

RESEARCH ARTICLE

## Enhancing Customer Satisfaction in Myanmar's Restaurant Industry: Key Factors that Drive Success

Theingi Aung<sup>1\*</sup>, Sui Reng Liana<sup>1</sup>, Arkar Htet<sup>1</sup>, Amiya Bhaumik<sup>1</sup>

<sup>1</sup>Faculty of Business and Accounting, Lincoln University, 47301 Petaling Jaya, Selangor D. E., Malaysia

Corresponding author: Theingi Aung: taung@lincoln.edu.my, htetmyatarkarcoltd@gmail.com

Received: 10 September, 2023, Accepted: 15 October, 2023, Published: 06 November, 2023

**Abstract.** In today's business landscape, customer satisfaction has become a central component in determining an organization's success. The capacity to retain existing customers while ensuring their utmost satisfaction across diverse aspects is vital for businesses to prosper and widen their customer base. The goal of this research is to provide a comprehensive framework for deciphering customer happiness in the continually changing restaurant industry, incorporating all critical components of the idea. The research methodology integrated secondary research and quantitative techniques to shed light on customer satisfaction. Convenience sampling was used for collecting data, and structural equation modelling (SEM) was applied to analyse the results. The primary purpose of this study is to contribute new knowledge about customer satisfaction, specifically in the Myanmar restaurant industry.

**Keywords:** Customer satisfaction; Myanmar restaurant industry; service quality; food quality; Hygienic & Cleanliness.

### Introduction

Businesses today no longer face a growing economic system with steadily expanding markets because of rising competition in the marketplace and continuous transformation in the workplace. Every consumer is now better off as a result. Satisfaction is taken into account as a motivator for repeat business, but that doesn't mean a satisfied consumer would necessarily decide to purchase again (Soriano, 2002). The dining sector has expanded to be among the most lucrative worldwide. A diverse range of products and services catering to customer demands are provided by both international and regional food establishments (Raja Irfan Sabir et al., 2014). This year has witnessed a significant surge in the number of newly established restaurants in Myanmar. While some have managed to establish a loyal customer base, many are still grappling with the challenge of satisfying their customers. To fully understand the characteristics that determine customer satisfaction, a carefully crafted questionnaire was issued to a statistically significant sample. After collecting data, we used SmartPLS4 to analyse it for patterns. The findings from this research will provide valuable insights to current business owners and managers, enabling them to refine or enhance their offerings and services, ultimately leading to increased customer satisfaction. Moreover, this study will act as a crucial resource for potential restaurant owners, furnishing them with vital information on the primary aspects that considerably impact customer satisfaction

within the industry. By making informed choices based on these insights, prospective restaurant owners can set themselves up for success.

## **Literature Review**

### **Customer Satisfaction**

Numerous scholars have emphasized the significance of customer satisfaction in their previous studies. For instance, Kotler (2000, p.36) has presented a definition of customer satisfaction, which characterizes it as the emotional response exhibited by a consumer regarding their level of contentment or dissatisfaction with a product's perceived performance relative to their expectations. To maintain academic integrity and prevent plagiarism, it is important to rephrase the content while still conveying the original idea. The notion of customer satisfaction has been associated with a range of emotional experiences, such as acceptance, joy, alleviation, enthusiasm, and gratification (Sanjeev Kumar, Dr. Deepali Bhatnagar, 2017). Deng et al. (2009) emphasized that customer satisfaction has gained significant importance within the domain of business operations. The authors argue that satisfied customers have the potential to contribute significantly to the profitability of an industry. Similarly, Hokanson (1995) has identified several factors that contribute to customer satisfaction, including the sincerity, politeness, knowledgeability, and helpfulness of employees, fairness of pricing, timely billing, transparency in billing, quality of service, and prompt service delivery. Companies can achieve competitive advantages and attain success by ensuring that their customers' experiences of consuming goods and services are satisfying (Hennig-Thurau, T., Gwinner, K.P. and Gremier, D.D, 2002). Scholarly publications extensively acknowledge the importance of customer satisfaction on long-term consumer behaviour and purchasing intentions. According to LaBarbera and Mazursky (1983), customer satisfaction is important in influencing repurchase intentions since it creates good attitudes towards future transactions. Conversely, dissatisfaction stands as a primary driver of customer attrition, underscoring the significance of addressing customer concerns to maintain a loyal consumer base. The significance of this assertion holds true in the restaurant industry as well. Liu and Jang (2009) have contended that ensuring consistent customer satisfaction plays a pivotal role in nurturing repeat patronage among restaurant-goers. Similarly, Hackl and Westlund (2000) have underscored the importance of cultivating customer satisfaction as it directly contributes to enhanced market share, return on investment, and overall profitability. These outcomes stand as critical objectives for businesses operating in this industry.

In light of the highly competitive nature of the restaurant industry and its continual global expansion, it becomes increasingly crucial for restaurant managers to grasp the factors that influence customers' restaurant choices, as emphasized by Gagic et al. (2013). Scholars have dedicated significant attention to understanding the value creation process within the restaurant industry. Hwang and Zhao (2010) point out that the sales performance of restaurants is closely tied to the level of customer satisfaction. Therefore, it is of paramount importance for restaurants to identify and cater to the evolving needs and desires of modern consumers, as failure to do so poses a substantial risk to their success.

