



# **ASSESSING CUSTOMER EXPERIENCE THROUGH SERVICE IMPROVEMENT INITIATIVES**

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Master of Business Administration

Business Technologies

Thesis

2024

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<b>Degree</b> Master of Business Administration, Business Technology
<b>Report/Thesis title</b> Assessing Customer Experience Through Service Improvement Initiatives
<b>Number of pages and appendices</b> 49 + 6
<p>Given the unpredictable nature of customer expectations, ongoing research is crucial to understanding and meeting their needs, especially in competitive sectors like the restaurant industry. This study investigates the impact of service quality on Ravintola Mount Nepal OY, a restaurant located in Espoo and Kerava, Finland, with a specific focus on customer satisfaction. A questionnaire containing 20 items was developed based on a review of the literature to collect the required data. Utilizing a mixed-methods approach, the study collects data through customer surveys, and observational analysis to gain comprehensive insights into customer perceptions. The questionnaire was used to gather information on a variety of topics, including price, staff friendliness, responsiveness, food quality, cleanliness, menu clarity, and ambience. Every questionnaire form was placed on a table, and clients were free to fill it out and place it in the designated box. 50 responders with age groups below 40, and 40 and above, and roughly equal distribution in gender, from the restaurant usual opening hours were chosen at random from three full-service Ravintola Mount Nepal OY. The data collected was tabulated and analyzed using spearman's rank correlation to determine the relationship among the service quality attributes through MS Excel.</p> <p>The results shows different degrees of association between each pair of service quality variables by the heat map's arrow and a color gradient. The matrix identifies that the dining experience is most strongly influenced by recommend others and return likelihood followed by correlations involving dining experience, ambience, and value for money. Food quality, ambience, and staff friendliness significantly shape perceptions of value and overall satisfaction, highlighting the importance of a cohesive dining atmosphere. Moderate correlations for order accuracy and service speed underline their role in enhancing efficiency and customer trust.</p> <p>The restaurant can enhance customer satisfaction by addressing neutral feedback on food quality, value for money, and safety through targeted improvements in menu refinement, promotions, and clearer safety protocols. Maintaining strengths in cleanliness, order accuracy, ambience, and staff friendliness, alongside reducing waiting times through operational efficiencies, is essential. Tailored strategies for different demographics and loyalty programs can further boost return likelihood and recommendations. Prioritizing dining experience, food quality, and ambience ensures a cohesive, memorable experience that fosters customer retention and positive word-of-mouth.</p>
<b>Keywords</b> Enterprise development, restaurant quality, customer satisfaction, and service quality.

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## 1. Introduction

Enterprise development is one of the most important elements of business structure management, the activity of which is characterized by a high level of innovation (Denysenko and Budyakova, 2019), a high degree of risk, and the ability to adapt to rapid changes in external conditions. In this regard, restaurant businesses have been faced with intense risk and competition in the market due to factors such as rapidly changing fashion, variety of products, changing habits, and increasing business types (Bucak and Turan, 2016). The associated competition and risk, in turn, can have a direct impact on reputation, financial condition, and service quality, and can cause an immediate failure of restaurant enterprises (Tat et al., 2011). To provide a competitive advantage, and to establish good relations with customers, to increase satisfaction, restaurants must serve in a quality and responsive manner (Bora and Gupta, 2012).

The restaurant industry has evolved over the past few decades from merely a meals-providing facility to an augmented combination of service-associated features (Sabir et al., 2014). These features are emphasized to satisfy the complementary needs of its customers. This notion of satisfaction is mainly attributed to the quality of service. Hence a lot of probing has been going on for the past few decades to rationalize and prove a direct relationship between the two i.e. service quality and customer satisfaction (Asghar et al., 2021).

Service quality and customer satisfaction are important aspects of the restaurant business since a company's growth is largely dependent on how well it maintains its customers through service and how well it keeps its customers satisfied (Edward and Sahadev, 2011). According to Chang et al., (2017), customer satisfaction is expected to result from good service efficiency, which will improve customer engagement and interrelationships. Gonzalez et al., (2007) asserted that customer satisfaction is linked to high service quality, which makes businesses more competitive in the marketplace.

Assessing and evaluating the impact of service quality from the customer's perspective is essential for service providers to enhance profitability, strengthen organizational capabilities, and dynamically promote themselves in the market (Omar et al., 2016). Companies that excel in service efficiency tend to generate greater economic returns and maintain a satisfied customer base (Gilbert et al., 2004; Davidow, 2000). Consequently, it has become imperative for service providers to seek a competitive advantage by delivering superior service. Additionally, customer satisfaction significantly influences repurchase intentions and behaviors, which can ultimately enhance a company's profitability (Omar et al., 2016). Given its strong correlation with revenue, businesses across various sectors, including the restaurant industry, are increasingly focused on the impacts of service quality and customer satisfaction, prompting many to continuously assess and improve their service standards in a bid to retain customers (Saraiva et al., 2011; Auka, 2012).

The study by Nam et al., (2017) shows that the quality of service has directly and significantly

influenced perceived value and satisfaction. Furthermore, the findings imply that the Nepalese cuisine restaurants in Finland should pay more attention to improving service quality, which increases perceived value and satisfaction and, in turn, can lead to revisit and recommendations. The physical environment influences customers' perceived value and dining factors that affect post-purchase intentions among customers (Han et al., 2023). Ryu et al., (2008) emphasized that "decor, artifacts, spatial layout and ambient conditions affect post-purchase intentions among customers". Jang and Namkung (2009) noted that "atmospherics foster positive post-purchase intentions."

Previous studies have explored various factors influencing customer satisfaction in the restaurant industry. Khan and Shaikh, (2011) examined the importance of institutional Dineserv factors and their impact on customer satisfaction, along with their effects on return intentions and word-of-mouth recommendations. Similarly, Sulek and Hensley (2004) demonstrated that fairness in service delivery enhances customer delight, leading to positive behavioral outcomes. As Herson and Altman, 2010 explain, services are inherently heterogeneous, meaning no two service encounters will evoke the same emotions, resulting in varying levels of customer satisfaction. Building on this, Khan and Shaikh (2011) advocate for a more nuanced approach to customer satisfaction research, emphasizing the need to account for the unique emotions and knowledge structures that shape the consumer experience.

This research aims to identify the tangible service elements that meet and exceed customer satisfaction, with a focus on authentic Nepalese cuisine in Ravintola Mount Nepal in Finland. The goal is to provide insights into how Nepalese restaurants can enhance their service offerings to align with customer expectations, ultimately boosting the tourism and hospitality industry in the region. The findings are expected to be valuable not only for Nepalese cuisine establishments but also for the broader restaurant industry, offering actionable strategies to improve service quality and drive customer satisfaction.

### **1.1 Importance of the restaurant industry in economic and cultural development**

The restaurant business makes a substantial contribution to society's cultural and economic fabric. Restaurants in Finland not only bring in a lot of money, but they also create jobs and boost the travel and tourism industry. The Finnish restaurant industry has emerged as a major force behind urban economic growth, fostering a variety of gastronomic experiences, according to Euromonitor International (2024). Nepalese restaurants' distinctive posture, which provides genuine ethnic experiences, emphasizes their contribution to the promotion of inclusivity and multiculturalism.

Additionally, restaurants serve as cultural ambassadors, especially for ethnic cuisines like Indian and Nepalese, which help close cultural divides and draw in a diverse clientele that includes both residents and visitors. This is in line with the larger objective of developing a thriving Finnish food

scene, which also contributes to the Nordic trend of innovation and sustainability. Nepalese restaurants' growing popularity and the need to improve the quality of their service might be better understood by highlighting their cultural relevance.

## **1.2 Role of digital transformation in restaurant management**

The restaurant business has been greatly impacted by digital change. Customer engagement and operational efficiency have increased with the use of digital menus, online reservation systems, and customer feedback platforms. Restaurants in Finland, a country renowned for its technology innovations, are increasingly implementing digital tools to improve customer service. According to studies (e.g. Auka, 2012), incorporating digital solutions improves customer satisfaction by offering smooth and customized experiences, in addition to improving service delivery.

Asian eateries in Finland, in particular, have profited from these developments by utilizing social media for marketing and providing online ordering platforms. A greater understanding of consumer preferences and expectations is made possible by the increased use of digital tools, which eventually raises customer happiness and service quality.

## **1.3 Challenges in maintaining service quality**

The restaurant sector has many obstacles to providing high-quality service, such as shifting patron expectations, expensive operating expenses, and problems with employee retention. Meeting the demands of a broad clientele while maintaining authenticity is one of the particular challenges faced by Nepalese restaurants in Finland. Businesses must also adjust dynamically to maintain profitability due to the seasonal nature of the industry, which includes times of low foot traffic and peak tourism seasons. Another difficulty is striking a balance between contemporary service standards and traditional aspects of Asian eating, such as traditional dishes and cultural ambiance. Long-term success depends on finding creative, customer-focused solutions to these problems.

## **1.4 Status of hotels and restaurants in Finland**

Finland's restaurant business saw significant ups and downs once the COVID-19 epidemic struck, with operational issues leading to closures and stagnation starting in 2020. There were about 20,000 restaurants in 2020, and because of dining limits, fewer patrons, and stricter health regulations, the number of restaurants remained mostly constant through 2021. The general recovery was sluggish, and many businesses found it difficult to continue operating, even though others adjusted by improving takeout and delivery services. As suggested by Euromonitor and Statistics Finland, 2024, "The industry started to recover by 2022, when there were 21,000 restaurants, thanks to loosened regulations, higher vaccination rates, and a resurgence in customer confidence in eating out".

