

Pizza Restaurant Service Quality: Its Influence to Customer Satisfaction and Behavioral Intention

DOI: 10.5281/zenodo.17637675

Abundio H. Serfino III

La Consolacion College Bacolod

<https://orcid.org/0009-0008-4669-2707> | ahserfinoiii@nu-bacolod.edu.ph

Abstract:

This study investigated the service quality of pizza restaurants in Bacolod City and its influence on customer satisfaction and behavioral intention. Anchored on the SERVQUAL Model of Parasuraman, Zeithaml, and Berry (1988), Expectancy Disconfirmation Theory, and the Theory of Planned Behavior, the research examined how service quality dimensions—reliability, responsiveness, assurance, empathy, and tangibility—shape satisfaction and subsequent customer behaviors such as revisit intention, recommendation, and loyalty program participation. A quantitative descriptive-comparative and correlational design was employed. Using convenience sampling, 398 customers from three pizza restaurants participated in the survey. Data were analyzed through mean, standard deviation, Mann-Whitney U-test, and Spearman's rho to assess levels, differences, and relationships among the study variables. Findings revealed that service quality, customer satisfaction, and behavioral intention were collectively rated high. Tangibility emerged as the strongest service quality factor, while employee knowledge and service skills ranked highest in satisfaction. Behavioral intention was strongest in recommendation and loyalty program participation, reflecting the potential for positive word-of-mouth and repeat patronage. Segment analyses showed significant differences across sex, age, and educational attainment in selected dimensions. Strong correlations were also observed between service quality, satisfaction, and behavioral intention, affirming their interdependence in sustaining customer loyalty. The study concludes that investment in tangible facilities, ambiance, and employee training is crucial for customer retention. It recommends targeted service strategies, enhanced loyalty programs, and demographic-responsive service delivery. Future research should explore moderating factors such as income, customer expectations, and switching costs to deepen understanding of loyalty dynamics in the restaurant industry.

Keywords: *Service Quality, Customer Satisfaction, Behavioral Intention, Pizza Restaurants, Bacolod City*

Introduction:

Pizza's journey from a modest, affordable fare for urban workers to a global culinary icon underscores its remarkable adaptability and enduring appeal. Initially celebrated for its simplicity and cost-effectiveness, pizza has traversed continents, assimilating diverse ingredients and regional tastes. In both its birthplace of Italy and its adopted home in the United States, economic trends have consistently highlighted pizza's widespread popularity—driven in part by its versatile toppings, which allow countless flavor combinations and encourage frequent consumption without monotony (Mariani, 2020).

The aftermath of World War II catalyzed pizza's international expansion, as shifting leisure patterns and rising disposable incomes spurred demand for convenient, shareable meals. Franchise and chain restaurant models became the primary vehicles for this growth (Roos, 2020), enabling standardized quality control and broad market reach. Yet, even as pizza chains achieved scale, the intensifying competition within the global restaurant industry underscored the critical role of service excellence: superior service quality, paired with a strong brand image, not only elevates customer satisfaction but also drives repurchase intentions (Zhang et al., 2021; Hasbullah et al., 2021; Bahri et al., 2023).

In the Philippine context, research reveals that patrons prioritize value and a seamless dining experience at every stage—from reservation to post-meal follow-up (Baluyot & Pampolina, 2021). Moreover, satisfaction extends beyond mere enjoyment of food; it contributes to a perceived quality of life, especially in cities where dining out constitutes a key social activity (Moyani Jr. et al., 2023). The SERVQUAL dimensions—reliability, responsiveness, assurance, empathy, and tangibility—offer a proven framework for assessing how well restaurants meet these elevated expectations (Prasetyo & Suryani, 2023; Pan & Ha, 2021; Anu & Manorselvi, 2021; Park et al., 2023; Weinstein & Johnson, 2020). When service quality and customer satisfaction align, they foster loyalty behaviors—revisit intention, positive word-of-mouth, and recommendations—that sustain long-term organizational viability (Supriyanto et al., 2021; Ayman & Massey, 2019; Dam & Dam, 2021).

Despite the voluminous literature on service quality and behavioral intention in restaurants, a clear gap persists regarding pizza establishments in Bacolod City. Most prior studies adopt a generalized lens, overlooking the unique operational challenges and cultural nuances of this emerging gastronomic hub. Crucially, little is known about how employee morale and targeted training translate into service excellence and, in turn, shape customer satisfaction

and loyalty. Drawing on the researcher's firsthand experience in pizza restaurant management, this study seeks to bridge these gaps by (1) measuring service quality across the SERVQUAL dimensions, (2) examining its impact on customer satisfaction in terms of price perception, product/service fulfillment, staff competence, and overall experience, and (3) assessing consequent behavioral intentions—revisit likelihood, recommendation propensity, word-of-mouth, loyalty program participation, and event reservations—while factoring in demographic variations. The insights generated aim to inform enhancements in kitchen inventory control and service quality training, ultimately strengthening the competitive positioning of pizza restaurants in Bacolod City.

Review of Related Literature

The foundation for evaluating service quality in this study is the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1988), which posits that perceived service quality arises from the gap between customer expectations and actual service experiences. Reliability—the ability to perform promised services dependably and accurately—forms the bedrock of customer trust, as confirmed by Park and Jang (2021), who emphasize that consistency in order fulfillment is paramount in hospitality settings. Responsiveness, or the willingness to assist customers promptly, has equally been recognized as a critical determinant of patron satisfaction; Anu and Manorselvi (2021) note that swift and courteous service responses can significantly elevate perceived value. Assurance reflects employees' knowledge and courtesy and their capacity to instill confidence, while empathy entails the personalized attention a restaurant affords its guests (Juliana et al., 2022). Finally, tangibility encompasses the physical aspects of service delivery—ambiance, cleanliness, equipment, and staff appearance—which Weinstein and Johnson (2020) argue contribute to the overall perception of quality.

Empirical investigations across diverse cultural contexts indicate that high service quality correlates with enhanced customer satisfaction and loyalty. In Indonesia, Bahri et al. (2023) demonstrated that at Pizza Hut Pondok Kelapa, service quality and brand image jointly exert significant influence on customers' repurchase intentions. Similarly, Hasbullah et al. (2021) observed that in a globally competitive restaurant environment, quality service acts as a key differentiator that drives revenue growth. In the Philippines, Baluyot and Pampolina (2021) underscored that diners' perceptions of value and comprehensive service experience—including pre-service engagement, in-service care, and post-service follow-up—are instrumental in shaping satisfaction and repeat patronage. Moyani Jr. et al. (2023) further highlight that satisfaction derived from service quality is integral to customers' overall quality of life, particularly in regions where dining out represents a form of leisure and social bonding.