Parsa et al. (2005) have highlighted the continuously changing trends in the food industry, such as the increasing popularity of healthy food menus, as an example of the need for businesses to keep up with changing customer preferences. Therefore, understanding and responding to evolving customer needs and wants are critical elements of creating customer satisfaction. To ensure academic integrity and avoid plagiarism, all sources of information used in this research must be appropriately cited and referenced.

## **Determinants of Customer Satisfaction**

Numerous academic publications have extensively investigated the diverse range of elements that impact customer satisfaction and loyalty within the restaurant industry. These factors typically encompass aspects such as the quality of food, service, pricing fairness, and the overall ambiance of the restaurant establishment. While a variety of research methodologies have been utilized, a prevalent trend observed in these studies is the predominant use of quantitative approaches during the analysis of collected data.

### **Food Quality**

Over the last two decades, there has been a growing perception among customers that the microbiological, chemical, and nutritional quality of food alone is no longer sufficient to rate its overall quality. This trend has been documented in various academic studies (Cardello, 1995). As per Galvez and Resurrecion (1992), food quality is a major determinant in shaping customers' perception of food characteristics. The concept of perceived characteristics highlights the sensory aspects associated with food, including taste, appearance, portion size, and price. In the highly competitive landscape of the restaurant industry, where menus may offer similar or comparable food options, differentiation and gaining a competitive edge often hinge on the quality of the food. While food quality is widely acknowledged as a vital factor in establishing customer satisfaction in the restaurant sector, evaluating the quality of food can vary considerably among individuals. This variation stems from the reality that every person possesses unique tastes, preferences, and subjective perceptions, which adds complexity to the process of creating standardized food quality benchmarks.

### **Service Quality**

A lot of academic research has been done to look into the level of service. The SERVQUAL measure was made by Parasuraman et al. in 1988 as a way to look at the differences between what customers want and how they think service is being done. The SERVQUAL scale looks at tangibles, reliability, responsiveness, assurance, and empathy to figure out how good the service is. Since it was made, the SERVQUAL scale has been used a lot in many research studies to measure service quality in many different businesses (Fu, Y. Y., & Parks, S. C., 2001). When customers choose a specific restaurant, they are discerning and tend to revisit if they are content with the overall experience. Moreover, contented customers frequently act as advocates, sharing favorable word-of-mouth referrals with prospective patrons. Customers are willing to pay more for a great experience. This means that restaurants need to keep their service good (Kim, M.K., Park, M.C., and Jeong, D.H., 2004). Stevens et al. (1995) did a study on the different aspects of service quality. Their results showed that dependability was the most important factor when judging service quality. In a similar way, Zopiatis and Pribi (2007) found that reliability was the most important trait, followed by responsiveness, tangibles, assurance, and empathy in that order. In a related vein, Qin and Prybutok (2009) argue that delivering exceptional service performance is instrumental in cultivating satisfied and loyal customers, a crucial aspect for generating repeat business in the fast food restaurant sector. Conversely, inadequate service performance can result in dissatisfied customers who may opt for alternative dining establishments. Furthermore, these dissatisfied customers have the potential to negatively impact prospective customers through unfavorable word-of-mouth communication.

## **Physical Environment**

The physical setting of a restaurant plays a crucial role in influencing customer satisfaction. An appealing and well-crafted ambiance can enhance the dining experience and contribute to the overall contentment of customers (Nguyen, T. T. M., & Nguyen, T. D., 2020). Lighting is another important aspect of the physical environment that can impact customer satisfaction. A study by Yun and Chung (2016) found that customers were more satisfied when the restaurant had soft lighting. Similarly, a study by Lee, Yoon, and Lee (2019) discovered that customers were more likely to visit a restaurant with warm lighting compared to cool lighting.

## **Hygienic& Cleanliness**

Ensuring high levels of hygiene and cleanliness is essential for the prosperity of any restaurant. Customers anticipate a pleasant dining experience, and subpar hygiene and cleanliness practices can result in negative reviews, customer attrition, and potentially legal consequences (National Restaurant Association, 2019). Apart from customer satisfaction, maintaining cleanliness and hygiene is crucial to ensure food safety in restaurants. Regulatory bodies like the Food and Drug Administration (FDA) have established specific guidelines that restaurants must adhere to. Failure to comply with these guidelines can lead to penalties, legal consequences, and even the potential closure of the restaurant ((FDA), 2021).

## **Price**

In the restaurant industry, price is a critical element in determining customer satisfaction. Most customers base their purchasing decisions on the price of the brand before making further purchases. Various studies have shown that the price of a product can either elevate or lower the brand's standard. Thus, pricing is a crucial factor that needs to be carefully considered by hotel managers to ensure customer satisfaction and loyalty. (Turel, 2006). The role of price is instrumental in shaping customer satisfaction as it directly impacts how customers perceive a product or service. When the price is perceived as fair and reasonable, customers are more likely to experience contentment and are inclined to make repeat purchases. Therefore, pricing is a critical aspect that businesses must carefully evaluate to improve customer satisfaction and cultivate loyalty (Gustafsson, A., Johnson, M.D., and Roos, I., 1995). Maintaining fair pricing is crucial for customer satisfaction as it directly impacts the cost customers pay for products or services. This concept is widely acknowledged in academic literature and is recognized as a significant catalyst for customer loyalty and retention. By offering reasonable prices, service providers can build trust and increase customer lifetime value. Therefore, it is essential for service providers to have a transparent pricing strategy to enhance customer satisfaction and loyalty.