Through 2023 and 2024, the number of restaurants increased to about 22,000 and 23,000, respectively, continuing the growing trend. When it comes to the number, as of 2024, there are 86

Nepalese restaurants across Finland, reflecting a significant presence and growing popularity of Nepali cuisine in the country. The majority of these restaurants are located in the Uusimaa region, including cities like Helsinki, Espoo, and Vantaa, but they are also found in smaller towns throughout Finland. The Nepali community has successfully blended traditional flavors with local tastes, making their culinary offerings widely appreciated by Finns and other residents.

A renewed interest in eating experiences, especially in full-service restaurants, has contributed to this development, which reflects a trend toward communal dining. Furthermore, an increasing focus on sustainability, innovation, and customer-centric processes has supported the industry's resiliency. The utilization of locally sourced ingredients and other eco-friendly practices have become top priorities for many restaurants, which is in line with changing consumer demands for high-quality, ecologically responsible dining options.

Combining innovation and tradition, the Helsinki metropolitan area has become a booming center for the restaurant industry. Both locals and visitors can enjoy a variety of dining options in the area, ranging from informal bistros to Michelin-starred restaurants. The region's reputation has been further enhanced by events such as Gastro Helsinki 2024, which promote gourmet tourism and highlight Finland's distinctive culinary legacy. But even with this expansion, problems like growing labor, energy, and rent expenses still exist, forcing companies to concentrate on innovation and operational efficiency. Helsinki's restaurant industry maintains its status as a vibrant and top Nordic culinary destination by embracing digital change and improving the customer experience.

### **1.5 Sustainability approach from the Finnish government**

Finnish laws regulating the restaurant and customer sector are comprehensive, ensuring safety, transparency, and sustainability. The Alcohol Act (2018) governs the sale and serving of alcohol, requiring restaurants to obtain licenses and adhere to specific serving hours. The Food Act (2006) enforces strict food safety standards, mandating hygiene protocols and regular inspections to protect public health. The Value-Added Tax Act imposes a 14% VAT on restaurant services. The Consumer Protection Act (1978) ensures transparency in pricing, product information, and customer rights. Additionally, environmental regulations, such as the Waste Act (2011), push restaurants to adopt sustainable practices like reducing food waste and improving energy efficiency, aligning with Finland's broader environmental goals.

Apart from this, the Finnish government, following a severe hit from the pandemic, has made a promising approach to uplift different enterprises such as restaurants. Aware of the pandemic's effects, the Finnish government has taken steps to help and change the restaurant business using customer-focused and ecological methods. The "Food 2030" policy places a strong emphasis on improving local sourcing and nutritional value while advancing public health, food safety, and transparency. This is in line with Finland's overarching objectives of developing a sustainable food system that satisfies both environmental and consumer demands. Similar to this, the Finnish food and beverage sector is emphasizing environmentally friendly methods, such as cutting waste and

switching to energy-efficient operations, to increase its competitiveness abroad and help the nation achieve its export objectives.

Government papers and research often emphasize how crucial resilience and adaptation are to the sector. The study by Sini Kauhanen offers historical perspectives on the difficulties and governmental factors that have influenced the restaurant industry in Finland, including alcohol laws and VAT hikes, which affect operating expenses and business operations. According to Kauhanen, the industry's sustained success depends on implementing technical innovations, improving consumer experiences, and embracing sustainable practices. Similar to this, Finland's most recent research on the future of retail highlights how sustainability and digitization may boost competitiveness and encourage companies to prioritize eco-friendly operations and digital transformation while adapting to global issues.

### **1.6 Problem statement**

Customers play a pivotal role in any business endeavor, making it essential to conduct thorough research on their behaviors and needs. Both before and after product sales, customer research is indispensable for maintaining strong relationships and achieving long-term business success. In the restaurant industry, customers significantly influence business operations, as consistently satisfying them leads to higher retention rates and increased profitability, as found by Fatma and Kumar, (2024). Research by Slack and Singh, (2020) also emphasized that many companies prioritize delighting customers to earn their loyalty and trust, driving more sales and profits. Given the unpredictable nature of customer expectations, ongoing research is crucial to understanding and meeting their needs, especially in competitive sectors like the restaurant industry.

As competition in the restaurant sector intensifies, offering service quality that aligns with customers' expectations is critical for attracting and retaining patrons (Almohaimmeed, 2017). Satisfied customers are more likely to revisit, contributing to the long-term success of the business (Almohaimmeed, 2017). However, few studies have focused on how service quality influences customer satisfaction, especially in highly competitive environments. Therefore, this study seeks to fill that gap by examining the impact of service quality on customer satisfaction in Nepalese Restaurants in Finland. Understanding this relationship is vital for restaurant managers aiming to enhance their current practices and ensure that their services meet evolving customer needs. The findings from this study will offer valuable insights to help businesses refine their service offerings and improve customer satisfaction.

### **1.7 Objective of the study**

The general objective of this research is to explore and implement service improvement initiatives that enhance the overall customer experience resulting in increased customer satisfaction.

**Specific objectives**

- To enhance the effect of service quality on customer satisfaction.
- To analyze the relationship between service quality and customer satisfaction.

**Research question**

Q. How do service improvement initiatives influence customer satisfaction and overall customer experience?

Q. What specific service improvements are most effective in enhancing the customer experience and driving increased customer loyalty?

Q. In what ways the service quality can be strengthened?

**Limitations of the study**

Since this thesis is solely for a case company, the research will not include other restaurants. Although many restaurants serve similar tastes and menus, the implementation is exclusively for Ravintola Mount Nepal OY. This thesis doesn't incorporate the taste of the foods offered or ways to improve other aspects apart from services like administration, finances, and so on. The boundaries are set so that customer service can be improved at a rapid pace through the introduction of modern and inventive technologies.

Since the size and budget of the restaurant are limited, affordable technologies will only be offered which is viable both for the customers and the owners. Anything, that's beyond the capacity of the restaurant will not even be considered and not suggested. Concerning the dining area to look more attractive and spacious, policies will not be revealed. Other laws like establishing restaurants, and policies relating to restaurant administration will not be studied and mentioned.

## 2. Theoretical framework

### 2.1 Historical evolution of restaurants: local heritage to Nepalese culinary presence

The history of Finland's restaurant and hospitality industry offers a fascinating lens through which to understand the country's cultural, economic, and gastronomic evolution. Finland's restaurant culture has its origins in the late 19th century when the country was experiencing economic growth and urbanization. Early restaurants served traditional Finnish cuisine that highlighted local specialties like berries, fish, and game, and they appealed to tourists, residents, and the wealthy. The emergence of upscale eating venues such as Restaurant Savoy, which was created by Alvar Aalto in the 1930s, marked significant advancements in the early 20th century. These locations developed into centers of culture that combined modernist design with fine dining, and they were crucial in forming Finland's culinary identity.

In the mid-20th century, Finland's restaurant sector underwent significant transformation, influenced by economic growth, increasing tourism, and the proximity of neighboring culinary traditions from Sweden and Russia. While retaining strong Finnish customs such as crayfish parties, Karelian pies, and reindeer dishes, restaurants began incorporating more diverse menus. By the late 20th century, Finnish dining culture increasingly emphasized the use of local and seasonal ingredients, innovation, and sustainability. The integration of organic and wild foods, the farm-to-table movement, and zero-waste initiatives have become hallmarks of modern Finnish cuisine. Cities like Helsinki gained recognition for their Michelin-starred establishments and vibrant street food scenes, reflecting the seamless fusion of traditional and contemporary culinary techniques.

The hospitality industry, as part of the tourism sector, has seen rapid expansion, with an emphasis on improving customer satisfaction (Awan, 2013). Hotels and restaurants alike have embraced innovative strategies such as personalized services and technology-driven solutions to meet the rising expectations of global travelers (Gilmore, 2012). Feedback mechanisms, digital review platforms, and sustainability practices have become integral to the Finnish hospitality model, ensuring its competitiveness in the international market.

Within this evolving landscape, Nepalese cuisine emerged as a significant addition to Finland's multicultural dining scene in the late 20th century. Initially, Nepalese restaurants catered to expatriate communities and adventurous diners. However, their unique combination of spices, fresh ingredients, and traditional cooking methods quickly attracted a broader Finnish audience. By the early 21st century, Nepalese establishments became a staple in urban centers like Helsinki, Espoo, and Tampere.

These restaurants seamlessly adapted to Finnish preferences by adjusting spice levels and incorporating locally sourced ingredients while maintaining the essence of Nepalese culinary

traditions. Signature dishes such as momos (dumplings), tandoori items, and rich curries have gained popularity among Finnish diners. Moreover, Nepalese restaurateurs embraced Finland's sustainability ethos, adopting environmentally conscious practices like minimizing food waste and using organic produce.

The growth of Nepalese restaurants in Finland reflects the broader acceptance and appreciation of global cuisines. These establishments not only contribute to the culinary diversity of Finland but also serve as cultural ambassadors, offering diners a taste of Nepalese hospitality, traditional music, and decor. The success of Nepalese cuisine underscores the dynamic and inclusive nature of Finland's hospitality sector, which continues to evolve by embracing international flavors while preserving its local identity.

## **2.2 Customer satisfaction: historical perspectives and contemporary practices**

Historically, customer satisfaction in the restaurant sector was tied to fundamental aspects like food quality, cleanliness, and service efficiency (Churchill and Surprenant, 1982). Limited feedback mechanisms meant that customer experiences relied heavily on reputation and word-of-mouth, particularly in less developed tourist regions (Lemon et al., 2016). For example, dining in Helsinki or Quebec City in the mid-20th century was shaped by local recommendations, with limited options for evaluating or comparing experiences.