Customer satisfaction itself, conceptualized through Expectancy Disconfirmation Theory (EDT), emerges when actual service performance either meets or exceeds preconceived standards (Elkhani & Bakri, 2016). In the competitive realm of hospitality, Chun and Nyam-Ochir (2020) affirm that satisfaction functions as both an outcome of successful service encounters and a strategic asset, underpinning customer retention and advocacy. Salomão and Santos (2022) point out that satisfaction is multidimensional, encompassing price fairness, product and service attributes, employee competence, and the cumulative experiential gestalt. Price, as Webb et al. (2023) note, plays a dual role—serving as both a cost consideration and a proxy for perceived value. Product and service satisfaction pertains to the hedonic and utilitarian aspects of dining, while employees' knowledge and service skills reinforce confidence in the establishment's capabilities (Tyagi & Bolia, 2024). Recommendation likelihood and overall experience consolidate these factors into behavioral outputs that predict loyalty (Aymar & Massey, 2019).

Behavioral intention, framed by the Theory of Planned Behavior (Ajzen, 2020), comprises revisit intention, recommendation intention, positive word-of-mouth, loyalty program participation, and upcoming event reservations. Anggraeni et al. (2020) illustrate that favorable initial visits lay the groundwork for repeat patronage, while Zibarzani et al. (2022) demonstrate that service quality indirectly influences revisit and referral intentions via enhancements in perceived company image and satisfaction. Tager et al. (2021) categorize behavioral intention into explicit constructs—revisit intention, word-of-mouth, and willingness to recommend—emphasizing their predictive validity. Foroudi et al. (2021) further reveal that brand attitude mediates the relationship between service quality and behavioral intentions, suggesting that emotional and cognitive appraisals jointly drive decision-making in dining contexts.

Despite these insights, a notable gap exists in integrating employee morale and training as antecedents to service quality and customer outcomes within the pizza restaurant segment of Bacolod City. While global studies highlight the importance of frontline employee engagement in service delivery (Pan & Ha, 2021), local empirical evidence remains scarce. Understanding how staff motivation, skills development, and organizational support mechanisms translate into heightened service dimensions—and subsequently, satisfaction and loyalty—offers a promising avenue for research. By addressing this lacuna, the present study not only extends theoretical models of service quality and behavioral intention but also provides practical guidance for managers aiming to cultivate a customer-centric culture in Bacolod's pizza industry.

Methodology

The research employed both descriptive-comparative and descriptive-correlational designs to examine the service quality of pizza restaurants in Bacolod City and its influence on customer satisfaction and behavioral intention. The descriptive-comparative design was chosen to describe and compare perceptions of service quality, satisfaction, and behavioral intention across demographic groups without manipulating independent variables. The descriptive-correlational design allowed the researcher to determine whether variations in service quality were associated with differences in customer satisfaction and behavioral intention. These designs were considered the most appropriate for analyzing naturally existing conditions and perceptions in the restaurant industry.

The respondents of the study were customers of three selected pizza restaurants in Bacolod City, with a total of 398 participants. Because the total population of customers was unknown, convenience sampling was employed. This non-probability technique was chosen to ensure that willing and accessible participants could be included, thereby facilitating the representation of diverse customer profiles. The number of respondents was determined using the Raosoft Calculator, applying a 5% margin of error, a 95% confidence level, and a 50% response distribution. The respondents were equally distributed among the three pizza restaurants to ensure balanced representation: 133 respondents each from Restaurants A and B, and 132 respondents from Restaurant C.

Data were gathered through a structured survey questionnaire that was adapted and modified from established instruments to suit the study's specific objectives. The questionnaire was divided into four major parts. The first part sought demographic information, including the respondents' age, sex, and educational attainment. The second part measured service quality using the SERVQUAL framework, which included reliability, responsiveness, assurance, empathy, and tangibility. The third part assessed customer satisfaction, which was broken down into price, product or service satisfaction, employees' knowledge and service skills, and overall experience. The final section measured behavioral intention, which included dimensions such as consumption behavior, revisit intention, recommendation intention, positive word-of-mouth, loyalty program participation, and future event reservations. This structure ensured comprehensive coverage of the study variables.

Before deployment, the instrument underwent rigorous validation. Fifteen experts in food service and restaurant operations evaluated the content of the questionnaire using Lawshe's method for content validity. The resulting Content Validity Index (CVI) was 0.954, confirming that the instrument possessed a high degree of content validity. A pilot test was then conducted with customers outside of the main sample to test the reliability of the instrument. Cronbach's Alpha was calculated and yielded a value of 0.97, which indicated excellent internal consistency.

The actual data collection involved several stages. After securing approval from restaurant managers, owners, and the research adviser, the pilot testing was conducted, and subsequent refinements were made to the instrument. The final questionnaires were then distributed to the respondents while they dined at the participating restaurants. This method of on-site distribution helped ensure the authenticity of responses and provided an immediate context for the evaluation of service quality, satisfaction, and behavioral intentions. Once collected, the data were organized and subjected to statistical analysis to generate meaningful insights.

Data analysis made use of both descriptive and inferential statistics. Mean and standard deviation were used to determine the overall extent of service quality, customer satisfaction, and behavioral intention, as well as to describe the distribution of responses within demographic groups – because age and educational attainment were collapsed into two categories (younger vs. older; lower vs. higher education), the Mann-Whitney U-test was the appropriate nonparametric test to determine differences between independent groups. To determine differences across these groups, the Mann-Whitney U-test was employed. Relationships among the key variables were analyzed using Spearman's rho correlation coefficient, which was appropriate for the ordinal-level data generated by the Likert-scale questionnaire. A six-point Likert scale guided interpretation, ranging from "very low level" to "very high level," allowing nuanced differentiation of perceptions.

The study also followed strict ethical guidelines to protect participants and ensure responsible research practice. Respondents were briefed on the study's objectives and procedures, and informed consent was secured prior to participation. Particular care was taken with potentially vulnerable groups, ensuring additional safeguards when necessary. Risks were minimized, and the benefits of participation were explained. Privacy and confidentiality were maintained through anonymized data collection and secure handling of responses. The principles of fairness, transparency, and justice guided the entire process, with efforts made to ensure that findings would benefit not only the academic community but also the local restaurant industry.

The researcher's qualifications strengthened the credibility of the study. With fourteen years of experience in the food and beverage industry and current pursuit of an MSHM degree, the researcher possessed both the professional expertise and academic training necessary to design and execute the study effectively. The methodological rigor, combined with strict ethical adherence and professional grounding, ensured that the study's findings would be both valid and valuable for improving the service quality, customer satisfaction, and behavioral intentions in Bacolod City's pizza restaurant sector.