## **Menu**

The variety and quality of menu items, presentation of dishes, clarity of the menu, and the ability to accommodate dietary restrictions are important factors for restaurant customer satisfaction. Customers appreciate a diverse range of options to suit different dietary preferences and restrictions, and the use of high-quality, fresh ingredients. Additionally, the presentation of dishes can impact the overall dining experience and a clear, easy-to-read menu can make ordering easier for customers (Kim, J., Lee, H., & Yoon, S., 2017). The menu is a crucial element for customer satisfaction in restaurants, as it provides information about the food offerings, prices, and overall dining experience. (Lin, Y. S., & Mattila, A. S., 2011).

## **Research Design, Sampling Procedure and Participants**

The study was designed using a descriptive analysis approach and aimed to investigate customer satisfaction levels among visitors to five restaurants situated on Yadanar Road in the Yangon region between 21 and 28 February 2023. Convenience sampling technique was utilized to collect data from 400 respondents, of which 344 were returned. To assess the performance of all factors for customer satisfaction, a 7-point Likert scale was employed. The survey data was gathered from individuals who had patronized restaurants located in Yadanar Road, South Oakkalar Township, Yangon. In summary, the study focused on evaluating the degree of customer satisfaction among visitors to restaurants in this specific area. Care was taken to ensure that the write-up was original and did not infringe on any copyright laws.

## **Instrumentation & Measurement**

To achieve the research goals, a well-organized questionnaire consisting of two separate sections was created. The initial section aimed to collect demographic information from the respondents, while the second section focused on obtaining data regarding their perceptions of the factors influencing customer satisfaction at the five restaurants located on Yadana Road, South Oakkalar Township, Yangon. To evaluate customer satisfaction, this study included a range of evaluation factors, including meal quality, service quality, physical environment, hygiene and cleanliness, price, and menu. The questionnaire has 31 questions divided into two sections. The respondents' agreement or disagreement with the propositions was determined using a 7-point Likert scale ranging from "strongly disagree" to "strongly agree." Furthermore, demographic details like gender, age group, monthly income, and the frequency of respondents' restaurant visits were collected through four additional questions. The questionnaire was carefully designed to explore the factors influencing customer satisfaction specifically in restaurants situated on Yadana Road.

## **Research Model**

In order to investigate the current state and scrutinize the factors that affect customer satisfaction in restaurants located on Yadana Road, the study adopted a quantitative research methodology. This approach enabled the research to acquire a comprehensive comprehension of the subject matter and reveal any potential associations between the factors and customer satisfaction levels. The data analysis procedure was systematic and objective, allowing for valuable insights to be obtained regarding the topic of interest.

## **Hypothesis of the Study**

The study postulates that there exists a positive and meaningful relation between different factors and customer satisfaction in restaurants. The study, in particular, hypothesises a favourable association between these parameters and restaurant customers' degree of pleasure. The following are the study's hypotheses:

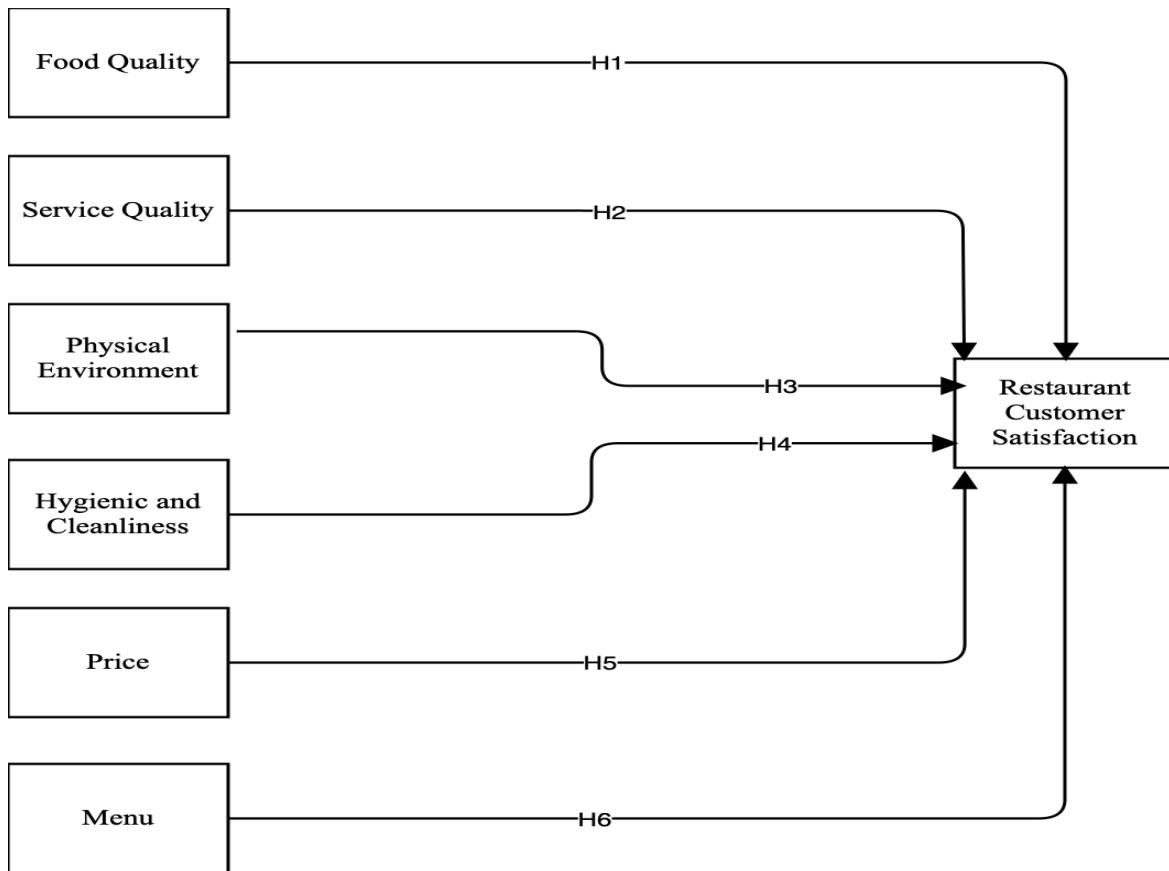
Hypothesis 1 (H1): There is a positive and significant relationship between food quality and customer satisfaction in restaurants.