Today, rising consumer expectations and technological advancements have reshaped the landscape of customer satisfaction (Lam et al., 2021). Customers now seek immersive and personalized dining experiences, with tailored menus accommodating dietary preferences, bilingual assistance, and authentic cultural environments (Dao and Tin, 2015). For instance, Helsinki's restaurants attract international visitors by offering Nordic-inspired cuisines paired with eco-friendly practices. Moreover, digital tools like online reviews, AI-driven chatbots, and real-time feedback systems have transformed satisfaction into a transparent, dynamic metric that significantly influences restaurant operations (Singh et al., 2024).

## **2.3 The growing significance of customer experience**

Trust, openness, and a customer-focused attitude are highly valued in Finnish restaurants' customer service, which reflects the principles outlined in Finland's "Food Policy Report - Food 2030." Through improved food quality, sustainability, and transparent information about food sources and ingredients, this strategy encourages restaurants to prioritize their patrons' needs, resulting in a satisfying dining experience (Business Finland, 2024). Finnish restaurants also meet customer demands for ethical eating by employing locally sourced products and emphasizing sustainable procedures, aligning with broader public health and environmental sustainability goals (Food, 2030).

The ability to adapt and meet customer needs has become crucial to the success of the Finnish restaurant business. Research indicates that historical and political factors, like strict alcohol laws

and evolving regulations, have shaped customer service standards, prioritizing reliability and flexibility (Kotler and Keller, 2021). Modern Finnish restaurants are now integrating digital technologies and data-driven strategies to boost productivity and personalize service, aligning with government efforts to enhance customer experience and strengthen the sector's resilience in a competitive market (Finnish Cultural Foundation, 2023).

As suggested by Furtado et al., (2020), customer experience extends beyond satisfaction, encompassing all interactions a customer has with a business, from initial engagement to post-service follow-ups. A positive customer experience fosters loyalty, repeat business, and enhanced brand reputation, while negative experiences risk damaging a company's image and revenue (Jung et al., 2022). Organizations are increasingly investing in strategies to refine service quality and create customer-centric cultures, emphasizing the need for continuous evaluation and adaptation to evolving consumer expectations as suggested by Saglik, (2014).

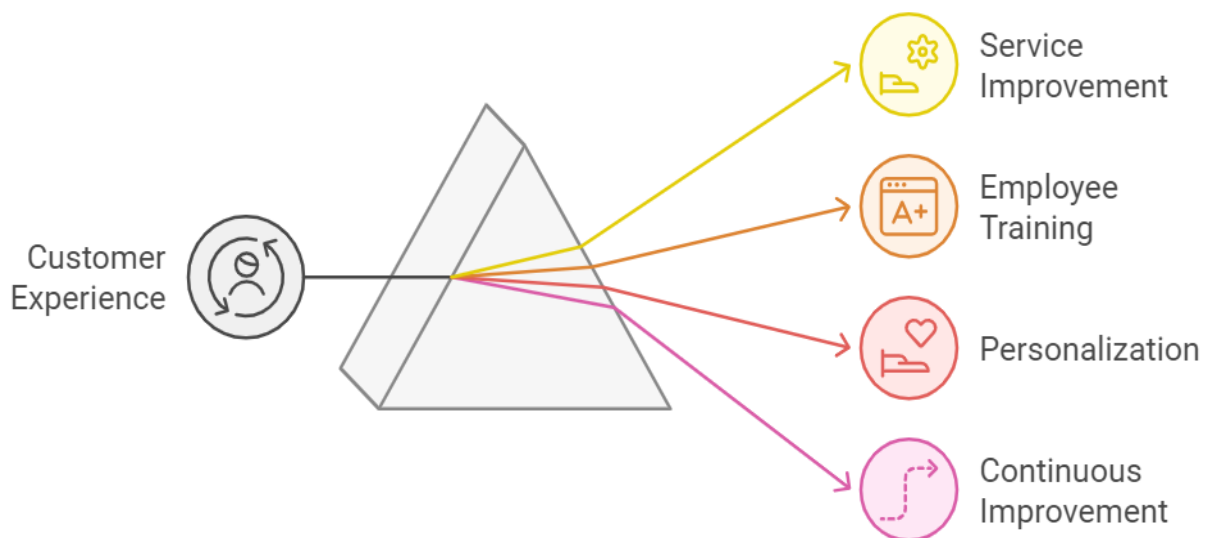


Figure 1: Customer experience with its key derivatives

## 2.4 Service quality and customer experience

Service quality in Finland has also been shaped by historical and regulatory factors, such as strict alcohol laws and evolving business regulations. Lau & Mackechnie, (2023) highlighted that the modern hospitality industry leverages technology, such as data-driven tools and digital interfaces, to personalize service and improve operational efficiency, ensuring a high standard of customer experience. Studies from Homburg et al., 2017 affirm that service quality - measured by frameworks like the SERVQUAL model - is a critical determinant of satisfaction, loyalty, and business success.

Service quality has been conceptualized as the gap between customer expectations and their actual experiences (Yulisetiari, 2014), and studies emphasize that a positive service experience is directly correlated with customer satisfaction (Ko et al., 2014). The SERVQUAL model (as

explained in detail in the theoretical framework), which highlights five key dimensions - reliability, responsiveness, assurance, empathy, and tangibility - provides a framework for assessing service quality and ensuring that customer experiences align with expectations. This alignment is critical for enhancing customer loyalty and, ultimately, boosting long-term profitability (Zeithaml et al., 1996).



Figure 2: Customer service in a restaurant

Higher education institutions have also embraced similar service quality models to assess and improve the customer experience, ensuring that the service provided meets or exceeds customer expectations (Kim et al., 2009; Hernon and Altman, 2010). In sectors like the restaurant industry, businesses are increasingly focusing on improving service standards to meet customers' evolving needs and retain their loyalty (Auka, 2012). By refining service quality, restaurants can convert satisfied customers into loyal patrons, creating a self-reinforcing cycle of positive customer experiences and repeat business (Raji and Zainal, 2016).

The ultimate goal for businesses, especially in the competitive restaurant industry, is to provide exceptional service that fosters customer loyalty and satisfaction. As organizations recognize the significance of delivering a seamless, personalized customer experience, they invest in continuous service improvement initiatives, underpinned by frameworks such as SERVQUAL, to meet the dynamic expectations of their clientele (Kadampully and Suhartanto, 2000).

Customer satisfaction, which is the result of aligning customer expectations with their actual service experience, is a critical factor in building brand loyalty. Positive emotional and cognitive responses to service, coupled with high service quality, encourage repeat business and customer advocacy (Surapranata and Iskandar, 2013). As customers become more engaged with a brand or service, they are more likely to share their positive experiences, further boosting the restaurant's reputation and attracting new business. On a final note, the Finnish restaurant sector exemplifies a customer-centric approach that emphasizes transparency, sustainability, and personalized service. By continuously refining service quality and focusing on enhancing the customer experience, businesses can foster long-term relationships with their customers, ensuring continued success in an increasingly competitive market (Rust and Huang, 2014).

## 2.5 Factors shaping modern customer service and satisfaction

Numerous factors influence service quality in restaurants, combining to shape customers' overall experiences. Key elements such as food quality, physical ambiance, hygiene, service speed, and employee engagement play vital roles in customer satisfaction (Sumaedi and Yarmen, 2015). Tangible aspects, like seating arrangements, menu variety, and pricing, significantly impact customer perceptions and satisfaction levels (Kotler and Keller, 2021). Alongside these traditional

elements, technological advancements, including Customer Relationship Management (CRM) systems and online ordering platforms, have significantly enhanced service delivery by allowing for personalization and real-time responsiveness, aligning with customer expectations (Bowen et al., 2014). The seamless integration of technology with service delivery is essential to improving customer satisfaction and operational efficiency (Leung et al., 2023).

Employee empowerment and training are pivotal in creating exceptional customer experiences. Front-line staff, who are equipped to resolve complex customer needs with autonomy, play an essential role in delivering quality service (De Silva, 2014). Research highlights that companies like Ritz-Carlton, which empower employees to make real-time decisions, foster a customer-centric organizational culture that improves service quality (Salem, 2004). Empowered employees are better equipped to provide personalized and timely responses to customers, which enhances satisfaction and loyalty (Ghouri et al., 2011). Regular employee training, coupled with the right technological tools, ensures that service staff are well-prepared to exceed customer expectations and enhance the dining experience (Choi et al., 2022).

In the competitive restaurant industry, adopting a holistic approach to service improvement is crucial for long-term success (Tekin, 2022). This strategy incorporates technological innovations, efficient service delivery processes, well-curated dining environments, employee empowerment, and continuous feedback. Collecting and analyzing customer feedback allows businesses to adjust service strategies in response to changing expectations, ensuring high standards are maintained (Ryu et al., 2012). This comprehensive approach not only enhances service quality but also drives customer loyalty and improves profitability. Studies indicate that restaurants that focus on these areas typically see better customer retention, increased satisfaction, and improved financial performance (Otto et al., 2020).

## **2.6 Service improvement initiatives framework for customer satisfaction**

Businesses that want to increase customer satisfaction, loyalty, and retention must now prioritize the customer experience. Established ideas in service quality, customer satisfaction, and experiential marketing are all integrated into the theoretical framework for evaluating customer experience through service improvement projects. The assessment of how service improvement initiatives affect the overall customer experience and organizational results is guided by this approach, as presented in the flowchart below (Zeithaml et al., 1996; Shahin, 2004).