Results

Taken collectively, respondents reported a high level of service quality across dimensions (overall $\bar{x}=4.80$, $SD=0.799$), with tangibility emerging as the top-scoring facet ($\bar{x}=4.88$, $SD=1.095$), followed by empathy ($\bar{x}=4.82$, $SD=0.883$) and responsiveness ($\bar{x}=4.81$, $SD=0.878$). Reliability scored slightly lower than the other dimensions yet still within the "high" band ($\bar{x}=4.66$, $SD=0.931$). These patterns indicate that physical cues of service—equipment, facilities, staff appearance, and materials—were the most salient contributors to perceived quality, while interpersonal and process elements remained consistently favorable as well.

When grouped by sex, both males and females rated service quality as high, though males scored higher overall ($\bar{x}=4.92$, $SD=0.628$) than females ($\bar{x}=4.73$, $SD=0.882$). Among males, tangibility again topped the list ($\bar{x}=5.07$, $SD=1.308$), while reliability was lowest ($\bar{x}=4.77$, $SD=0.912$). Females rated assurance highest ($\bar{x}=4.83$, $SD=0.955$) and reliability lowest ($\bar{x}=4.60$, $SD=0.938$). Grouped by age, older respondents consistently posted higher means across dimensions (overall $\bar{x}=4.96$, $SD=0.872$) than younger respondents (overall $\bar{x}=4.75$, $SD=0.764$). Among older customers, tangibility ranked highest ($\bar{x}=5.05$, $SD=1.587$) and responsiveness lowest ($\bar{x}=4.84$, $SD=0.909$). Among younger customers, assurance was highest ($\bar{x}=4.86$, $SD=0.813$) and reliability lowest ($\bar{x}=4.54$, $SD=0.928$). By educational attainment, respondents with lower education reported very high overall service quality ($\bar{x}=5.22$, $SD=0.515$), with reliability especially strong ($\bar{x}=5.43$, $SD=0.448$). Those with higher education rated service quality high overall ($\bar{x}=4.78$, $SD=0.806$), with relatively higher attention to tangibility ($\bar{x}=4.87$, $SD=1.111$). For customer satisfaction, the overall rating was high ($\bar{x}=4.76$, $SD=0.871$). The top dimension was people/employees' knowledge and service skills ($\bar{x}=4.83$, $SD=0.935$), underscoring the salience of staff competence to positive appraisals. By age, both younger and older groups reported high satisfaction overall (younger $\bar{x}=4.75$, $SD=0.806$; older $\bar{x}=4.80$, $SD=1.030$), with employee knowledge/service skills and overall experience leading among older respondents, and employee knowledge/service skills also leading among younger respondents. By sex, males scored higher overall ($\bar{x}=4.96$, $SD=0.674$) than females ($\bar{x}=4.64$, $SD=0.955$), with males emphasizing employee knowledge/service skills and overall experience; females prioritized product/service satisfaction. By education, respondents with lower education showed higher overall satisfaction ($\bar{x}=5.05$, $SD=0.584$) vs. those with higher education ($\bar{x}=4.75$, $SD=0.883$), again with strong ratings for employee knowledge/service skills and overall experience.

For behavioral intention, the overall score was high ($\bar{x}=4.72$, $SD=0.867$), led by recommendation intention ($\bar{x}=4.81$, $SD=1.060$) and loyalty program participation ($\bar{x}=4.80$, $SD=1.234$). By sex, males scored higher overall ($\bar{x}=4.89$, $SD=0.726$) than females ($\bar{x}=4.61$, $SD=0.929$); males placed the greatest emphasis on recommendation intention, while females scored highest on loyalty program participation. By age, both younger ($\bar{x}=4.69$, $SD=0.877$) and older ($\bar{x}=4.79$, $SD=0.837$) groups posted high levels; younger customers prioritized recommendation intention, older customers prioritized loyalty program participation. By education, respondents with lower education scored higher overall ($\bar{x}=5.09$, $SD=0.837$) than those with higher education ($\bar{x}=4.70$, $SD=0.865$), with recommendation intention peaking among the lower-education group. The analysis of service quality by age revealed that responsiveness was the only dimension that showed a significant difference across groups, indicating that customer perceptions of helpfulness and promptness vary with age. In contrast, reliability, empathy, assurance, and tangibility did not register statistically significant differences. Overall service quality, when taken as a whole, was not significantly different across age categories.

When service quality was compared by sex, results indicated that significant differences emerged in several dimensions, particularly in tangibility and reliability. Male and female respondents displayed different levels of emphasis on physical attributes and consistency of service. Assurance, empathy, and responsiveness were less differentiated across sex, though subtle variations were observed.

By educational attainment, the findings indicated that responsiveness, assurance, and empathy exhibited significant differences, suggesting that education level plays a role in shaping how customers evaluate interaction quality and staff attentiveness. However, tangibility remained consistent across groups, pointing to shared expectations regarding physical facilities and visual appeal.

Customer satisfaction, when analyzed by age, did not reveal statistically significant differences in price, product and service satisfaction, employee knowledge, or overall experience. Satisfaction levels were generally consistent across age categories. A similar trend appeared in the sex-based analysis, with both male and female respondents reporting comparable levels of satisfaction across dimensions. Educational attainment also showed no significant variation in satisfaction levels, reinforcing the idea that satisfaction with food, price, and staff skills remains relatively stable across education groups.

Behavioral intention exhibited a mixed pattern. By age, no significant differences were found across dimensions such as revisit intention, recommendation, or loyalty program participation. However, sex-based comparisons revealed significant differences in revisit intention, recommendation intention, positive word-of-mouth, loyalty program participation, and event reservations, while consumption behavior did not differ by sex. Educational attainment

influenced recommendation intention, with respondents of varying education levels showing differences in their willingness to recommend, though other behavioral dimensions remained unaffected.

Finally, correlation analysis showed strong positive associations among the three major constructs. Service quality was significantly correlated with customer satisfaction ($p = 0.773$, $p = 0.001$). Customer satisfaction also strongly correlated with behavioral intention ($p = 0.778$, $p = 0.001$). Service quality itself showed a strong correlation with behavioral intention ($p = 0.721$, $p = 0.001$). These results confirm that improvements in service quality are consistently linked to higher customer satisfaction, which in turn fosters stronger behavioral intentions such as loyalty, positive word-of-mouth, and repeat patronage.