Hypothesis 2 (H2): Service quality has a positive and significant influence on customer satisfaction in restaurants.

Hypothesis 3 (H3): The physical environment has a positive and significant impact on customer satisfaction in restaurants.

Hypothesis 4 (H4): Maintaining hygiene and cleanliness positively affects customer satisfaction in restaurants.

Hypothesis 5 (H5): Price plays a positive and significant role in influencing customer satisfaction in restaurants.  
 Hypothesis 6 (H6): The menu has a positive and significant impact on customer satisfaction in restaurants.



**Figure 1:** Research Model (Hypotheses Diagram)

**Variable and constructed questionnaire of the study**

The research investigates a number of potential influences on restaurant patrons' happiness in order to determine which ones matter most. The following are examples of study variables and questionnaires:

**Table 1:** Questionnaire and source

Food Quality	<ul style="list-style-type: none"> <li>• The food offered was delicious.</li> <li>• The food was prepared using fresh ingredients.</li> <li>• The flavors of the dishes were enjoyable.</li> <li>• The overall dining experience was satisfactory.</li> </ul>	(Sanjeev Kumar, Dr. Deepali Bhatnagar, 2017)
Service Quality	<ul style="list-style-type: none"> <li>• The waitstaff demonstrates willingness to assist guests.</li> </ul>	(Sanjeev Kumar, Dr. Deepali Bhatnagar, 2017)

	<ul style="list-style-type: none"> <li>• The service staff exhibits positive attitudes and behavior.</li> <li>• The service quality and staff efficiency are of a commendable standard.</li> <li>• The food service is timely and delivered promptly.</li> </ul>	
Physical Environment	<ul style="list-style-type: none"> <li>• The restaurant's layout and design are aesthetically pleasing.</li> <li>• The seating arrangement provides a comfortable experience.</li> <li>• The theme of the restaurant creates a positive ambiance.</li> <li>• The flooring, ceiling, and decorations are visually appealing.</li> </ul>	(Sanjeev Kumar, Dr. Deepali Bhatnagar, 2017)
Hygienic and Cleanliness	<ul style="list-style-type: none"> <li>• The restaurant meets the standards of hygiene.</li> <li>• The staff's grooming and personal hygiene are commendable.</li> <li>• The cleanliness of the restaurant is maintained at a high level.</li> <li>• The surrounding area of the restaurant is well-maintained and clean.</li> </ul>	(Sanjeev Kumar, Dr. Deepali Bhatnagar, 2017)
Price	<ul style="list-style-type: none"> <li>• The price of food was fair</li> <li>• The price of liquor was fair</li> <li>• Got good value for my money at the restaurant</li> </ul>	(Kabir, 2016)
Menu	<ul style="list-style-type: none"> <li>• The restaurant offers a menu that is nutritionally balanced.</li> <li>• The menu composition of the restaurant is well-coordinated.</li> <li>• The restaurant introduces seasonal favorites on their menu.</li> <li>• A wide range of menu options are available, catering to various preferences.</li> </ul>	(Jie-Won Guak , Ji-Eun Oh and Mi-Sook Cho, 2022)
Customer Satisfaction	<ul style="list-style-type: none"> <li>• The satisfaction rate at the restaurant is high.</li> <li>• Would you recommend this restaurant to your friends and relatives?</li> <li>• Would you consider revisiting this restaurant in the future?</li> <li>• Overall, are you satisfied with the atmosphere and performance of the restaurant?</li> </ul>	(Sanjeev Kumar, Dr. Deepali Bhatnagar, 2017)

### Analysis and Interpretation

Among the participants in this survey, 42.7% were male and 57.3% were female. The respondents were distributed across different age groups, with 37.8% falling between the ages of 20 to 30 years, 47.7% between 31 to 40 years, and 14.5% between 41 to 50 years, demonstrating a diverse representation in this research survey. According to result the income level of respondents are 600,001 to 800,000 (9.6%), 800,001 to 1,000,000 (36.6%) and over 1,000,000 are (54.1%). The respondents regularly come to restaurant rate percentage within one month are under 3 times (18.3%), 3 to 5 times (34.9%), 6 to 8 times (21.8%) and 9 to 11 times (25%).