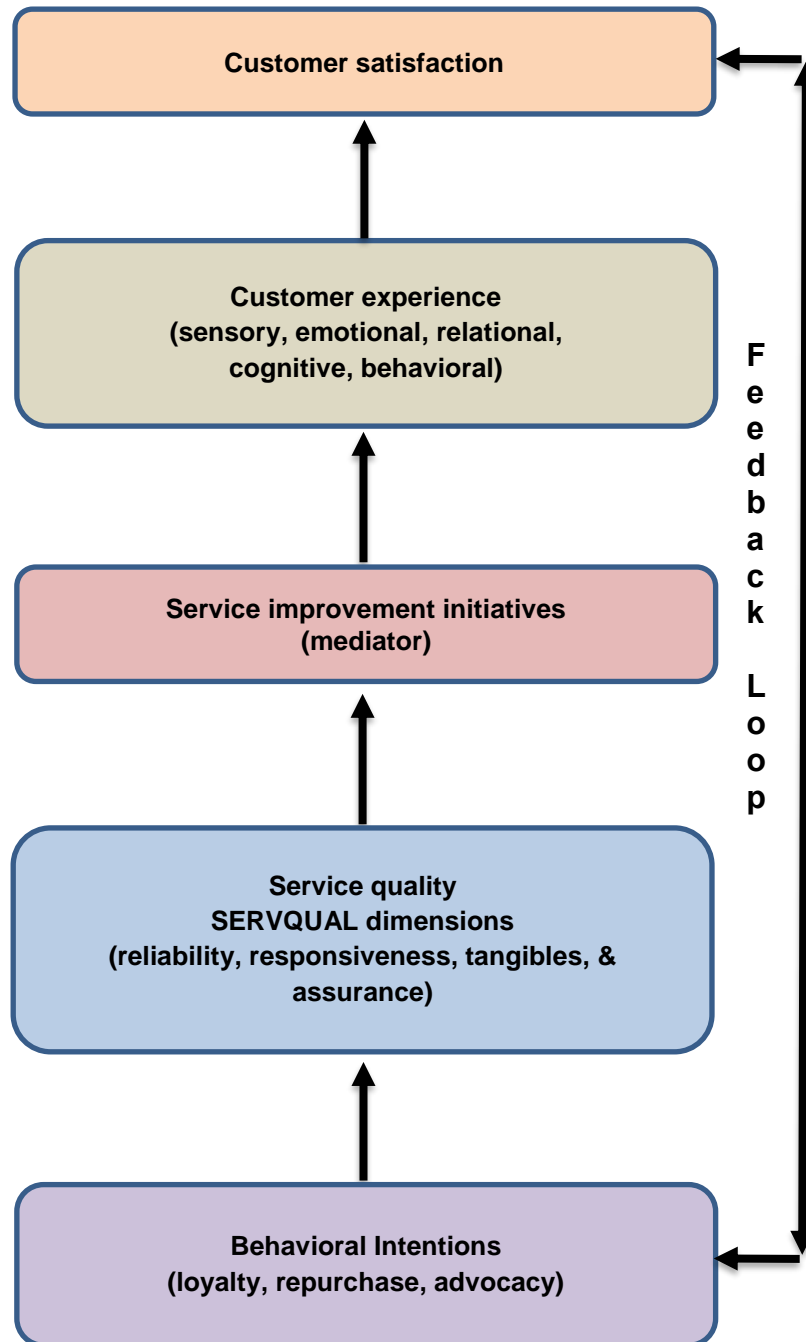


Figure 3: Framework adopted for service improvement initiatives

The SERVQUAL model, depicted in the figure, provides a comprehensive framework for understanding the dynamic relationship between service quality, customer satisfaction, and behavioral intentions in the context of the restaurant and hospitality industries. At the top of the model lies customer satisfaction, a critical outcome influenced by the cumulative effect of a customer's experience across sensory, emotional, relational, cognitive, and behavioral dimensions (Zeithaml et al., 1996; Morgan and Hunt, 1994). Customer satisfaction is often viewed as the result of expectations versus actual service delivery, with service experiences impacting customers' overall perceptions (Parasuraman et al., 2005; Oh, 2001). It is influenced by multiple dimensions, including emotional

engagement, sensory stimuli, and cognitive evaluations (Sweeney and Soitar, 2001), which together form the holistic experience customers have in service environments such as restaurants (Ladhari, 2009).

The middle layer of the SERVQUAL model highlights the role of service improvement initiatives as a mediator. These initiatives aim to enhance the service quality dimensions, such as reliability, responsiveness, tangibility, and assurance, which are fundamental to customer expectations (Parasuraman et al., 2005). By focusing on these dimensions, businesses can effectively bridge the gap between customer expectations and their actual experiences, which is essential for improving service quality and customer satisfaction (Ariffin et al., 2012). Research suggests that integrating continuous service improvement strategies, including employee training, technological advancements, and customer feedback loops, significantly impacts service delivery by making it more responsive, personalized, and efficient (Kotler and Keller, 2021). These initiatives ensure that restaurants and other service providers can adapt to ever-changing customer needs and preferences.

At the base of the model are behavioral intentions, which refer to customer loyalty, repurchase intentions, and advocacy behaviors. Ladhari, (2009) highlights that behavioral intentions are critical because they reflect the likelihood of customers returning to a business and recommending it to others, which are key drivers of long-term success and profitability in competitive industries (De Leuw et al., 2012). The SERVQUAL model suggests that service quality is directly linked to these behavioral outcomes, as higher satisfaction typically leads to increased customer loyalty and positive word-of-mouth (Raji and Zeinal, 2016). The feedback loop in the diagram emphasizes the iterative nature of service quality improvements, suggesting that sustained service excellence is achieved when businesses continuously collect and act upon customer feedback to refine their service processes, ultimately leading to greater customer retention and advocacy (Hernon and Altman, 2010).

### 3. Methods and implementation

In today's competitive hospitality industry, service quality is a key determinant of customer loyalty, repeat business, and positive word-of-mouth recommendations. The choice to assess service quality in restaurants as a means to enhance customer satisfaction stems from the critical role that service plays in shaping the overall dining experience. By systematically evaluating various dimensions of service - such as responsiveness, reliability, and empathy with a set of questionnaires - it becomes possible to identify strengths and areas for improvement. This approach not only aids restaurants in aligning their operations with customer expectations but also fosters continuous improvement, leading to higher levels of satisfaction and long-term success.

The selection of appropriate methods is the most important part of any type of research. Various attempts such as key informant (KI) meetings, review of Finnish Statistics on Restaurants and hotels, restaurant survey, and consultation) were made to collect data and information as per the research objectives.

#### 3.1 Study area (case company)

This thesis research is focused on the Ravintola Mount Nepal OY, located on Kaupinkalliontie, Lansituulentie, and Kerava, with two shareholders Mr. Durga Kharel and Mr. Baikuntha Bhandari, as presented in pictures 1, 2, and 3, respectively.

To provide authentic Nepalese food to a growing number of people who value a diverse range of culinary options, Ravintola Mount Nepal was founded in Finland. Since its 2015 opening, the restaurant has grown to be a local favorite, offering the neighborhood a genuine taste of Nepalese cuisine. The restaurant offers dishes that highlight Nepal's rich culinary traditions, such as momo, various curries, and tandoori options, to satisfy Finland's growing need for distinctive, premium international cuisines.

Situated in the Helsinki metropolitan area, it draws varied clients that include both residents and foreigners looking for tasty options outside of traditional Finnish cuisine. Additionally, by combining traditional cuisine with modern nutritional trends and utilizing fresh, locally produced products whenever possible, the restaurant takes advantage of Finland's dedication to sustainability. The establishment serves as a cultural and social hub, showcasing the entrepreneurial spirit of the Nepalese population in Finland.

Over the years, it has become known for its diverse menu, which includes traditional Nepalese dishes such as momo (dumplings), dal bhat (lentil soup with rice), and various curry dishes. The restaurant has also embraced a fusion approach, blending Nepalese flavors with more familiar international dishes to cater to a broader audience. In addition to its signature Nepalese offerings, it serves vegetarian and vegan options, ensuring that there is something for everyone. Ravintola Mount Nepal OY has maintained its reputation for delivering quality food, and celebrating Nepalese

culture while adapting to local tastes and preferences.

As it negotiated Finland's restaurant business, Ravintola Mount Nepal OY has seen fluctuating turnover figures since its founding in 2015. The company's turnover in 2023 was €807,200, but in 2022 and 2021 it was € 836,700 and € 878,200, respectively. The company's peak value of € 878,200 in 2021 was a 48% increase over 2020; however, it has since had modest yearly reductions of 4-5%. The business remains committed to providing genuine Nepali food in the Finnish market despite obstacles.

The main reason behind selecting these restaurants as my research spot is that this region offers a unique combination of urban and natural environments, where local businesses interact with the surrounding landscape. In addition, the area's proximity to both commercial and natural spaces provides an interesting setting to study how service quality in natural settings has directly impacted customers feeling in their dining experiences.



Figure 4: Ravintola Mount Nepal OY in different locations

### 3.2 Customer satisfaction through FET loop

Enhancing client satisfaction through focused service improvement activities is a top priority for Ravintola Mount Nepal OY. Assessing the restaurant's history, assessing the quality of services currently provided, and pinpointing areas for development are the first steps in the process. To identify service gaps, this evaluation is carried out using questionnaire surveys and in-person feedback. Important aspects of service quality, like responsiveness, dependability, and atmosphere, are examined to identify problem areas.

Based on the results, the restaurant fills in the gaps by implementing programs like environmental improvements, menu changes, and staff training. After that, customer satisfaction is routinely assessed to continuously improve services. To secure long-term customer happiness and loyalty, these initiatives seek to raise the frequency of return business and strengthen the restaurant's financial position.

Crucial elements including the restaurant's past, present service standards, and operational status

are examined in the operating structure and customer satisfaction analysis. After laying this foundation, projects for service improvement are examined, with an emphasis on improving customer satisfaction and overall service quality. Feedback loops from these elements are essential to reaching the main objective of customer happiness since they show how dedicated the restaurant is to satisfying customer needs and enhancing its menu.

