultaneously to determine the effect of each variable on visitor satisfaction and brand image.

RESULT AND DISCUSSION

Statistik Deskriptif Variabel

Perceived Exhibition Atmosphere

Tabel 1. Respondents Responses to Variable X1

No	Statement	Mean	Description
<i>General Interior</i>			
1	Pencapaian di dalam ruang pameran menyoroti koleksi dengan baik tanpa terasa menyilaukan atau suram.	3,720	Tinggi

	<i>(The lighting inside the exhibition spaces highlights the collections well without being too glaring or too dim).</i>		
2	Suhu dan ventilasi di dalam museum terasa nyaman sehingga saya dapat berkunjung lebih lama. <i>(The temperature and ventilation inside the museum are comfortable, allowing me to stay longer).</i>	3,645	Tinggi
3	Fasilitas umum seperti toilet, loker, dan tempat duduk bersih serta mudah dijangkau. <i>(Public facilities such as toilets, lockers, and seating areas are clean and easily accessible).</i>	3,715	Tinggi
Eksterior			
4	Jalur masuk museum mudah diakses dan ramah bagi pengunjung difabel. <i>(The museum entrance is easily accessible and disability-friendly).</i>	3,680	Tinggi
5	Keberadaan taman atau area hijau di sekitar museum membuat saya merasa sejuk dan santai sejak pertama kali tiba. <i>(The presence of gardens or green areas around the museum makes me feel cool and relaxed upon arrival).</i>	3,635	Tinggi
6	Papan nama dan logo museum yang terlihat jelas memudahkan saya menemukan lokasi museum. <i>(The museum's clearly visible signage and logo make it easy for me to locate the museum).</i>	3,625	Tinggi
Museum Display			
7	Penataan karya seni tidak terlalu padat sehingga nyaman untuk dinikmati. <i>(The arrangement of artworks is not overcrowded, making them comfortable to view).</i>	3,745	Tinggi
8	Media interaktif seperti audio guide atau QR code membantu saya memahami karya seni. <i>(Interactive media such as audio guides or QR codes help me better understand the artworks).</i>	3,655	Tinggi
9	Panel informasi pada setiap koleksi mudah dibaca dan menarik untuk dipelajari. <i>(Information panels for each collection are easy to read and visually engaging).</i>	3,695	Tinggi
Layout			
10	Penanda arah dan informasi zona di museum memudahkan saya menjelajah antar ruang pamer. <i>(Directional signs and zone information make it easy for me to navigate between exhibition spaces).</i>	3,580	Tinggi
11	Urutan ruang pamer di museum tersusun secara logis dan mudah dipahami. <i>(The sequence of exhibition rooms is logical and easy to understand).</i>	3,690	Tinggi
12	Perpindahan antar tema atau ruang pamer terasa nyaman dan tidak mengganggu pengalaman kunjungan. <i>(Transitions between exhibition themes or rooms feel smooth and do not disrupt my visit experience).</i>	3,780	Tinggi
Rata - Rata		3,690	Tinggi

Source: Primary Data, Processed by the Researcher (2026)

Based on Table above, variable X1 shows a positive evaluation, with an overall mean of 3.690 (high category) and indicator scores ranging from 3.580 to 3.780. The general interior dimension was perceived positively, particularly lighting (3.720) and supporting facilities (3.715), while temperature and ventilation (3.645) were considered comfortable. In the exterior dimension, accessible entrances (3.680), green areas (3.635), and clear signage (3.625) contributed to favorable first impressions. For museum display, the spacious arrangement of artworks received the highest score (3.745), followed by clear information panels (3.695) and interactive media (3.655). In terms of layout, smooth transitions between exhibition spaces achieved the highest mean (3.780), supported by logical room sequencing (3.690) and adequate directional signage (3.580). Overall, the results indicate that interior quality, exterior accessibility, display presentation, and spatial organization collectively create a positive perception of the exhibition atmosphere and enhance visitors' experience.