After analysis the collected data with SmartPLS 4, the result is indicated independent variables are positively significant on dependent variable. The detail results of the findings are following:

### Graphical Output of the PLS-SEM

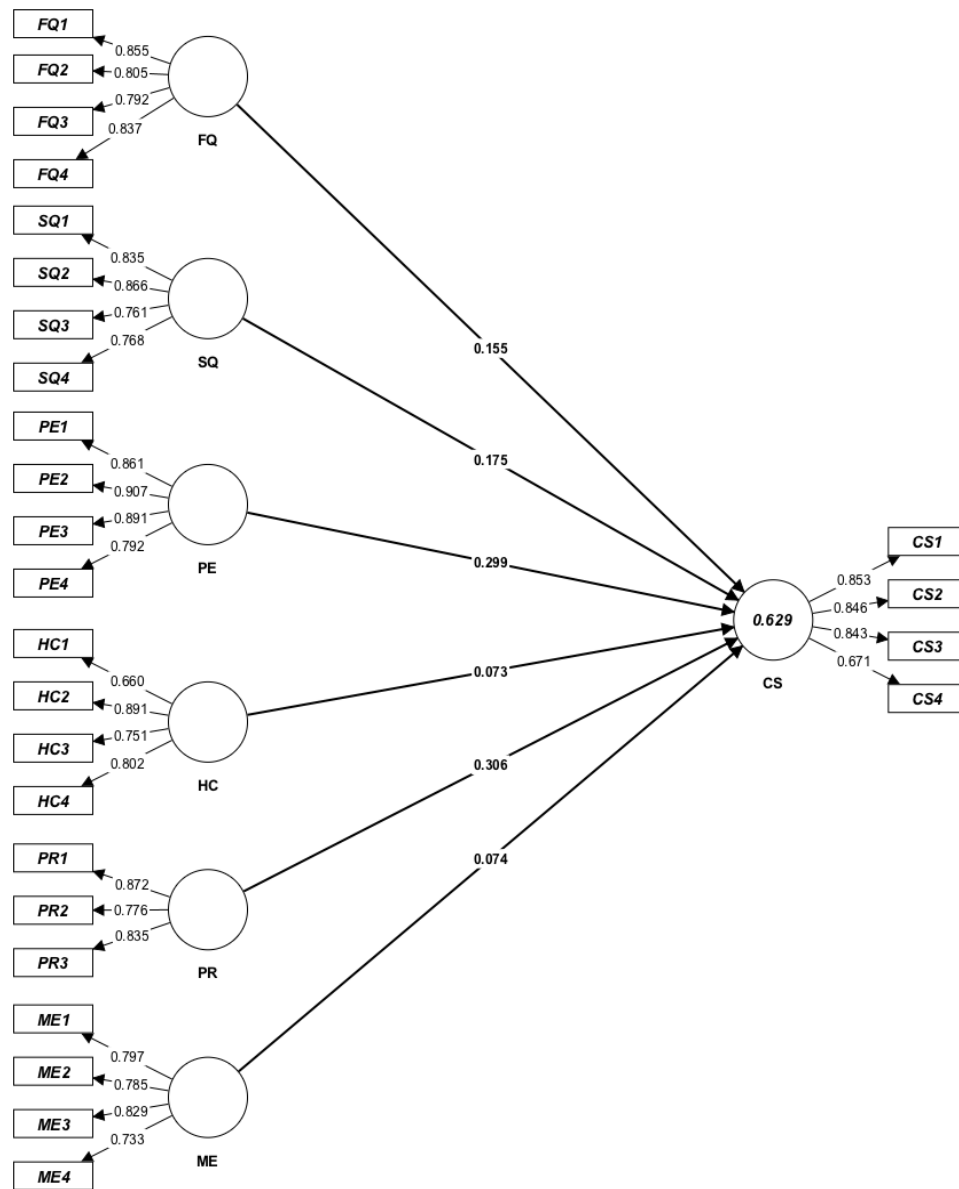
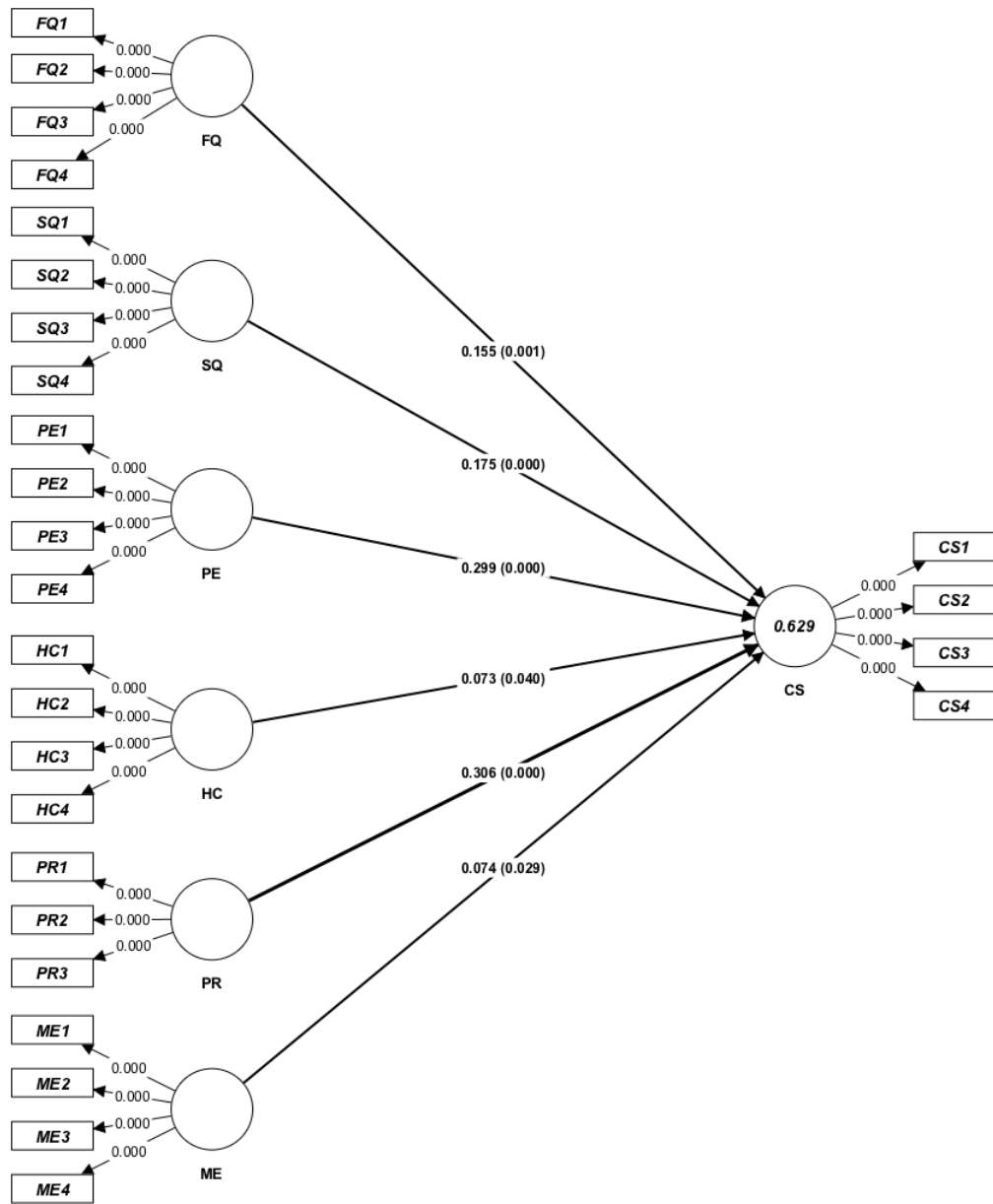