Businesses aiming for long-term success in today's cutthroat market must comprehend and improve the customer experience (Ramseook-Munhurrin, 2012). To improve client experiences, companies such as Ravintola Mount Nepal OY can implement the many service improvement initiatives examined in this research. Businesses may create a more engaging and fulfilling atmosphere for their clients by emphasizing personnel training, process optimization, and customer feedback. This will encourage customer loyalty and guarantee long-term growth (Azmin and Azhani, 2020).



Figure 5: Customer satisfaction through the FET loop

### 3.3 Sample size and data collection procedure

This research was employed with a quantitative approach using structured questionnaires (listed in Appendix II) to gather data on service quality assessment in restaurants. The questionnaire was designed to capture various dimensions of the subject matter, including service quality, customer preferences, and dining experiences (Saunders et al., 2016). The choice of a questionnaire is rooted in its efficiency in collecting standardized data, allowing for correlation analysis and generalization of results. A total of 50 responders representing a range of ages and genders listed in figure 6, were randomly chosen from three full-service Ravintola Mount Nepal OY to maintain a diverse respondent pool and a fair and unbiased result.

Based on Dillman et al., 2014 report, before distribution, a pilot test was also conducted to refine the questions and ensure clarity and reliability. The questionnaire was placed on each table, allowing customers to complete it at their discretion. After finishing their meals, they are encouraged to place the completed sheet in a designated box, ensuring their responses remain anonymous. The author was present during this process to oversee the study and address any logistical issues. To minimize potential bias, the distribution of the questionnaires was carried out during both, lunch hours 10:00 to 15:00 hours, and dinner 15:00 to 21:00 hours, respectively.

Two charts are displayed in this image: the gender distribution is on the right, and the age distribution by age group is on the left. There are fewer people in the under-20 and over-60 age groups than in the 20–40 and 40–60 age groups, according to the Age Group vs. Number bar chart. A roughly equal distribution is shown by the gender donut chart, with slightly more males (red) than females (blue). When combined, these images offer a summary of the demographics by age and gender.

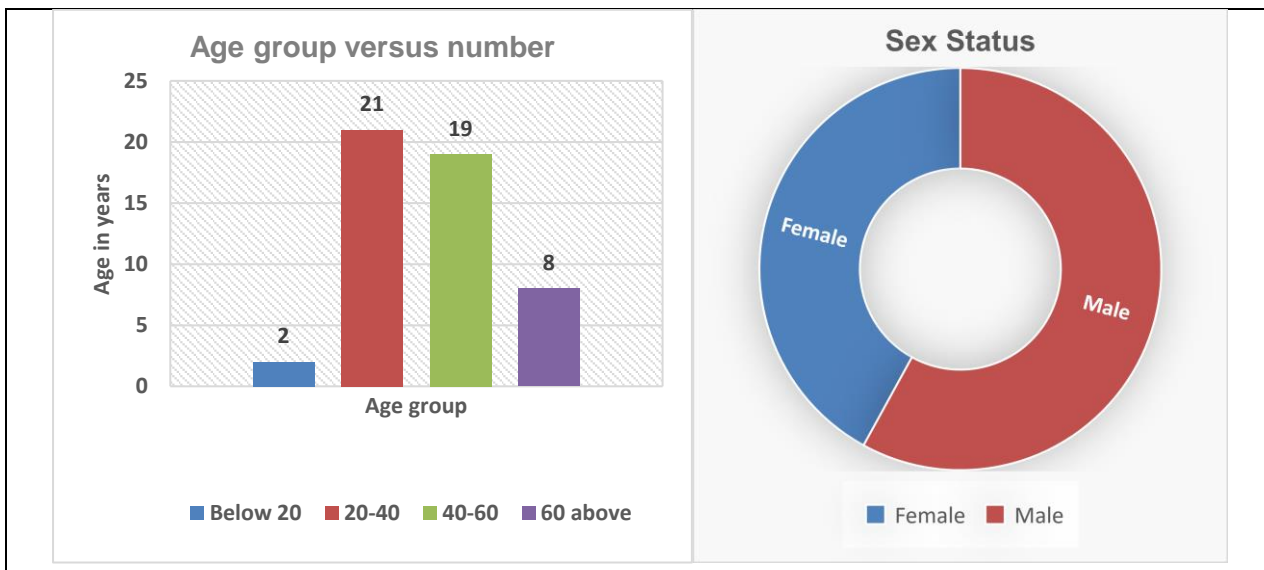


Figure 6: Age group vs gender

### 3.4 Data analysis

The data collected through the questionnaire was tabulated and analyzed using MS excel. To analyze the collected data, a non-parametric statistical method such as the Spearman Rank Correlation test was employed to examine the relationship between selected independent variables and a continuous or ordinal dependent variable. This structured approach facilitated a comprehensive understanding of the research questions and contributed valuable insights into enhancing customer satisfaction in Ravintola Mount Nepal. By using this structured approach, the analysis offered a robust understanding of the research questions and highlighted key areas for service improvement.

To analyze the data, Spearman's rank correlation test, which is a non-parametric statistical method used to assess the strength and direction of the association between two ranked variables, was used. This test is particularly suitable for small sample sizes and ordinal data, making it an ideal choice given the limited dataset of 20 questionnaires and a sample size of 50 individuals. By ranking the variables and evaluating their monotonic relationship, Spearman's rank correlation allowed to derive meaningful insights without assuming normal distribution in the data, thereby ensuring the robustness of the analysis within the constraints of this dataset. To rank the data using Spearman rank correlation, following formula was used.

$$\text{Spearman rank correlation} = 1 - \frac{6\sum d^2}{n(n^2 - 1)} \dots \dots \dots (i)$$

Where,  $d^2$  = difference between the ranks of the two variables for each pair of observations.

$n$  = the number of observations (or pairs of data points).

Note:

- i. Spearman's rank correlation coefficient, which ranges from -1 to +1.
- ii. +1: A perfect positive correlation (as one variable increases, the other also increases).
- iii. -1: A perfect negative correlation (as one variable increases, the other decreases).
- iv. 0: No correlation (no consistent relationship between the variables).

## 4. Results

### Result 1: Average mean, standard deviation, and standard error

The mean value for females is 3.4285 with an SD of 0.93 and an SE of 0.1315, indicating moderate variability and precision in the average. For males, the mean value is slightly higher at 3.4827, with a standard deviation of 0.83 and a smaller standard error of 0.1174, suggesting less variability and slightly greater reliability in the measurement (see table 1 and figure 14 in appendix-i). The findings highlight slight gender-based differences in the measured values while maintaining similar variability and error.

### Result 2: Dining experience versus food quality

Using a five-level satisfaction scale, the associated bar charts evaluate customer satisfaction levels for two important aspects of service quality: dining experience and food quality (figure 7). The horizontal axis shows satisfaction levels, which range from the lowest (very poor/very unsatisfied) to the greatest (excellent/very satisfied), while the vertical axis shows the number of responses.

The majority of the reviews are favorable for the dining experience. Just four out of fifty gave the dining experience a "poor" rating, while "very poor" was rated by none. With only eight responders, their experience was evaluated as "average," suggesting some areas for improvement that may be better. Nonetheless, the vast majority of the feedback is very positive, with 19 people describing the dining experience as "good" or "excellent." With 38 respondents expressing positive opinions, this suggests that the majority of customers thought their experience was either extraordinary or satisfying. The restaurant's success in offering a consistently enjoyable eating experience is reflected in the low representation in the lower categories.



Figure 7: Dining experience vs food quality

The findings are similarly favorable in the case of food quality, while overall satisfaction levels are marginally higher. Just one responder gave the food quality an "unsatisfied" rating, signifying very little discontent, and just two respondents gave it a "very unsatisfied" rating. Eight respondents, a significantly larger number, indicated that they had a "neutral" opinion about the food's quality, meaning they like it or didn't like it. But most responders (21 and 18, respectively) said they were "satisfied" or "very satisfied" with the food. These results demonstrate the restaurant's excellent performance in terms of food quality since 39 respondents gave positive reviews, which outnumber those for the eating experience.

In terms of satisfaction, food quality seems to have a small advantage over the other parameters. Food quality earned more responses in the highest satisfaction categories ("satisfied" and "very satisfied") than the eating experience, which was rated in the "good" and "excellent" categories, even though both aspects were mostly rated highly. Furthermore, compared to the eating experience, where no neutral comments were noted, a neutral opinion regarding the quality of the meal was more prevalent (8 respondents). This implies that some customers might have been more explicit about their entire experience but less certain about the cuisine.

### **Result 3: Menu clarity versus value money**

The survey responses about menu clarity and value for money, represented as percentages, are shown as a comparison in the two pie charts below (figure 8). The perceptions of respondents across various ease or satisfaction levels are depicted in each chart.

The first chart, which shows menu clarity, was largely positive. Sixty percent of respondents thought the menu was very easy to grasp, and thirty-four percent thought it was easy. Given that the menu was explained in both Finnish and English, this shows that 94% of respondents had a favorable experience with menu clarity. Remarkably, none of the respondents thought the menu was unclear or extremely unclear, demonstrating how great this area of the service is. The fact that only 6% chose a neutral position indicates that they did not find it easy or challenging to navigate.

The response to the second figure, value for money, shows that respondents' opinions were generally favorable. 42% of respondents said they were satisfied with the dishes' price, and 34% said they were extremely satisfied. This indicates that 76% of participants think the value for money is good overall. Nonetheless, 14% have no opinion, indicating that they have neither a favorable nor unfavorable opinion. However, there is very little unhappiness, with about 4% being extremely dissatisfied and 6% being unsatisfied. These results imply that although the majority of individuals are happy with the value of their money, a tiny percentage think it could be better.