Discussion and Analysis

The results depict a coherent pattern: service quality is rated high, customer satisfaction is high, and behavioral intentions are favorable. The consistent prominence of tangibility aligns with service-dominant logic in restaurant settings, where physical cues and atmospherics are powerful signals of quality that shape expectations before any interaction occurs (Wan Zainuddin et al., 2023; Hanny & Jayadih, 2020). In quick-service formats such as pizza restaurants, modern functional equipment, clean and visually appealing facilities, and professional staff appearance operate as credible cues that reduce uncertainty, thereby reinforcing perceived value and facilitating positive affect and memory—drivers of revisit and recommendation (Kement et al., 2021; Arsat et al., 2023). The strong showing of empathy and responsiveness complements this picture: when physical cues set the stage, responsive and caring interactions complete the experience, a sequencing also emphasized in ambiance–interaction models of dining satisfaction (Riduan Bahauddin et al., 2020; Pradhan, 2022).

Gender and age contours in the findings are theoretically consistent with prior work. Males' higher emphasis on tangibility and recommendation intention suggests a route from salient physical quality cues to advocacy behaviors; this echoes evidence that men may respond more directly to instrumental cues and are more likely to "spread the word" when experiences meet clarity and performance thresholds (Aung et al., 2023; Bayram & Ruhluel, 2021). Females' relatively higher variability and interest in loyalty program participation suggests a differentiated relational orientation that can be served by incentives and personalization, as loyalty mechanics have been shown to convert satisfaction into habit and attachment (Efendi et al., 2023; Rimadias & Faradila, 2019). By age, older patrons' higher ratings on tangibility comport with ergonomics and comfort literature—lighting, acoustics, wayfinding, seat comfort—factors that smooth cognitive/physical effort and elevate satisfaction (Giral et al., 2022). Younger patrons' tilt toward assurance fits a climate where transparency about ingredients, safety, and timing (e.g., allergens, provenance, wait-time accuracy) functions as an informational trust signal (Balasubramanian & Suresh, 2022).

Educational attainment also patterned responses: lower-education groups reported very high service quality and satisfaction, potentially reflecting lower thresholds for disconfirmation when core utilitarian expectations (speed, accuracy, cleanliness) are met reliably. Higher-education groups' relatively stronger attention to tangibility and employee knowledge suggests an evaluative style that weights symbolic/epistemic value—a desire for richer product knowledge, articulate staff recommendations, and nuanced ambiance. Practically, these cleavages recommend dual emphasis: invest in operations reliability for universal performance, and staff knowledge/communication plus design detailing to satisfy more discriminating segments (Xia & Ha, 2021; Karmakar et al., 2023; Solosichenko et al., 2021).

Behaviorally, recommendation intention led overall, followed closely by loyalty program participation, a profile that is highly actionable. The literature supports converting high satisfaction into advocacy and program enrollment through referral rewards, tiered benefits, and event-based offers that make loyalty visible and socially shareable (Efendi et al., 2023; Rimadias & Faradila, 2019). Age-specific tailoring may further lift participation—experience-centric tiers for older patrons (comfort seating, priority service, birthday events) and discovery-centric tiers for younger patrons (limited-time flavors, gamified challenges)—which comports with evidence that gamification and sensory design heighten satisfaction and loyalty (Bauer et al., 2020; Pangaribuan et al., 2020; Tager et al., 2021). The results highlight that service quality dimensions are not uniformly perceived across demographic groups, suggesting nuanced customer expectations. Age differences were most pronounced in responsiveness, supporting Sirimongkol (2021) and Bux Soomro, et al. (2019), who argued that promptness and helpfulness resonate differently across generational cohorts. Younger customers may value speed and digital ordering, while older customers may emphasize staff attentiveness. This aligns with Bichler et al. (2020), who emphasized responsiveness as a critical driver of service quality perceptions.

Sex-based differences in service quality and behavioral intention echo the findings of Teoh et al. (2021), who identified cultural and gender-linked variations in consumption behavior and service evaluation. Female customers in particular tend to emphasize interaction quality and environmental comfort, while male customers appear more responsive to tangible attributes. These differences affirm the need for gender-responsive service strategies.

Educational attainment also influenced perceptions of service quality, particularly in interactional dimensions such as responsiveness and empathy. Handayani et al. (2020) and Uslu (2020) similarly observed that educated customers place greater importance on nuanced aspects of service, including empathy and professional knowledge. This reflects broader expectations among more educated customers for personalized, knowledgeable service delivery.

Despite demographic differences in service quality, overall customer satisfaction showed consistency across groups. This suggests that satisfaction may be shaped more by universal factors such as food quality, fair pricing, and attentive service than by demographic characteristics. This is consistent with the work of Tontini et al. (2021), who emphasized that satisfaction is broadly stable across consumer segments when core expectations are met.

Behavioral intentions revealed a more complex picture. While age did not significantly influence revisit or recommendation behaviors, sex and education level did. Differences in recommendation intention by education, as noted by Kwon and Ahn (2020) and Jiang (2023), suggest that more educated customers may be more discerning in endorsing restaurants, reflecting higher expectations. Sex-based differences across multiple behavioral dimensions reinforce Tager et al. (2021), who identified gender-specific drivers of loyalty and word-of-mouth.

Perhaps most critical are the strong correlations observed between service quality, satisfaction, and behavioral intention. These confirm the central role of service quality in shaping positive customer experiences and align with Ofosu-Boateng and Acquaye (2020) and Kaya and Gorkem (2020), who documented the link between service quality, satisfaction, and loyalty in hospitality contexts. The results affirm that satisfied customers are more likely to recommend, revisit, and participate in loyalty programs, underscoring the strategic importance of sustained service quality improvement.

The evidence supports a high-performing service system in Bacolod City's pizza segment, with tangibility and employee competence anchoring perceptions, satisfaction translating into advocacy and loyalty behaviors, and segment nuances that can be leveraged for sharper, more inclusive strategy.

Across the dataset, perceptions clustered in the "high" band for service quality, customer satisfaction, and behavioral intentions, indicating a generally strong service posture among Bacolod City pizza restaurants. Tangibility repeatedly surfaced as the most salient quality cue (overall $\bar{x}=4.88$), suggesting that visible, physical signals—modern equipment, appealing facilities, professional appearance, and well-designed artefacts—anchor customers' first impressions and frame subsequent evaluations. This aligns with hospitality work showing that tangible cues shape expectations and color the interpretation of later interactions (Wan Zainuddin et al., 2023; Hanny & Jayadih, 2020; Kement et al., 2021; Arsat et al., 2023). Empathy and responsiveness also registered high, implying that once the physical stage is set, interpersonal warmth and promptness sustain positive appraisals—an ambience–interaction sequence echoed in prior restaurant studies (Riduan Bahauddin et al., 2020; Pradhan, 2022).