Art Involvement

Tabel 2. Respondents Responses to Variable X2

No	Statement	Mean	Description
Minat Seni			
1	Saya meluangkan waktu untuk membaca katalog atau deskripsi karya saat berkunjung ke museum. <i>(I take time to read catalogs or artwork descriptions when visiting the museum).</i>	3,670	Tinggi
2	Saya tertarik mencari tahu cerita di balik karya seni melalui informasi tambahan atau staf museum. <i>(I am interested in learning the stories behind artworks through additional information or museum staff).</i>	3,700	Tinggi
3	Saya mengikuti informasi terbaru mengenai program seni yang diselenggarakan museum. <i>(I follow updates about the latest art programs organized by the museum).</i>	3,740	Tinggi
Frekuensi Kunjungan			
4	Saya telah atau berencana mengunjungi museum ini lebih dari satu kali. <i>(I have visited or plan to visit this museum more than once).</i>	3,730	Tinggi
5	Saya menantikan dan menghadiri pameran atau acara khusus yang diselenggarakan museum. <i>(I look forward to and attend special events or exhibitions held by the museum).</i>	3,570	Tinggi
6	Saya mengajak teman, keluarga, atau komunitas untuk berkunjung ke museum ini. <i>(I invite friends, family, or community members to visit this museum).</i>	3,565	Tinggi
Interaksi Sosial			
7	Saya tertarik mengikuti lokakarya, diskusi, atau seminar yang diadakan oleh museum. <i>(I am interested in participating in workshops, discussions, or seminars organized by the museum).</i>	3,665	Tinggi
8	Saya bersedia memberikan ulasan atau masukan terkait pengalaman pameran yang saya kunjungi. <i>(I am willing to provide reviews or feedback about the exhibitions I visit).</i>	3,625	Tinggi
9	Saya membagikan pengalaman berkunjung ke museum melalui media sosial atau diskusi dengan orang lain.	3,600	Tinggi

<i>(I share my museum visit experiences through social media or discussions with others).</i>		
Rata - Rata	3,651	Tinggi

Source: Primary Data, Processed by the Researcher (2026)

Based on Table above, Art Involvement (X2) shows a positive evaluation, with an overall mean of 3.651 (high category) and indicator scores between 3.565 and 3.740. Respondents demonstrated strong interest in museum programs, particularly in following art updates (3.740), exploring artwork meanings (3.700), and reading descriptions (3.670). They also indicated repeat visit intentions (3.730), while interest in special events (3.570) and inviting others (3.565) remained positive. Social participation was reflected in interest in workshops or seminars (3.665), providing feedback (3.625), and sharing experiences (3.600). Overall, the results confirm that visitors show a solid level of art involvement, positioning Museum MACAN as both an exhibition space and a platform for intellectual and social engagement.

Visitor Satisfaction

Tabel 3. Respondents Responses to Variable Z

No	Statement	Mean	Description
Kesenangan Pengalaman			
1	Saya puas dengan kualitas pameran dan koleksi yang ditampilkan oleh museum. <i>(I am satisfied with the quality of the exhibitions and collections presented by the museum).</i>	3,660	Tinggi
2	Staf museum bersikap ramah, membantu, dan memberikan informasi yang saya butuhkan. <i>(Museum staff are friendly, helpful, and provide the information I need).</i>	3,690	Tinggi
3	Suasana dan fasilitas museum sesuai dengan harapan saya sebagai pengunjung. <i>(The museum's atmosphere and facilities meet my expectations as a visitor).</i>	3,660	Tinggi
Niat Berkunjung Ulang			
4	Saya berniat untuk kembali mengunjungi museum ini di masa mendatang. <i>(I intend to revisit this museum in the future).</i>	3,690	Tinggi
5	Saya bersedia datang kembali saat museum menyelenggarakan pameran atau program baru. <i>(I am willing to return when the museum offers new exhibitions or programs).</i>	3,685	Tinggi
6	Museum ini menjadi salah satu pilihan utama saya untuk kunjungan wisata budaya. <i>(This museum is one of my main choices for cultural tourism visits).</i>	3,720	Tinggi
Rekomendasi			
7	Saya bersedia merekomendasikan museum ini kepada keluarga, teman, atau kolega. <i>(I am willing to recommend this museum to family, friends, or colleagues).</i>	3,685	Tinggi