Figure 2: PLS-SEM Algorithm Model



Figure 2 is a picture of the results of the PLS-SEM analysis. It shows a structural model that shows a positive and statistically significant relationship between the independent factors and the dependent variables. The R2 value is 0.629, which means that the construct model explains 62.9% of the difference between the independent variables and the dependent variable.



**Figure 3:** Bootstrapping Model

Figure 3 shows the bootstrapping model, which shows that the independent factors have a statistically significant effect on the dependent variable.

**Construct reliability and Validity**

**Table 2:** Construct Reliability Measurement

	Cronbach's alpha	Composite (rho_a)	reliability	Composite (rho_c)	reliability	Average variance extracted (AVE)
CS	0.819	0.84		0.881		0.651
FQ	0.842	0.858		0.893		0.676
HC	0.797	0.868		0.86		0.609
ME	0.797	0.816		0.866		0.619
PE	0.886	0.891		0.921		0.746
PR	0.778	0.809		0.868		0.686
SQ	0.826	0.844		0.883		0.654

Convergence validity is related to the extracted average variance (AVE) of the chosen variables, which spans between 0 and 1. A score of 0.5 or higher is usually regarded satisfactory. A score of 0.5 means that at least half of the indicators do a good job of explaining the main idea (Nitzl, 2010). Table 2 shows the AVE values for each variable, and all variables meet the requirements. Also, discriminant validity is also assessed. The criterion for discriminant validity in the measurement model is that the squared correlation between latent variables should be less than the AVE value. The AVE value can be found in Table 2.

**Table 3:** Discriminate Validity

	CS	FQ	HC	ME	PE	PR	SQ
CS							
FQ	0.708						
HC	0.357	0.29					
ME	0.236	0.155	0.114				
PE	0.788	0.62	0.386	0.195			
PR	0.767	0.575	0.261	0.138	0.633		
SQ	0.651	0.647	0.166	0.065	0.549	0.488	

The outcome of the measurement model is optimistic and provides a comprehensive assessment of the construct's value and its strength.

In Table 4, except for CS4 (0.671) and HC1 (0.66), all of the factor loadings of the construct variable are over 0.7. Whether or not to accept a factor loading value between 0.6 and 0.7 depends on a number of things, such as the study setting, the number of factors being looked at, and how strong the other factor loadings are. In general, factor loadings of 0.6 or higher are thought to be appropriate (Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E., 2010). According to Hair, J.F (2010) factor loading of CS4 and HC1 acceptable.

**Table 4:** Loading of Variable

Customer Satisfaction	CS1	0.853
	CS2	0.846
	CS3	0.843
	CS4	0.671
Food Quality	FQ1	0.855
	FQ2	0.805
	FQ3	0.792
	FQ4	0.837
Hygienic and Cleanliness	HC1	0.66
	HC2	0.891
	HC3	0.751
	HC4	0.802
Menu	ME1	0.797
	ME2	0.785
	ME3	0.829
	ME4	0.733
Physical Environment	PE1	0.861
	PE2	0.907
	PE3	0.891
	PE4	0.792
Price	PR1	0.872
	PR2	0.776
	PR3	0.835
Service Quality	SQ1	0.835
	SQ2	0.866
	SQ3	0.761
	SQ4	0.768

The significance of the t-values depends on the level of significance chosen by the researcher. In general, a t-value threshold of 1.96 or higher is statistically significant at a 5% level of significance ( $p < 0.05$ ), while a t-value threshold of 2.58 or higher is statistically significant at a 1% level of significance ( $p < 0.01$ ). (Henseler, J., Ringle, C. M., & Sarstedt, M., 2015).