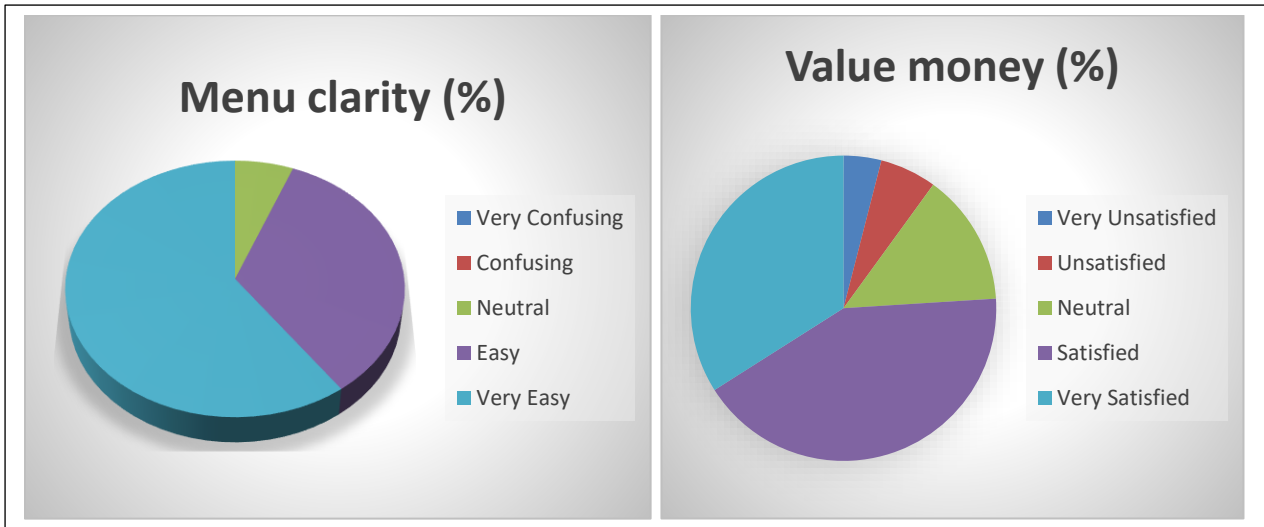


Figure 8: Menu clarity vs value money

With almost unanimous satisfaction (94% positive and no negative comments), menu clarity is the better performer when comparing the two categories. Value for money, on the other hand, has a somewhat higher percentage of neutral and unhappy responses, even though it is still viewed favorably by the majority (76%). This suggests that although customers believe the menu to be quite clear, their perceptions of the financial value may vary slightly or raise minor issues.

#### Result 4: Recommend other versus return likelihood

This bar graph (figure 9) contrasts respondents' propensity to return to Ravintola Mount Nepal with their propensity to suggest the restaurant to others. The number of responders in each of the five categories - very unlikely, unlikely, neutral, likely, and very likely - is displayed.

Although there are some discrepancies, the figure indicates a positive correlation between the likelihood of returning and the likelihood of recommending the restaurant. Two people are unlikely to return, while only one person is unlikely to suggest the restaurant in the very unlikely category. Compared to recommending, this modest rise indicates a slightly higher reluctance to return.

Likewise, there is no difference in the unlikely group, where four respondents each say they are unlikely to refer or return. The disparities began to grow in the neutral category, where nine respondents had neutral views about going again, while only six had neutral feelings about recommending the restaurant. This suggests that more people are unsure about going back than about telling others about it.

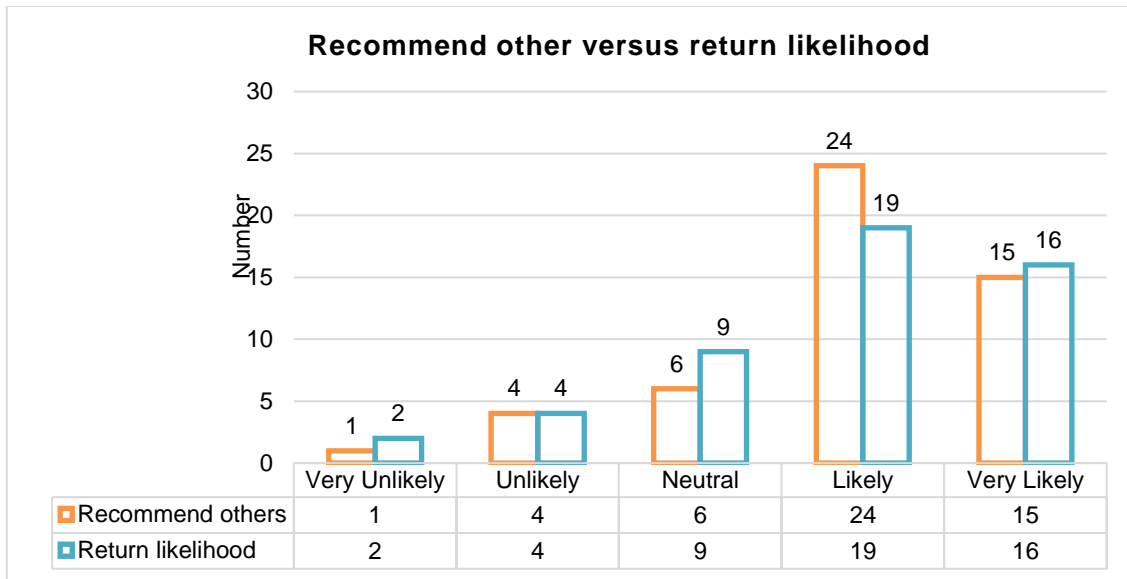


Figure 9: Recommend other vs return likelihood

The majority of respondents (24), who fall into the likely category, strongly favor recommending the restaurant, and 19 say they are likely to return. This shows that customers are a little more excited about telling others about the restaurant than they are about going again.

Lastly, there was a near-balance at the greatest degree of satisfaction in the very likely category, where 15 respondents said they would suggest the restaurant and 16 said they would very likely return.

**Result 5: Other service quality factors & their comparison**

**Cleanliness versus safety**

The bar chart (figure 10), based on data obtained through a questionnaire survey, shows customer opinions on two factors: safety and cleanliness. From "very unsatisfied" to "very satisfied," the satisfaction levels are displayed on the vertical axis, while the horizontal axis shows the quantity of responses. The replies for each category are broken down in detail in the accompanying table.

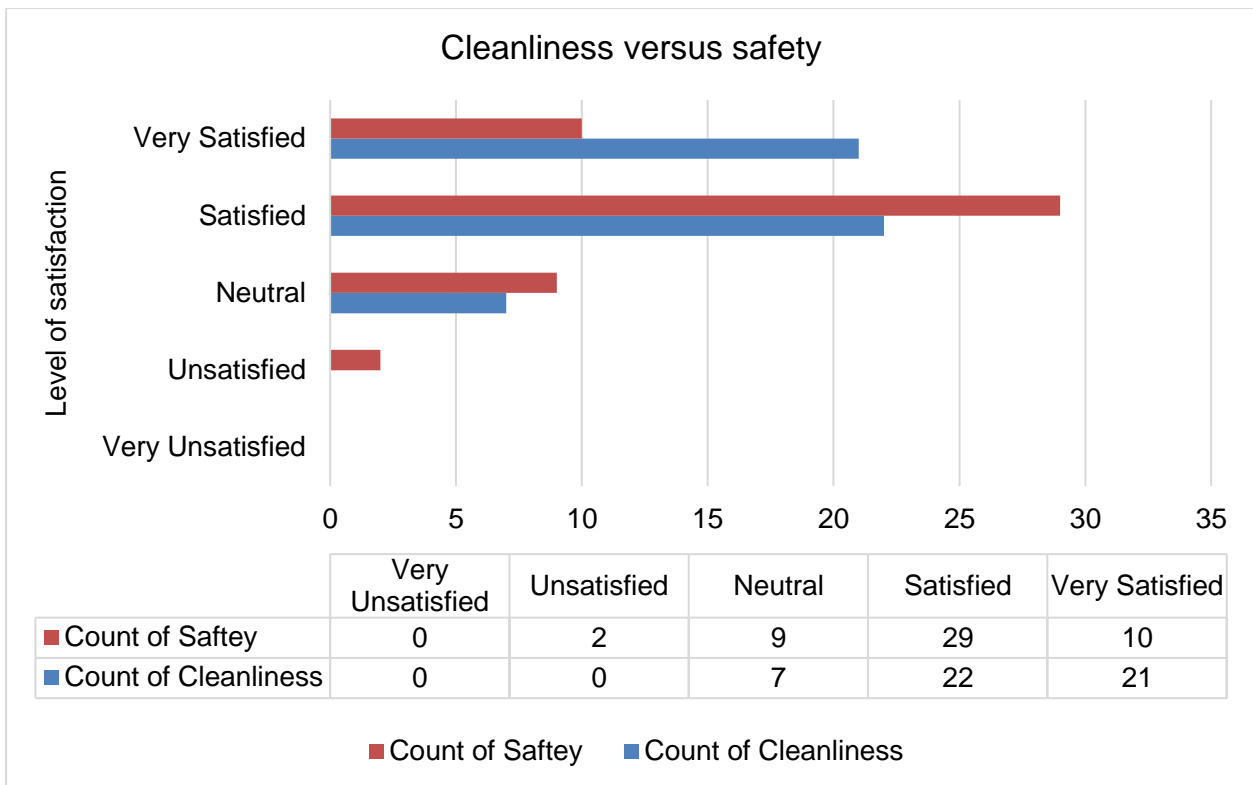


Figure 10: Cleanliness versus safety

To begin with, most consumers were really satisfied with cleanliness. Twenty-one respondents scored cleanliness as "very satisfied," while twenty-two more scored it as "satisfied." With a total of 43 happy comments, this indicates that cleanliness was one of the restaurant's strongest features. While none of the respondents gave cleanliness a "unsatisfied" or "very unsatisfied" rating, a tiny group of seven respondents expressed a neutral attitude, meaning they were neither satisfied nor dissatisfied. This indicates that there were no significant issues raised regarding cleanliness and that it either met or surpassed the expectations of the majority of customers.