8	Saya cenderung memberikan komentar atau ulasan positif tentang museum ini. <i>(I tend to give positive comments or reviews about this museum).</i>	3,710	Tinggi
9	Saya dengan antusias menceritakan pengalaman kunjungan saya dan mendorong orang lain untuk berkunjung. <i>(I enthusiastically share my visit experience and encourage others to visit).</i>	3,715	Tinggi
Rata - Rata		3,690	Tinggi

Source: Primary Data, Processed by the Researcher (2026)

Based on Table above, Visitor Satisfaction shows a positive result, with an overall mean of 3.690 (high category) and indicator scores between 3.660 and 3.720. Visitors expressed satisfaction with exhibition quality, staff service, and facilities. They also showed strong intentions to revisit, especially for new programs, and viewed the museum as a preferred cultural destination. Additionally, respondents were willing to recommend the museum, give positive reviews, and share their experiences. Overall, the findings indicate a high level of satisfaction, supporting visitor loyalty and long-term relationships.

Brand Image

Tabel 4. Respondents Responses to Variable Y

No	Statement	Mean	Description
Persepsi Kognitif			
1	Saya menilai koleksi dan pameran museum informatif, menarik, dan relevan dengan tema seni. <i>(I find the museum's collections and exhibitions informative, engaging, and relevant to art and themes).</i>	3.625	Tinggi
2	Fasilitas dan layanan museum mendukung kenyamanan serta kualitas kunjungan. <i>(The museum's facilities and services support visitor comfort and visit quality).</i>	3.650	Tinggi
3	Saya memandang museum ini sebagai sumber informasi yang kredibel tentang seni. <i>(I view this museum as a credible source of information about art).</i>	3.655	Tinggi
Persepsi Afektif			
4	Saya merasa senang dan puas secara emosional setelah mengunjungi museum ini. <i>(I feel emotionally pleased and satisfied after visiting this museum).</i>	3.620	Tinggi
5	Saya merasa bangga bahwa museum ini merepresentasikan seni yang penting. <i>(I feel proud that this museum represents important art values).</i>	3.600	Tinggi
6	Kunjungan ke museum ini membuat saya lebih menghargai dan ingin mempelajari seni. <i>(Visiting this museum makes me appreciate and want to learn more about art).</i>	3.595	Tinggi
Citra Unik & Asosiasi			
7	Museum ini memiliki keunikan tersendiri dibandingkan dengan museum lainnya. <i>(This museum has a unique character compared to other museums).</i>	3.585	Tinggi

8	Saya dengan mudah mengasosiasikan museum ini dengan nilai atau narasi seni tertentu. (<i>I can easily associate this museum with specific artistic values or narratives</i>).	3.685	Tinggi
9	Identitas visual dan komunikasi museum konsisten dengan citranya sebagai destinasi edukasi. (<i>The museum's visual identity and communication are consistent with its image as a educational destination</i>).	3.635	Tinggi
Rata - Rata		3,627	Tinggi

Source: Primary Data, Processed by the Researcher (2026)

Based on Table above, Brand Image is evaluated positively, with an overall mean of 3.627 (high category). Visitors perceive the museum as informative, credible, and supported by good facilities. They also report positive emotional responses, such as enjoyment and pride. In addition, Museum MACAN is viewed as distinctive and strongly associated with specific art values. Overall, the results indicate a strong and favorable brand image shaped by exhibition quality, visitor experience, and consistent identity.

Reliability

Tabel 5. Cronbach's Alpha value and Composite Reliability value

Variabel	Cronbach's Alpha	Composite Reliability	Test Results
<i>Percived Exhibition Atmosphere</i>	0.949	0.955	Reliabel
<i>Art Involvement</i>	0.935	0.945	Reliabel
<i>Visitor Satisfaction</i>	0.932	0.943	Reliabel
<i>Brand Image</i>	0.934	0.945	Reliabel

Source: SmartPLS 3.2.8 Output Results (2026)

The Composite Reliability and Cronbach's Alpha values for all constructs were greater than 0.70. Therefore, it can be concluded that all items in each construct are reliable.