In the table 5, hygiene and cleanliness (t value- 2.05) and menu (t value- 2.185) are significance at  $P < 0.05$  level and food quality (t value-3.462), physical environment (t value- 5.954), price (t value- 7.043) and service quality (t value- 3.831) are significance at  $P < 0.01$  level.

**Table 5:** Booststrapping Result

	Original sample (O)	Sample (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
FQ -> CS	0.155	0.156	0.045	3.462	0.001
HC -> CS	0.073	0.074	0.036	2.05	0.040
ME -> CS	0.074	0.076	0.034	2.185	0.029
PE -> CS	0.299	0.297	0.05	5.954	0.000
PR -> CS	0.306	0.306	0.043	7.043	0.000
SQ -> CS	0.175	0.175	0.046	3.831	0.000

**Table 6:** Hypothesis testing

Hypothesis	T-value	P-Value	Path coefficient	Result
Hypothesis 1 (H1): There is a positive and significant relationship between food quality and customer satisfaction in restaurants.	3.462	0.001	0.155	Accepted
Hypothesis 2 (H2): Service quality has a positive and significant influence on customer satisfaction in restaurants.	3.831	0.000	0.175	Accepted
Hypothesis 3 (H3): The physical environment has a positive and significant impact on customer satisfaction in restaurants.	5.954	0.000	0.299	Accepted
Hypothesis 4 (H4): Maintaining hygiene and cleanliness positively affects customer satisfaction in restaurants.	2.05	0.040	0.073	Accepted
Hypothesis 5 (H5): Price plays a positive and significant role in influencing customer satisfaction in restaurants.	7.043	0.000	0.306	Accepted
Hypothesis 6 (H6): The menu has a positive and significant impact on customer satisfaction in restaurants.	2.185	0.029	0.074	Accepted

## Conclusion

In conclusion, the primary objective of this research was to pinpoint the essential drivers of customer satisfaction in restaurants. The results reveal that price and physical environment had the most substantial impact, followed by service quality and food quality. In contrast, hygiene and cleanliness and menu value were relatively less influential factors. As a result, restaurant management should focus on offering fair prices and establishing an inviting atmosphere while maintaining high levels of food and service quality to boost customer satisfaction. It is crucial to recognize that this study was confined to a specific location, and future investigations should examine different regions and take into account other factors that could affect customer satisfaction in restaurants. In general, this research offers meaningful guidance for restaurant managers looking to enhance customer satisfaction and draw a broader clientele.

## ***Declarations***

**Acknowledgments:** The authors would like to express their gratitude to the researchers, scholars, and organizations whose work has contributed to the knowledge and understanding of the topic discussed in this article. We also acknowledge the valuable feedback provided by the reviewers and editors, which has helped improve the quality of this manuscript.

**Ethical Approval :** Not applicable. This manuscript does not involve any human and/or animal studies.

**Competing Interests:** The authors declare that they have no competing interests, either of a financial or personal nature, that could have influenced the work reported in this manuscript.

**Authors' Contributions:** Theingi Aung and Arkar Htet were the main contributors to the writing of the manuscript. Dr. Sui Reng Liana and Dr. Amiya Bhaumik provided guidance and oversight throughout the development of the manuscript. All authors reviewed the manuscript and approved the final version for publication. They also agree to be accountable for all aspects of the work and will ensure that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved.

**Funding :** This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

**Availability of Data and Materials :** Data sharing is not applicable to this article as it is a review paper based on existing literature. No new data were created or analyzed in this study.

## **Reference**

- Cardello, A. V. (1995). Food quality: relativity, context and consumer expectations. *Food quality and preference*, 6(3), 163-170.
- Deng, Z, et al. (2009). Understanding customer satisfaction and loyalty: An empirical study of mobile instant messages in China. *International Journal of Information Management*, Vol. 30, 289-300.
- Fu, Y. Y., & Parks, S. C. (2001). The relationship between restaurant service quality and consumer loyalty among the elderly. *Journal of Hospitality & Tourism Research*, 25(3), 320-326.
- (FDA), T. F. (2021). FDA. Retrieved from <https://www.fda.gov>: <https://www.fda.gov/food/food-safety-during-emergencies/food-safety-restaurants-food-safety-guidelines>
- Gagic, S., Tesanovic & Jovicic, A. (2013). The vital components of restaurant quality that affect guest satisfaction. *Turizam* 17(4), 166-176.
- Galvez, F. C. F., & Resurreccion, A. V. (1992). Reliability of the focus group technique in determining the quality characteristics of mungbean [*Vigna radiata* (L.) wilczec] noodles. *Journal of Sensory Studies*, 7(4), 315-326.
- Gustafsson, A., Johnson, M.D., and Roos, I. (1995). The Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention. *Journal of Marketing*, Vol. 69, 210-218.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective*. Upper Saddle River, NJ: Pearson Education.