The majority of replies were good about safety, however they were marginally less favorable than those regarding cleanliness. Although 10 respondents gave safety a "very satisfied" rating, the most popular response was "satisfied," which was given by a larger group of 29 respondents. Nine respondents gave a neutral rating for safety, which was somewhat more than for cleanliness. In contrast to cleanliness, safety did receive some unfavorable comments, as two respondents gave it the rating "unsatisfied." The "very unsatisfied" category had no replies, indicating that while safety precautions were generally sufficient, they could be improved in comparison to cleanliness.

Overall, cleanliness seems to have received higher ratings when comparing the two criteria. Customers were more delighted with the restaurant's hygiene than its safety precautions, as seen by the higher number of "very satisfied" answers (21) it received compared to safety (10). However, a significant percentage of the scores for both characteristics were favorable, indicating the restaurant's overall strength in upholding safety and cleanliness. Some consumers may have been unclear about or unsatisfied with the safety procedures in place, as indicated by the somewhat higher neutral and negative ratings for safety.

Similarly, customer opinions regarding waiting times and order accuracy at Ravintola Mount Nepal Tapiola are depicted in the two-line graphs. These observations aid in evaluating the restaurant's performance in terms of quality and speed of service, two aspects that are critical to customers' happiness. Each graph's advantages and disadvantages are revealed by a thorough examination.

### Waiting time versus order accuracy

The first graph (from the figure 11) highlights the waiting times experienced by customers. It is evident that a significant number of customers faced delays, with 27 reporting waits of over 30 minutes. This is the largest group, indicating a service bottleneck during peak hours or operational inefficiencies. In contrast, only 6 customers reported wait times of less than 10 minutes or between 10–20 minutes, and 11 experienced waits of 20–30 minutes. These findings suggest that while some customers had relatively short waiting times, a large majority faced considerable delays, which could lead to dissatisfaction or reduced repeat visits.

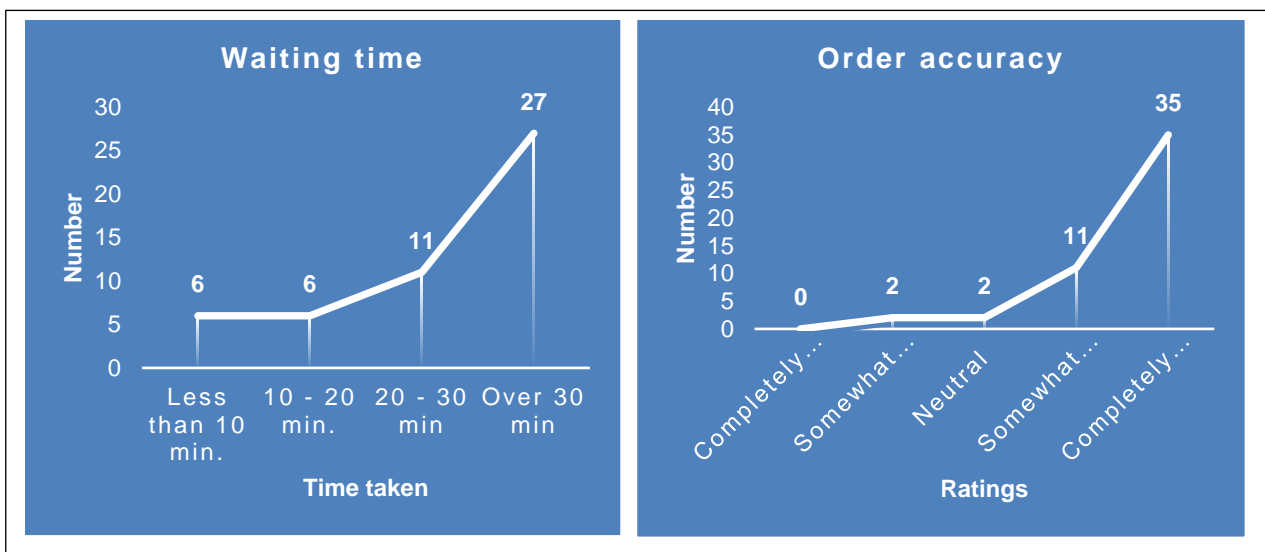


Figure 11: Waiting time versus order accuracy

The second graph focuses on customer ratings of order accuracy, ranging from "completely dissatisfied" to "completely satisfied." Interestingly, no customers expressed complete dissatisfaction, and only a few (2 each) gave "somewhat dissatisfied" or "neutral" ratings. A larger group of 11 customers rated their experience as "somewhat satisfied." The most notable finding is that 35 customers, the majority, rated order accuracy as "completely satisfied." This indicates that despite service delays, the restaurant excels at ensuring orders are correct, which is a critical factor in maintaining customer trust and satisfaction.

When comparing the two graphs, it becomes apparent that the restaurant faces a significant challenge with waiting times but performs exceptionally well in maintaining order accuracy. Although many customers experienced prolonged waiting times, the high ratings for order

accuracy suggest that customers are willing to tolerate some delays as long as their orders are correct.

However, prolonged waits of over 30 minutes may risk customer loyalty in the long term, even if the accuracy of orders remains high. It is also worth noting that some customers may prefer to spend more time in the restaurant, enjoying the ambience or socializing. For these customers, delivering their order too quickly could make them feel awkward about staying longer, potentially affecting their overall dining experience.

### Ambience versus staff friendliness

Also, the diagrams presented in the figure 12 illustrate customer feedback on ambience and staff friendliness, shedding light on their respective roles in shaping the dining experience at the restaurant. Both factors play a vital role in determining customer satisfaction, and their interplay is critical in creating a positive environment. The feedback on ambience reveals that a majority of customers found the restaurant's environment favorable, with 26 ratings it as "good" and 10 rating it as "excellent."

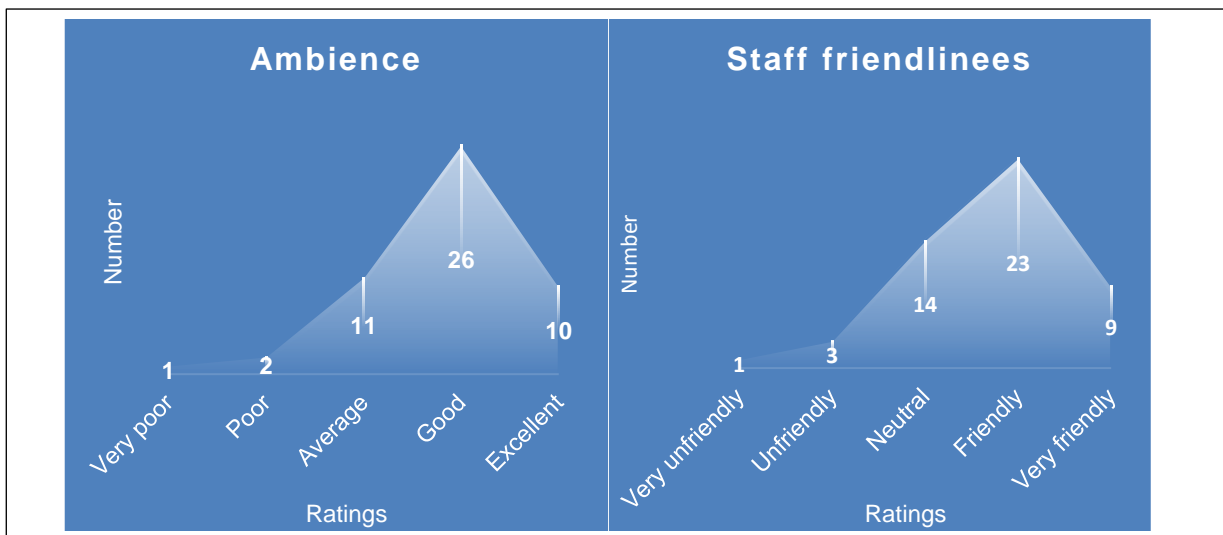


Figure 12: Ambience versus staff friendliness

However, some customers expressed a neutral perspective, with 11 giving an "average" rating, while a very small minority rated it as "poor" or "very poor." These responses suggest that while the ambience is a strong point for the restaurant, there is potential for improvement to elevate the neutral or average impressions to a higher level of satisfaction. The research underscores the importance of ambient elements such as lighting, background music, and spatial layout in enhancing a restaurant's atmosphere. For instance, warm lighting and soothing music can create a welcoming and comfortable environment, which not only encourages longer stays but also enhances the perception of food quality and overall experience.

On the other hand, the chart on staff friendliness shows that most customers rated the staff as

"friendly" (23 responses) or "very friendly" (9 responses), indicating that positive interactions are a key strength. However, 14 customers rated staff behavior as "neutral," while a small group found the staff "unfriendly" or "very unfriendly." This highlights an opportunity for improvement in ensuring that all customers consistently experience warm and attentive service. Studies confirm that friendly and approachable service staff significantly contribute to customer satisfaction, as they are the primary point of contact and often shape first impressions. Effective communication, attentiveness, and an empathetic approach make customers feel valued, which not only improves satisfaction but also enhances loyalty.