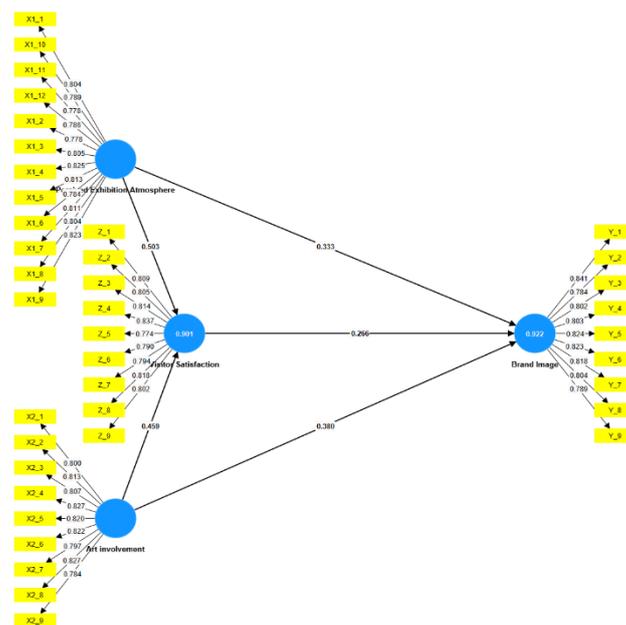


Figure 1. Outer Model Results
Source: SmartPLS 3.2.8 Output Results (2026)

R2 value (Coefficient of Determination)

Tabel 6. R-Square and Adjusted R-Square Values

Variable	R-square	R-square Adjusted	Description
Visitor Satisfaction	0.901	0.900	Kuat
Brand Image	0.922	0.921	Kuat

Source: SmartPLS 3.2.8 Output Results (2026)

The R² test results indicate that Visitor Satisfaction has an adjusted R-square of 0.900, meaning that 90% of its variance is explained by Perceived Exhibition Atmosphere and Art Involvement, while the remaining 10% is influenced by other factors outside the model.

Similarly, Brand Image shows an adjusted R-square of 0.921, indicating that 92.1% of its variance is explained by Perceived Exhibition Atmosphere, Art Involvement, and Visitor Satisfaction. Since both R² values exceed 0.75, the model demonstrates strong explanatory power and high structural accuracy.

Predictive Relevance Q2

Tabel 7. Predictive Relevance Q²

Variable	Q ² Predict	Test Results
Visitor Satisfaction	0.899	Relevan
Brand Image	0.913	Relevan

Source: SmartPLS 3.2.8 Output Results (2026)

Based on the predictive relevance test using Q² values, Visitor Satisfaction obtained a Q² of 0.899, while Brand Image reached 0.913. Since both values are greater than zero, the model demonstrates strong predictive capability for the endogenous variables.

Higher Q² values indicate better predictive accuracy; therefore, the findings confirm that the model is predictively relevant and capable of accurately explaining and forecasting visitor satisfaction and brand image.

Uji Goodness of Fit (GoF)

$$\begin{aligned} GoF Z &= \sqrt{AVE \times R^2} \\ &= \sqrt{0,648 \times 0,900} \\ &= 0,763 \end{aligned}$$

$$\begin{aligned} GoF Y &= \sqrt{AVE \times R^2} \\ &= \sqrt{0,656 \times 0,921} \\ &= 0,777 \end{aligned}$$

The test results show that the Goodness of Fit (GoF) value for Z is 0.763 and for Y is 0.777, both categorized as high. These findings indicate that the research model demonstrates a strong overall fit between the measurement and structural models. Therefore, the model is considered adequate and capable of comprehensively explaining the relationships among the examined variables.