Segment analyses reveal actionable nuances. Males rated service quality and advocacy behaviors higher than females, with an especially strong emphasis on tangibility and recommendation intention; this pattern is consistent with evidence that men respond more to instrumental, performance-forward cues and are likelier to evangelize when experiences meet clarity and efficiency thresholds (Aung et al., 2023; Bayram & Ruhluel, 2021; Tager et al., 2021). Females, while still "high" overall, showed greater variability and comparatively stronger engagement with loyalty programs, suggesting a more relational route to loyalty—one that benefits from personalized rewards and service consistency (Efendi et al., 2023; Rimadias & Faradila, 2019). By age, older patrons scored higher on tangibility and overall quality, reinforcing ergonomics and comfort as pivotal levers (lighting, acoustics, seating, wayfinding), whereas younger patrons tilted toward assurance (clear information on ingredients, allergens, timing)—a trust-and-transparency profile (Gilal et al., 2022; Balasubramanian & Suresh, 2022).

Educational attainment produced a clear gradient: respondents with lower education reported very high reliability and higher overall satisfaction/behavioral intention than the higher-education cohort, who were more sensitive to tangibility and staff knowledge. This suggests differentiated expectation baselines—meeting core utilitarian promises (speed, accuracy, cleanliness) may fully satisfy lower-education segments, while higher-education customers seek symbolic/epistemic value: finer design details and deeper product knowledge in staff interactions. The consistently top-rated satisfaction facet—employees' knowledge and service skills—underscores the centrality of training: knowledgeable, solution-oriented staff elevate perceived value and predict repurchase (Xia & Ha, 2021).

Behavioral intention profiles were strongest for recommendation and loyalty-program participation, indicating fertile ground for referral mechanics, tiered rewards, and event-based offers. Age-tailored benefits (comfort- and recognition-centric tiers for older patrons; novelty- and discovery-centric activations for younger ones) are likely to lift participation, consistent with findings on gamification and sensory design as satisfaction/loyalty multipliers (Bauer et al., 2020; Pangaribuan et al., 2020).

The results of the study provided meaningful insights into how service quality, customer satisfaction, and behavioral intention interact across different demographic profiles. The comparison of service quality by age revealed that

responsiveness was the only dimension with a statistically significant variation, suggesting that perceptions of promptness and helpfulness are shaped by generational differences. Other dimensions, such as reliability, empathy, assurance, and tangibility, remained relatively uniform across age groups, implying that core expectations of dependable service and physical facilities are broadly shared regardless of age.

Sex-based comparisons showed stronger differentiation, with significant differences emerging in tangibility and reliability. These results indicate that male and female customers prioritize different aspects of their dining experiences, where males tend to emphasize physical attributes while females are more attentive to interaction quality. This implies that service delivery must be flexible enough to meet both sets of expectations.

Educational attainment presented another layer of variation. Customers with higher education levels rated responsiveness, assurance, and empathy differently, reflecting a stronger demand for personalized and knowledgeable service. Interestingly, tangibility remained consistent across all educational groups, indicating universal agreement on the importance of physical presentation and comfort in the dining environment.

Customer satisfaction, however, showed a notable uniformity across demographic profiles. Regardless of age, sex, or education, customers reported consistent levels of satisfaction in price, product quality, employee service skills, and overall experience. This finding underscores that satisfaction may be driven more by universal elements of dining—such as food quality and fair pricing—than by demographic distinctions.

In terms of behavioral intention, the results were more nuanced. Age did not significantly affect revisit or loyalty intentions, but sex was a differentiating factor, with women showing higher tendencies for recommendation, positive word-of-mouth, and loyalty program participation. Educational attainment only influenced recommendation intention, suggesting that more educated respondents are more selective in endorsing restaurants to others.

Finally, correlation analysis confirmed strong and statistically significant positive associations among the three main constructs. Service quality was highly correlated with customer satisfaction, which in turn was strongly correlated with behavioral intention. Service quality also correlated directly with behavioral intention. These results validate the theoretical framework of the study, confirming that improvements in service quality drive higher satisfaction and ultimately encourage loyalty behaviors such as revisiting, recommending, and participating in loyalty programs.

In practice, the analysis points to a dual-priority blueprint: first, harden operations reliability and speed/accuracy to meet universal expectations; second, differentiate with staff knowledge/communication and design/aesthetics to satisfy segment-specific value criteria. Layering referral rewards, tiered loyalty, and age- or gender-responsive activations should translate the already high satisfaction baseline into durable advocacy and repeat patronage.

Conclusion

This study set out to determine the extent of service quality among pizza restaurants in Bacolod City and to examine its influence on customer satisfaction and behavioral intention. Based on the findings, several key conclusions can be drawn.

First, the overall level of service quality in the selected pizza restaurants was rated high, indicating that customers generally perceive these establishments as dependable, responsive, and equipped with visually appealing and functional facilities. Among the service quality dimensions, tangibility and responsiveness emerged as the strongest contributors to customer perceptions, reinforcing the importance of physical ambience and prompt service in shaping the dining experience.

Second, customer satisfaction was consistently high across demographic groups, suggesting that core expectations related to food quality, pricing fairness, staff competence, and overall dining experience are being effectively met. This uniformity also implies that satisfaction is driven more by universal service elements than by demographic differences such as age, sex, or educational attainment.

Third, behavioral intention was likewise reported at a high level, with customers expressing strong willingness to revisit, recommend, and participate in loyalty-related activities. While age showed no significant influence on behavioral intention, sex and education affected certain dimensions—particularly recommendation intention—highlighting nuanced variations in how different customer groups translate satisfaction into loyalty actions.

Fourth, the correlation analysis established strong and statistically significant relationships among service quality, customer satisfaction, and behavioral intention. This confirms that when service quality improves, customer satisfaction increases accordingly, and higher satisfaction leads to stronger behavioral intentions, including repeat patronage and positive word-of-mouth. These results validate the theoretical foundations of SERVQUAL, Expectancy Disconfirmation Theory, and the Theory of Planned Behavior, emphasizing the interconnected nature of service delivery, satisfaction, and loyalty.

Finally, the study concludes that employee training and development are crucial drivers of sustainable service excellence. Customers value knowledgeable, attentive, and adaptable staff, and restaurants that consistently exceed expectations in these areas are more likely to cultivate lasting customer loyalty. Strengthening staff capabilities—from menu mastery to personalized attentiveness—can reinforce positive dining experiences and enhance competitive advantage in a growing restaurant market.

Overall, the study affirms that continuous improvement in service quality, supported by strategic staff development, remains essential for maintaining customer satisfaction and fostering strong behavioral intentions in the pizza restaurant industry of Bacolod City.