- Haghighi, M., A. Dorosti, A. Rahnama and A. Hoseinpour. (2012). Evaluation of factors affecting customer loyalty in the restaurant industry. *African Journal of Business Management* 6(14), 5039-5046.
- Hackl, P., & Westlund, A. H. (2000). On structural equation modelling for customer satisfaction measurement. *Total Quality Management*, 11(4-6), 820-825.
- Hennig-Thurau, T., Gwinner, K.P. and Gremier, D.D. (2002). Understanding relationship marketing outcomes: an integration of relational benefits and relationship quality. *Journal of Service Research*, Vol. 4 No. 3, 230-247.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Hwang, J., & Zhao, J. (2010). Factors influencing customer satisfaction or dissatisfaction in the restaurant business using AnswerTree methodology. *Journal of Quality Assurance in Hospitality & Tourism*, 11(2), 93-110.
- Hokanson, S. (1995). The Deeper You Analyse, The More You Satisfy Customers. *Marketing News*, 16.
- Jie-Won Guak , Ji-Eun Oh and Mi-Sook Cho. (2022). A Study on the Factors Affecting Customer Satisfaction with Institutional Foodservice during COVID-19. *Foods* , 2-19.
- Kabir, J. M. (2016). *Factors Influencing Customer Satisfaction at a Fast Food Hamburger Chain: The Relationship Between Customer Satisfaction and Customer Loyalty*. Wilmington: Wilmington University.
- Kim, M.K., Park, M.C., and Jeong, D.H. (2004). The effects of customer satisfaction and switching barrier on customer loyalty in Korean mobile telecommunication services. In H.-d. T. Yusong-gu. South Korea: School of Business, Information and Communications University.
- Kim, J., Lee, H., & Yoon, S. (2017). The impact of menu design on customer satisfaction and repatronage intentions in Korean family restaurant context. *Journal of Foodservice Business Research*, 20(1), 1-14.
- Kotler P, Keller KL. (2011). *Marketing Management*, 14th edn. Upper Saddle River: Pearson/Prentice Hall.
- LaBarbera, P. A., & Mazursky, D. (1983). A longitudinal assessment of consumer satisfaction/dissatisfaction: The dynamic aspect of the cognitive process. *Journal of Marketing Research*, 20(4), 393-404.
- Lee, S., Yoon, Y., & Lee, S. (2019). Effects of warm and cool lighting on customers' emotions and behavioral intentions in a restaurant. *International Journal of Hospitality Management*, 83, 1-9.
- Lin, Y. S., & Mattila, A. S. (2011). Examining the relationship between menu variety and customer satisfaction: The role of individual differences. *Journal of Hospitality & Tourism Research*, 35(4), 444-461.
- Liu, Y., & Jang, S. (2009). Perceptions of Chinese Restaurants in the U.S.: What Affects Customer Satisfaction and Behavioral Intentions. *International Journal of Hospitality Management*, 28, 338-348.
- National Restaurant Association. (2019). New research: restaurant cleanliness is top concern. Retrieved from [www.restaurant.org: https://www.restaurant.org/articles/news/new-research-restaurant-cleanliness-is-top-concern](https://www.restaurant.org/articles/news/new-research-restaurant-cleanliness-is-top-concern)
- Nitzl, C. (2010). Eine anwenderorientierte Einführung in Partial Least Square (PLS)-Methode. Retrieved from [http://papers.ssrn.com: http://papers.ssrn.com/sol3/Delivery.cfm?abstractid=2097324](http://papers.ssrn.com/http://papers.ssrn.com/sol3/Delivery.cfm?abstractid=2097324).
- Nguyen, T. T. M., & Nguyen, T. D. (2020). Understanding the relationship between restaurant ambiance and customer behavioral intentions: An empirical study in Ho Chi Minh City, Vietnam. *Journal of Hospitality and Tourism Management*, 43, 175-184.
- Peter Hackl & Anders H. Westlund. (2010). On structural equation modelling for customer satisfaction measurement. *Total Quality Management*, 820-825.

- Parsa, H. G., Self, J. T., Njite, D., & King, T. (2005). Why restaurants fail. *Cornell Hotel and Restaurant Administration Quarterly*, 46(3), 304-322.
- Parasuraman, A., & Zeithaml, V. (1985). a., & Berry, LL . (1988). SERVQUAL: A multiple-Item Scale for Measuring Consumer Perceptions of Service Quality.
- Raja Irfan Sabir et al. (2014). Customer Satisfaction in the Restaurant Industry; Examining the Model in Local Industry Perspective. *Journal of Asian Business Strategy*, 18-31.
- Ringle, C. M., Wende, S., & Becker, J.-M. (2020). SmartPLS 4. SmartPLS GmbH.
- Sanjeev Kumar, Dr. Deepali Bhatnagar. (2017). Factors Affecting Customer Satisfaction of Food and Beverage Outlets- A Study of Food and Beverage Outlets between Amritsar and Jalandhar. *Journal Of Humanities And Social Science* , 65-71.
- Soriano. (2002). Customers' expectations factors in restaurants: The situation in Spain. *International journal of Qual. Reliab. Management*, 1055-1067.
- Turel, O. a. (2006). Satisfaction with mobile services in Canada: An empirical investigation. *Telecommunication policy*, volume 30, issue 5, 6, 314-331.
- Yun, H., & Chung, N. (2016). Effects of restaurant lighting on patrons' behaviors and attitudes. *International Journal of Hospitality Management*, 54, 25-32.