Partial Hypothesis Testing (Bootstrapping)

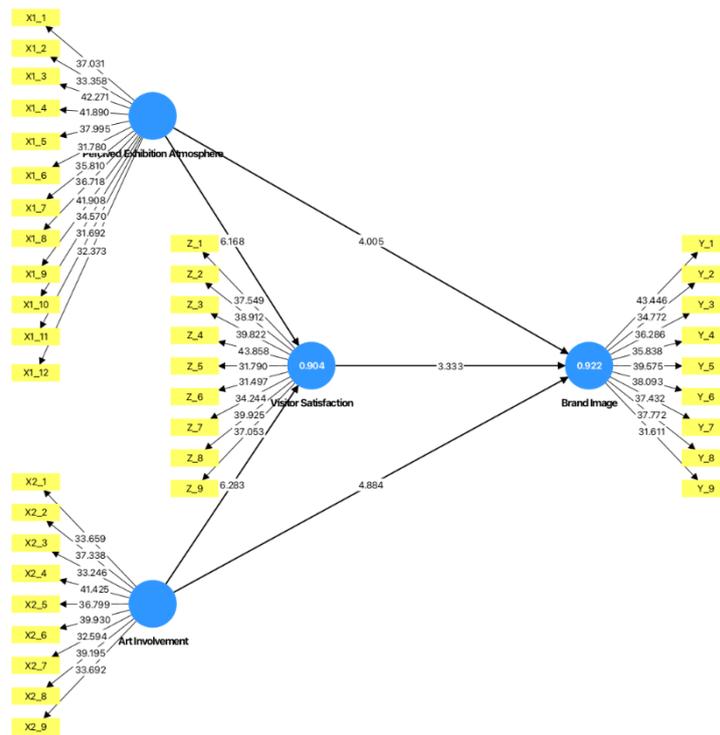


Figure 2. Bootstrapping Results
Source: SmartPLS 3.2.8 Output Results (2026)

Table 8. Bootstrapping Hypothesis Testing of Direct Effects

Hipotesis	Variable	Original Sample	T-Statistics	P-Value	Description
<i>Direct Effect</i>					
H1	Percived Exhibition Atmosphere → Visitor Satisfaction	0.503	6.168	0.000	Berpengaruh Signifikan
H2	Art Involvement → Visitor Satisfaction	0.459	6.283	0.000	Berpengaruh Signifikan
H3	Percived Exhibition Atmosphere → Brand Image	0.333	4.005	0.000	Berpengaruh Signifikan
H4	Art Involvement → Brand Image	0.380	4.884	0.000	Berpengaruh Signifikan
H5	Visitor Satisfaction → Brand Image	0.266	3.333	0.000	Berpengaruh Signifikan

Source: SmartPLS 3.2.8 Output Results (2026)

Table 9. Bootstrapping Hypothesis Testing of Indirect Effects

Hipotesis	Variable	Original Sample	T-Statistics	P-Value	Description
<i>Indirect Effect</i>					
H6	Percived Exhibition Atmosphere → Visitor Satisfaction → Brand Image	0.134	2.989	0.003	Berpengaruh Signifikan
H7	Art Involvement → Visitor Satisfaction → Brand Image	0.122	3.291	0.001	Berpengaruh Signifikan

Source: SmartPLS 3.2.8 Output Results (2026)

The data presented in the table above serve as the basis for conducting the research hypothesis testing, with the explanations as follows:

- a. **The Effect of Perceived Exhibition Atmosphere on Visitor Satisfaction**
The results show a t-statistic of 6.168, which exceeds the critical value of 1.98, with a p-value of 0.000 (< 0.05). Therefore, H0 is rejected and H1 is accepted. This indicates that Perceived Exhibition Atmosphere has a positive and significant effect on Visitor Satisfaction. The positive original sample value confirms the positive direction of this relationship.
- b. **The Effect of Art Involvement on Visitor Satisfaction**
The t-statistic is 6.283, greater than 1.98, with a p-value of 0.000 (< 0.05). Thus, H0 is rejected and H2 is supported. These findings demonstrate that Art Involvement significantly and positively influences Visitor Satisfaction.
- c. **The Effect of Perceived Exhibition Atmosphere on Brand Image**
With a t-statistic of 4.005 exceeding 1.98 and a p-value of 0.000 (< 0.05), H0 is rejected and H3 is accepted. This confirms that Perceived Exhibition Atmosphere has a significant positive impact on Brand Image.
- d. **The Effect of Art Involvement on Brand Image**
The analysis yields a t-statistic of 4.884, which is above 1.98, and a p-value of 0.000 (< 0.05). Accordingly, H0 is rejected and H4 is accepted. Art Involvement is proven to have a significant and positive effect on Brand Image.
- e. **The Effect of Visitor Satisfaction on Brand Image**
The t-statistic of 3.333 is greater than 1.98, with a p-value of 0.000 (< 0.05). Therefore, H0 is rejected and H5 is supported. This result indicates that Visitor Satisfaction significantly and positively influences Brand Image.
- f. **The Mediating Role of Visitor Satisfaction in the Relationship between Perceived Exhibition Atmosphere and Brand Image**
The mediation test produces a t-statistic of 2.989, exceeding 1.98, with a p-value of 0.000 (< 0.05). Thus, H6 is accepted, confirming that Visitor Satisfaction significantly mediates the effect of Perceived Exhibition Atmosphere on Brand Image.
- g. **The Mediating Role of Visitor Satisfaction in the Relationship between Art Involvement and Brand Image**
The t-statistic of 3.291 is higher than 1.98, with a p-value of 0.000 (< 0.05). Consequently, H7 is accepted. This finding indicates that Visitor Satisfaction significantly mediates the relationship between Art Involvement and Brand Image.

Discussion

The Effect of Perceived Exhibition Atmosphere on Visitor Satisfaction

The hypothesis testing results indicate that Perceived Exhibition Atmosphere has a positive and statistically significant impact on Visitor Satisfaction, with a path coefficient of 0.503, a t-statistic of 6.168, and a p-value of 0.000 (< 0.05). Therefore, H1 is supported.

The coefficient value (0.503) suggests that Perceived Exhibition Atmosphere is the strongest predictor of Visitor Satisfaction compared to the other independent variables. This finding highlights that the quality of the exhibition environment plays a central role in shaping visitors' satisfaction at Museum MACAN.

This result aligns with Kotler and Keller (2016), who emphasize that atmospherics are crucial in generating emotionally satisfying experiences, particularly in experience-based service contexts such as art museums.

The Effect of Art Involvement on Visitor Satisfaction

The analysis shows that Art Involvement positively and significantly influences Visitor Satisfaction, with a path coefficient of 0.459, a t-statistic of 6.283, and a p-value of 0.000 (< 0.05). Thus, H2 is accepted.

These findings indicate that higher levels of engagement with art lead to greater satisfaction during the museum visit. When visitors are more cognitively and emotionally involved, they tend to appreciate and connect more deeply with the artworks.

This outcome supports Catterall (1999), who argues that higher personal involvement enhances positive evaluations of consumption experiences.

The Effect of Perceived Exhibition Atmosphere on Brand Image

Bootstrapping results confirm that Perceived Exhibition Atmosphere has a positive and significant effect on Brand Image, with a t-statistic of 3.943 and a p-value of 0.000 (< 0.05). Accordingly, H3 is supported.

The positive relationship implies that improved perceptions of the exhibition environment contribute to a stronger and more favorable brand image of Museum MACAN. The exhibition atmosphere functions not merely as a visual component but also as a medium for conveying institutional identity.

This finding is consistent with Bitner's (1992) servicescape theory, which explains that the physical service environment directly influences consumers' evaluations of an organization.

The Effect of Art Involvement on Brand Image

The results demonstrate that Art Involvement significantly and positively affects Brand Image, with a path coefficient of 0.380, a t-statistic of 4.896, and a p-value of 0.000 (< 0.05). Therefore, H4 is accepted.

The magnitude of this coefficient indicates that psychological and emotional engagement with art contributes meaningfully to shaping the museum's image. Visitors who are more involved in art tend to perceive the museum as more valuable and culturally meaningful.