Recommendations

The results of this study underscore that pizza restaurant customers in Bacolod City place consistently high value on service quality, with tangibility and employee knowledge emerging as particularly influential. These findings offer actionable insights for managers, owners, and future stakeholders in the food and beverage industry.

Owners and managers should prioritize investments in both the physical environment and human capital. Tangible elements—modern functional equipment, visually appealing facilities, and professionally presented staff—strongly influence customer perceptions. Maintaining cleanliness, comfort, and design consistency must be considered non-negotiable standards. Equally important is employee training. Since employee knowledge and service skills received the highest customer satisfaction ratings, restaurants should implement ongoing professional development programs focusing on menu familiarity, food safety, dietary restrictions, and customer communication. These initiatives will strengthen trust and assurance while enhancing customers' overall dining experiences.

Managers should also tailor service strategies to demographic variations revealed in the study. For instance, younger customers respond strongly to assurance and clear communication, suggesting that transparency about preparation times, allergens, and ingredients should be highlighted in front-line staff training. Older customers, who are more sensitive to ambiance and tangible comfort, may be better served by ergonomic seating, improved acoustics, and well-maintained facilities. Similarly, men appeared more influenced by tangible cues and recommendation behaviors, while women showed stronger affinity for loyalty programs. Designing gender-responsive loyalty schemes and communication channels can deepen customer engagement and repeat patronage.

The study revealed that behavioral intentions are most strongly linked with recommendation intention and loyalty program participation. Stakeholders should therefore expand and refine reward programs, referral incentives, and event-based promotions. For example, offering tiered benefits for repeat visits, encouraging positive word-of-mouth through digital channels, and personalizing promotions for age or gender groups could convert already high satisfaction levels into enduring loyalty. Strengthening these aspects ensures that satisfied customers transition into brand ambassadors.

Since service quality is fundamentally tied to employee knowledge and skills, educators in hospitality management and related fields should adapt curricula to emphasize applied training in customer interaction, food safety, cultural sensitivity, and service recovery strategies. Partnerships between local colleges and pizza restaurants could ensure that graduates are industry-ready and capable of delivering the service quality dimensions most valued by customers.

While this study established strong descriptive evidence of high service quality, satisfaction, and behavioral intention, future research should examine moderating variables such as income levels, customer expectations, or switching costs. Such factors may explain subtle differences in how demographics perceive service quality and translate satisfaction into loyalty. Longitudinal studies could also track how perceptions evolve over time, especially as new technologies like digital ordering and delivery platforms reshape service encounters. Additionally, comparative studies across other cities or different restaurant types could test the generalizability of the findings.

Future researchers may also consider mixed-methods designs. Quantitative measures reveal broad patterns, but qualitative interviews or focus groups could uncover deeper motivations behind why, for instance, male respondents rated tangibility higher or why older customers emphasized ambiance more strongly. Incorporating these perspectives would provide a more holistic understanding of consumer behavior in the restaurant industry.

References:

- Ajzen, I. (2020). The theory of planned behavior: Frequently asked questions. *Human Behavior and Emerging Technologies*, 2(4), 314–324. <https://doi.org/10.1002/hbe2.195>
- Anggraeni, A., Sulisty, L. I. H., & Affandy, N. (2020). The antecedents of satisfaction and revisit intention for full-service restaurants: An empirical study of the food and beverage industry in Jakarta. *International Journal of Asian Business and Information Management*, 11(3), 93–111. <https://doi.org/10.4018/IJABIM.2020070107>
- Anu, B., & Manorselvi, D. A. (2021). Influence of service quality in restaurant and its impact. *International Journal of Management*, 12(3), 18–23.