This finding supports Mencarelli and Pulh (2012), who state that individual involvement with experiential objects influences value perception and institutional image.

The Effect of Visitor Satisfaction on Brand Image

The hypothesis testing confirms that Visitor Satisfaction has a positive and significant effect on Brand Image, with a path coefficient of 0.266, a t-statistic of 3.333, and a p-value of 0.000 (< 0.05). Thus, H5 is supported.

This suggests that satisfaction serves as an important foundation in building the museum's brand image. Visitors who are satisfied are more likely to develop favorable perceptions, trust, and positive associations toward the institution.

The result is in line with consumer satisfaction theory, which identifies satisfaction as a primary antecedent of brand attitude and image formation (Kotler & Keller, 2016).

The Mediating Role of Visitor Satisfaction between Perceived Exhibition Atmosphere and Brand Image

The indirect effect analysis shows that Perceived Exhibition Atmosphere significantly influences Brand Image through Visitor Satisfaction, with a mediation coefficient of 0.134, a t-statistic of 2.989, and a p-value of 0.003 (< 0.05). Hence, H6 is accepted.

Since both the direct and indirect effects are significant, Visitor Satisfaction acts as a partial mediator. This indicates that exhibition atmosphere enhances brand image both directly and indirectly by increasing visitor satisfaction.

The Mediating Role of Visitor Satisfaction between Art Involvement and Brand Image

The findings reveal that Art Involvement significantly affects Brand Image through Visitor Satisfaction, with a mediation coefficient of 0.122, a t-statistic of 3.291, and a p-value of 0.001 (< 0.05). Therefore, H7 is supported.

This implies that the influence of Art Involvement on Brand Image becomes stronger when it leads to a satisfying visitor experience. In other words, engagement with art contributes more effectively to brand perception when accompanied by positive satisfaction outcomes.

Based on the hypothesis testing results, it can be concluded that all examined relationships among the variables are statistically significant and positive. These findings confirm that the proposed model effectively explains the mechanisms underlying the formation of visitor satisfaction and brand image at Museum MACAN.

Perceived Exhibition Atmosphere plays a crucial role in shaping visitor experience, both directly influencing Brand Image and indirectly through Visitor Satisfaction. The relatively strong path coefficient toward Visitor Satisfaction indicates that the exhibition environment is a dominant factor in determining satisfaction levels. This highlights the importance of a well-designed physical setting in enhancing the overall museum experience.

Art Involvement also demonstrates significant effects on both Visitor Satisfaction and Brand Image. This suggests that deeper engagement with art enriches the visitor experience and fosters more favorable evaluations of the museum. Visitors with higher levels of involvement tend to report greater satisfaction and develop a stronger positive perception of the museum's image.

Visitor Satisfaction functions as a partial mediating variable that strengthens the effects of Perceived Exhibition Atmosphere and Art Involvement on Brand Image. This mediation indicates that brand image is shaped not only by direct experiences but also by the evaluative satisfaction derived from those experiences.

Overall, the discussion reveals that the development of Museum MACAN's brand image results from the interaction between exhibition environment quality, visitor engagement with art, and the satisfaction experienced. These findings emphasize the need for contemporary art museums to manage visitor experiences holistically in order to achieve sustained satisfaction and a strong brand image.

CONCLUSION

Perceived Exhibition Atmosphere plays an essential role in shaping the visitor experience at Museum MACAN, as a well-structured spatial flow and balanced artwork arrangement create a comfortable environment that supports optimal art appreciation. Art Involvement is reflected in visitors' strong interest and intellectual engagement with artworks, including their desire to explore meanings more deeply and participate in museum programs. Visitor Satisfaction is demonstrated through intentions to revisit and recommend the museum, indicating that the overall experience generates a relatively high level of satisfaction. The Brand Image of Museum MACAN is primarily formed through cognitive evaluations and its distinctive institutional identity, positioning it as a credible and differentiated modern and contemporary art destination. However, the emotional dimension of both the visitor experience and brand image appears less developed, as emotional attachment remains weaker compared to rational and functional perceptions, suggesting the need for further strengthening in this area.

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