- Arsat, A., Hanafiah, M. H., & Che Shalifullizam, N. I. F. (2023). Fast-food restaurant consumer preferences in using self-service kiosks: An empirical assessment of the 4As marketing mix. *Journal of Culinary Science & Technology*, 21(6), 571–588. <https://doi.org/10.1080/15428052.2023.2203091>
- Aung, T., Liana, S. R., Htet, A., & Bhaumik, A. (2023). Enhancing customer satisfaction in Myanmar's restaurant industry: Key factors that drive success. *Journal of Social Sciences and Management Studies*, 3(1), 21–30. <https://doi.org/10.56556/jssms.v3i1.644>
- Aymar, R., & Massey, E. (2019). Customer satisfaction and brand loyalty at McDonald's Maroc. *African Journal of Marketing Management*, 11(3), 19–27. <https://doi.org/10.5897/AJMM2019.0599>
- Bahri, S., Hardini, R., & Digdowiseiso, K. (2023). The influence of service quality, brand image, and consumer satisfaction on repurchase interest at Pondok Kelapa Pizza Hut Restaurant, East Jakarta. *Jurnal Syntax Admiration*, 4(3), 411–423. <https://doi.org/10.46799/jsa.v4i3.911>
- Balasubramanian, G., & Suresh, M. (2022). Customer loyalty assessment framework for quick service restaurants. *International Journal of Industrial Engineering*, 29(2), 55–67. <https://doi.org/10.46254/in02.20220055>
- Baluyot, M. B. B., & Pampolina, A. C. (2021). Exploring the relationship of service quality on customers' delight in selected restaurants of Laguna, Philippines. *Estudios de Economía Aplicada*, 39(12), 1–10. <https://doi.org/10.25115/eea.v39i12.6024>
- Bauer, J. C., Linzmajer, M., Nagengast, L., Rudolph, T., & D'Cruz, E. (2020). Gamifying the digital shopping experience: Games without monetary participation incentives increase customer satisfaction and loyalty. *Journal of Service Management*, 31(3), 507–529. <https://doi.org/10.1108/JOSM-10-2018-0347>
- Bayram, P., & Ruhluel, E. (2021). Factors influencing customer satisfaction and its contribution on customer loyalty: Case of restaurant industry in Turkish Republic of North Cyprus. *Journal of Business Research-Turk*, 13(3), 2267–2280. <https://doi.org/10.20491/isarder.2021.1263>
- Bichler, B. F., Pikkemaat, B., & Peters, M. (2020). Exploring the role of service quality, atmosphere, and food for revisits in restaurants using an e-mystery guest approach. *Journal of Hospitality and Tourism Insights*, 4(3), 351–369. <https://doi.org/10.1108/JHTI-04-2020-0048>
- Bux Soomro, R., Noor Ahmed, B., Khair Muhammad, M., & Rehman Gul, G. (2019). Measuring customer satisfaction when dining at a casual restaurant: An application of Kisang's model. *Sukkur IBA Journal of Management and Business*, 6(2), 70–86. <https://doi.org/10.30537/sijmb.v6i2.485>
- Chun, S. H., & Nyam-Ochir, A. (2020). The effects of fast food restaurant attributes on customer satisfaction, revisit intention, and recommendation using the DINESERV scale. *Sustainability*, 12(18), 7435. <https://doi.org/10.3390/su12187435>
- Dam, S. M., & Dam, T. C. (2021). Relationships between service quality, brand image, customer satisfaction, and customer loyalty. *Journal of Asian Finance, Economics and Business*, 8(3), 585–593. <https://doi.org/10.13106/jafeb.2021.vol8.no3.0585>
- Efendi, A., Khaddapi, M., & Salong, S. (2023). The influence of price discount and customer experience on customer loyalty: Customers of the Juragan Tepi Sawah Restaurant in Palopo City. *Kontigensi: Jurnal Ilmiah Manajemen*, 11(1), 23–34. <https://doi.org/10.56457/iimk.v11i1.305>
- Elkhani, N., & Bakri, A. (2016). Review on expectancy disconfirmation theory (EDT) model in B2C e-commerce. *Journal of Information Systems Research & Innovation*, 10(1), 1–12.
- Foroudi, P., Palazzo, M., & Sultana, A. (2021). Linking brand attitude to word-of-mouth and revisit intentions in the restaurant sector. *British Food Journal*, 123(13), 321–337. <https://doi.org/10.1108/BFJ-11-2020-1008>
- Gilal, F. G., Gilal, N. G., Shahid, S., Gilal, R. G., & Shah, S. M. M. (2022). The role of product design in shaping masstige brand passion: A masstige theory perspective. *Journal of Business Research*, 152. <https://doi.org/10.1016/j.ibusres.2022.08.008>
- Handayani, F., Ahmadi, A., Putri, A., Zalma, P. S., Ulandari, A., & Suhud, U. (2020). Analisis faktor-faktor yang mempengaruhi willingness to pay pada pelanggan restoran pizza. *Jurnal Bisnis, Manajemen, dan Keuangan*, 1(1), 465–472.
- Hanny, R., & Jayadih, T. (2020). The effect of service quality on customer satisfaction at Domino's Pizza Branch Grand Centro Bintaro, South Jakarta. *Sosio E-Kons*, 12(2), 175–188. <https://doi.org/10.30998/sosioekons.v12i02.6221>
- Hasbullah, S. A., Amin, U. U., Nordin, N., & Abd Razak, N. A. (2021). Customer satisfaction in the fast food restaurant in Arau, Perlis: A study on price, food quality, and service quality. *Journal of Event, Tourism and Hospitality Studies*, 1(1), 163–183. JETH 01 2021 163-183.pdf
- Jiang, Y. (2023). Consumer preference on food delivery services before and after the COVID-19 outbreak. *Advances in Economics, Management and Political Sciences*, 14(1), 65–72. <https://doi.org/10.54254/2754-1169/14/20230812>
- Juliana, J., Pramezwar, A., Oktaviani, D. C., E, F. T., & Benly, M. A. (2022). Understanding customer loyalty in Indonesia quick service restaurant industry. *Indonesian Marketing Journal*, 1(2), 45–59. <https://doi.org/10.19166/imj.v1i2.5104>
- Karmakar, S., Sivakumar, N., & Pillai, A. S. (2023). Exploring satisfaction level of customers in restaurants by using latent Dirichlet allocation (LDA) algorithm. *Proceedings of the 6th International Conference on Inventive Computation Technologies (ICICT)*, 465–470. <https://doi.org/10.1109/ICICT57646.2023.10134169>
- Kaya, L., & Gorkem, S. Y. (2020). The effect of service quality, airline image, customer satisfaction, and service value on passengers' behavioral intention: The case of Turkey. *NEU Journal of Social Sciences*, 13(1), 50–66.

- Kement, U., Çavusoglu, S., Bukey, A., Goral, M., & Uslu, A. (2021). Investigation of the effect of restaurant atmosphere on behavioral intention. *Journal of Tourism and Services*, 12(22), 111–126. <https://doi.org/10.29036/jots.v12i22.245>
- Kwon, J., & Ahn, J. (2020). Socio-demographic characteristics and green consumption behavior in developing countries: The case of Malaysia. *Social Responsibility Journal*, 17(8), 1073–1092. <https://doi.org/10.1108/SRJ-02-2020-0071>
- Mariani, J. F. (2020). Pizza. In A. Smith (Ed.), *The encyclopedia of American food and drink* (pp. 396–398). Bloomsbury Publishing. <https://doi.org/10.5040/9781635577068-1375>
- Moyani Jr., G., Lobaton, J., Bautista, M., & Maguate, G. (2023). Services, quality of life, and satisfaction of senior citizens in Bacolod City. *International Journal of Scientific Research and Management*, 11(11), 234–245. <https://doi.org/10.18535/ijrm/v11i11.sh04>
- Mukucha, P. (2022). An evaluation of the operational efficiency of pizza restaurants in Zimbabwe. *Southern Africa Journal of Education, Science and Technology*, 5(2), 44–58. <https://doi.org/10.4314/sajest.v5i2.39827>
- Ofori-Boateng, I., & Acquaye, P. (2020). Effects of service quality and customer satisfaction on customers' loyalty in the hospitality industry of Ghana. *European Journal of Business and Management Research*, 5(5), 1–7. <https://doi.org/10.24018/ejbmr.2020.5.5.538>
- Pangaribuan, C. H., Paulina, P., & Thahar, D. (2020). Brand loyalty and repurchase intention of a coffee brand: The roles of sensory attributes, functional benefit, and brand ambassador. *International Journal of Social Science and Business*, 4(4), 443–451. <https://doi.org/10.23887/ijssb.v4i4.28156>
- Pan, H., & Ha, H. Y. (2021). Service quality and satisfaction in the context of varying levels of restaurant image and customer orientation during the covid-19 pandemic. *Sustainability (Switzerland)*, 13(17). <https://doi.org/10.3390/su13179694>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Park, K., & Jang, S. C. (2021). A study of value-relevance and reliability of intangible assets: What do we know from the restaurant industry? *Journal of Hospitality and Tourism Management*, 47, 237–246. <https://doi.org/10.1016/j.jhtm.2021.03.002>
- Park, S. J., Yi, Y., & Lee, Y. R. (2023). Multiplicative versus additive models in measuring service quality. *Total Quality Management & Business Excellence*, 34(15–16), 1690–1708. <https://doi.org/10.1080/14783363.2023.2229272>
- Pradhan, S. (2022). Domino's Pizza India: Growing offline presence in an online world? *Emerald Emerging Markets Case Studies*, 12(4), 1–16. <https://doi.org/10.1108/EEMCS-04-2022-0124>
- Prasetyo, Y. D., & Suryani, T. (2023). Pengaruh kualitas layanan elektronik, kualitas makanan, persepsi manfaat, dan kemudahan terhadap kepuasan konsumen dan niat pembelian ulang pada Pizza Hut Delivery di Surabaya. *Jurnal Manajerial*, 10(1), 45–55. <https://doi.org/10.30587/jurnalmanajerial.v10i01.4894>
- Riduan Bahaudin, A., Sing Wei, L., & Mantihal, S. (2020). Food sensory factors and restaurant images on customer satisfaction: A comparison of franchise and local fast-food restaurants. *Asian Journal of Entrepreneurship*, 1(4), 1–15.
- Rimadiaz, S., & Faradila, L. (2019). The role of attitudinal loyalty, behavioral loyalty, sponsor awareness, and attitude toward sponsorship in creating purchase intention on Specs. *Jurnal Ilmu Manajemen & Ekonomika*, 11(2), 109–118. <https://doi.org/10.35384/ijme.v11i2.147>
- Roos, D. (2020). When did people start eating in restaurants? *History.com*. <https://www.history.com/news/when-did-restaurants-start>
- Sabakti, K., Anindita, R., & Isaskar, R. (2022). Consumer perceptions of buying behavior of organic vegetables with planned behavior theory approach. *Habitat*, 33(3), 203–210. <https://doi.org/10.21776/ub.habitat.2022.033.3.30>
- Salomão, M. T., & Santos, M. A. (2022). The impact of experiential marketing on the intention to revisit the brand: Comparing large and small fast-food restaurant chains. *Revista Brasileira de Marketing*, 21(3), 397–418. <https://doi.org/10.5585/remark.v21i3.21331>
- Sirimongkol, T. (2021). The effects of restaurant service quality on revisit intention in pandemic conditions: An empirical study from Khonkaen, Thailand. *Journal of Foodservice Business Research*, 25(2), 123–138. <https://doi.org/10.1080/15378020.2021.1941560>
- Solosichenko, T., Goncharova, N., & Merzlyakova, N. (2021). Restaurant consumer satisfaction research as a basis for ensuring rational consumption patterns. *E3S Web of Conferences*, 296, 06043. <https://doi.org/10.1051/e3sconf/202129606043>
- Supriyanto, A., Wiyono, B. B., & Burhanuddin, B. (2021). Effects of service quality and customer satisfaction on loyalty of bank customers. *Cogent Business & Management*, 8(1), 1937847. <https://doi.org/10.1080/23311975.2021.1937847>
- Tager, A., Aki, M., Megahed, F., & Abbas, T. (2021). The effect of food quality, service quality, and tangibles on hotel restaurants' customer behavioral intentions: The mediating role of customer satisfaction. *International Journal of Tourism and Hospitality Management*, 4(2), 44–57. <https://doi.org/10.21608/ijthm.2021.206790>
- Teoh, K., Gan, K., & Kee, D. (2021). Psychosocial Safety Climate and Job Performance Among Penang Island Hoteliers: The Mediating Roles of Challenge Demands and Hindrance Demands. *Asia-Pacific Social Science Review*, 21 (4). <https://doi.org/10.59588/2350-8329.1407>

- Tontini, G., Irgang, L., Kroenke, A., Hadlich, I., Picolo, J. D., & Mikulic, J. (2021). How to use spontaneous customer comments to identify nonlinear background of satisfaction with restaurant services. *Benchmarking: An International Journal*, 29(2), 483–504. <https://doi.org/10.1108/BIJ-08-2020-0409>
- Tyagi, M., & Bolia, N. B. (2024). Optimal pricing of subscription services in the restaurant industry. *Journal of Revenue and Pricing Management*, 23(1), 35–47. <https://doi.org/10.1057/s41272-023-00470-6>
- Uslu, A., & Eren, R. (2020). Critical review of service quality scales with a focus on customer satisfaction and loyalty in restaurants. *Deturope*, 12(1), 37–57. <https://doi.org/10.32725/det.2020.004>
- Vamvaka, V., Stoforos, C., Palaskas, T., & Botsaris, C. (2020). Attitude toward entrepreneurship, perceived behavioral control, and entrepreneurial intention: Dimensionality, structural relationships, and gender differences. *Journal of Innovation and Entrepreneurship*, 9(1), 1–26. <https://doi.org/10.1186/s13731-020-0112-0>
- Viswanathan, M., Jaikumar, S., Sreekumar, A., & Dutta, S. (2021). Marketplace literacy education and coping behaviors among subsistence consumer–entrepreneurs during demonetization in India. *Journal of Consumer Affairs*, 55(1), 8–38. <https://doi.org/10.1111/joca.12300>
- Wan Zainuddin, W. A. R., Mohamed Idris, A. K., Siddique, A. S. K. A. R., Abdullah, H., & Faat, F. (2023). Examining the effect of service quality dimensions on customer satisfaction in Western-themed restaurants. *Journal of Tourism, Hospitality and Environment Management*, 8(32), 45–59. <https://doi.org/10.35631/JTHEM.832004>
- Webb, T., Ma, J., & Cheng, A. (2023). Variable pricing in restaurant revenue management: A priority mixed bundle strategy. *Cornell Hospitality Quarterly*, 64(1), 43–56. <https://doi.org/10.1177/19389655221102387>
- Weinstein, A., & Johnson, W. C. (2020). *Designing and delivering superior customer value*. Routledge. <https://doi.org/10.4324/9780429277979>
- Xia, Y., & Ha, H. Y. (2021). Does customer orientation matter? Direct and indirect effects in a service quality–sustainable restaurant satisfaction framework in China. *Sustainability*, 13(3), 31051. <https://doi.org/10.3390/su13031051>
- Zhang, S. N., Li, Y. Q., Liu, C. H., & Ruan, W. Q. (2021). Reconstruction of the relationship between traditional and emerging restaurant brands and customer WOM. *International Journal of Hospitality Management*, 94, 102879. <https://doi.org/10.1016/j.ijhm.2021.102879>
- Zibarzani, M., Abumalloh, R. A., Nilashi, M., Samad, S., Alghamdi, O. A., Nayer, F. K., Ismail, M. Y., Mohd, S., & Mohammed Akib, N. A. (2022). Customer satisfaction with restaurant service quality during COVID-19 outbreak: A two-stage methodology. *Technology in Society*, 70, 101977. <https://doi.org/10.1016/j.techsoc.2022.101977>