The connection between ambience and staff friendliness is evident, as both factors combine to create a seamless dining experience. A pleasant ambience sets the stage for positive interactions, while friendly and attentive staff complement the environment by making customers feel welcome and comfortable. Conversely, a mismatch between these elements can negatively affect perceptions. For example, an inviting ambience could be overshadowed by indifferent service, while excellent staff behavior may not fully compensate for an unappealing atmosphere. Research highlights that when ambience and service quality aligns, customers are more likely to have an emotionally fulfilling experience, leading to stronger behavioral intentions such as repeat visits or positive word-of-mouth recommendations.

To enhance both areas, the restaurant can focus on specific strategies. Improving ambience could involve adjustments to decor, lighting, and music to create a more cohesive and appealing atmosphere. Staff training programs could be introduced to reinforce communication skills and ensure consistent friendliness across all customer interactions. Additionally, aligning the service approach with the restaurant's overall ambience - whether cozy and slow-paced or vibrant and fast-paced - can further optimize customer experiences.

### **Result 6: Mean waiting time for different age groups**

For individuals aged below 40, the mean waiting time is 4, with a standard deviation of 1.1402 and a standard error of 0.1612. However, for individuals aged 40 and above, the mean waiting time increases slightly to 4.3103, with a standard deviation of 1.0037 and a standard error of 0.1419 (see table 2 and figure 15). These figures reinforce the observation that younger individuals may experience marginally shorter waiting times, likely due to their faster pace and greater time sensitivity as part of the productive age group. The slightly higher waiting time for the older age group might reflect less urgency in their activities, consistent with the hypothesis that age influences service preferences and tolerance. Studies suggest that younger individuals tend to value efficiency more due to higher levels of economic activity and productivity expectations in this phase of life.

**Result 7: Mean staff friendliness for different groups**

The mean ratings, standard deviations (SD), and standard errors (SE) of perceived staff friendliness for females is 3.71 with an SD of 0.9 and an SE of 0.127, while for males, the mean rating is slightly higher at 3.72 with an SD of 0.92 and an SE of 0.13 (see table 3 and figure 16)

The slight variation in mean ratings indicates that men had a slightly more favorable opinion of staff friendliness than women. Both groups show comparable variability and confidence in their ratings, according to the standard deviations and standard errors. Individual perceptions impacted by gender-based social interactions, varying expectations, or a modest bias in experience appraisal are some potential explanations for this minor discrepancy. Nonetheless, the general consistency in ratings indicates that staff friendliness was regarded uniformly by both sexes.

**Result 8: SQFs & influence on customer satisfaction**

The figure 16, presented below, represents a correlation matrix heat map, a visual aid for comprehending the connections between different aspects of service quality and how they could affect customer satisfaction. It is feasible to assess each factor's influence on customer satisfaction and loyalty since each one indicated along the rows and columns represents a unique service feature that enhances the entire eating experience. The heatmap's data, which was produced using MS-excel, provides information about how raising specific service quality standards could increase customer satisfaction and promote repeat business.

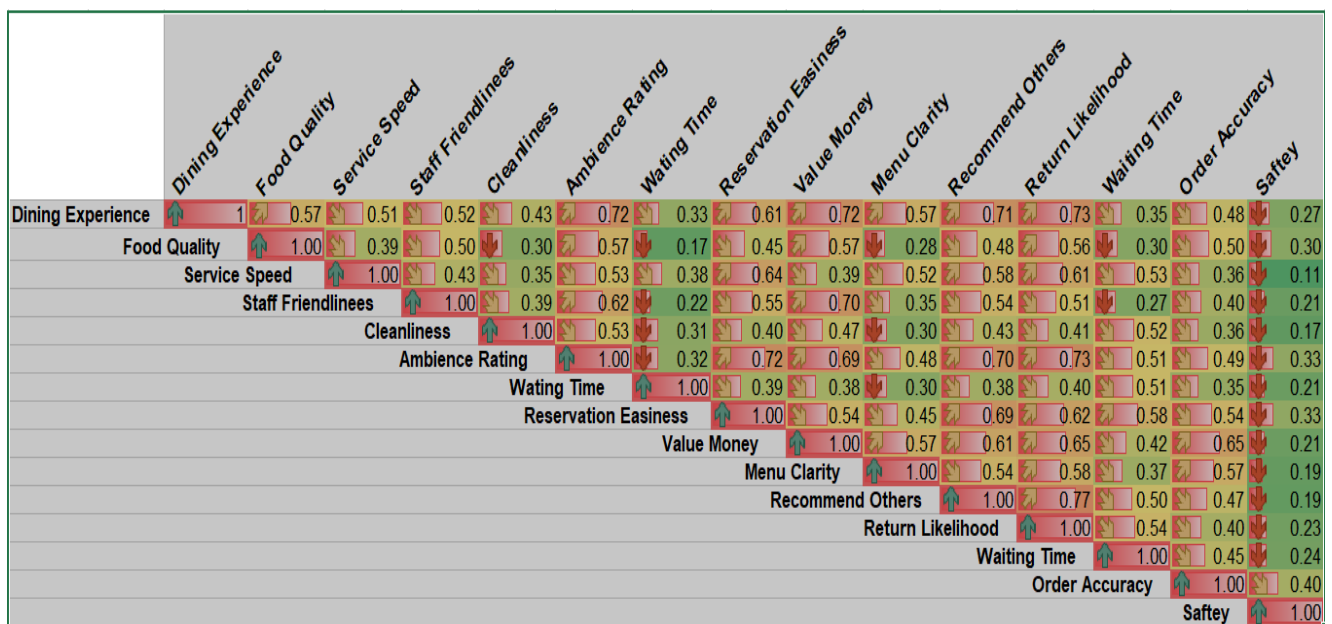


Figure 13: Various SQFs and their influence on customer satisfaction

**4.1 Understanding the variables**

Each variable in the matrix reflects an aspect of service quality that may influence customer satisfaction. The dining experience, for example, summarizes the total dining experience of a customer by combining several elements that together influence the impression made on a visitor. Customer

happiness is directly impacted by food quality, which is a measure of the caliber of the meals delivered. For clients who appreciate prompt, attentive service, service speed gauges how timely service is provided. There are other additional considerations such as reservation easiness, cleanliness, and staff friendliness. The first one measures how simple it is for customers to make a reservation. Cleanliness, on the other hand, indicates the restaurant's overall hygienic and sanitary conditions as viewed by customers, and staff friendliness emphasizes the significance of a pleasant and welcoming environment.

Apart from the aforementioned factors, some service quality factors such as value money show how fair people think the prices are, and menu clarity indicates how the menu is displayed so that customers may make wise decisions. Both recommend others and return likelihood is indicators of customers; the former shows how likely a customer is to recommend the restaurant to others, while the latter shows how likely they are to return. The operational features of service delivery, such as order accuracy, waiting time, and the establishment's perceived level of safety, are addressed by attributes like waiting time, order accuracy, and safety. When taken as a whole, these factors offer a thorough understanding of how various service components affect the overall customer experience.

#### **4.2 Interpreting the arrow and a color scale**

The Spearman's correlation coefficient provides information on the ranges that run from -1 to +1, offering insights into the relationship between two variables. A complete positive monotonic connection is represented by a value of +1, which means that when one variable rises, the other one always rises as well. For example, better food quality would always result in happier customers. Conversely, a value of -1, on the other hand, signifies a perfect negative monotonic relationship, where an increase in one variable is always accompanied by a fall in the other, such as longer waiting times reducing satisfaction levels. No monotonic relationship between the variables is shown by a value of 0, which suggests that changes in one variable do not necessarily predict changes in the other.

Additional nuance is provided by intermediate values; positive values between 0 and +1 indicate a positive correlation, with greater correlations near +1. Higher values of one variable are typically associated with higher values of the other. Similar to this, negative values between 0 and -1 signify a negative correlation, with stronger correlations found closer to -1, where higher values of one variable correspond to lower values of the other. However, the result obtained from this heat map shows no negative correlation among the selected variables.

Building up Spearman's correlation concept, the heat matrix provides a comprehensive analysis of the correlations among the several service quality factors (result 1 and figure 7). Each cell contains, both, an arrow and a numerical value, representing the strength of the relationship between two parameters, along with color coding to visually convey the intensity and direction of these relationships. Green, with a perfect up arrow, indicates a strong positive correlation, and red gradient,

with a perfect down arrow, highlights weak or negative correlations. In addition, there are other color gradients and arrows in the matrix. For example, the yellow gradient (with a value of  $> 0.50$  indicated by an upward trend arrow and a value of  $< 0.50$  denoted by a downward trend arrow) suggests a moderate correlation. The diagonal values are all 1.00, reflecting a perfect correlation of each parameter with itself. This arrow and color-coded gradient make it easy to visually identify areas where improvements in one attribute could positively influence another.

### 4.3 Key insights from the heat map

The dining experience is most strongly influenced by the intersection of "recommend others" and "return likelihood" with a highest correlation value of 0.77, underscoring the importance of a pleasant atmosphere and high-quality food in shaping customer satisfaction. With a value of 0.73, other variables like "dining experience" versus "return likelihood" and "ambience rating" versus "return likelihood" have the second-highest correlation. With a correlation coefficient of 0.72, "dining experience" shares the third most correlated variable with both "ambience rating" and "value money," as does "ambience rating" versus "reservation easiness." This suggests that a satisfying dining experience, the cost of the food combined with the ambience setting, and reservation ease, all encourage customers to refer others to the restaurant.

Also, from the figure it can be depicted that food quality itself has strong relationships with parameters such as "dining experience" (0.57), "ambience rating" (0.57), "value money" (0.57), and "staff friendliness" (0.50). This suggests that the perception of food quality is not only dependent on the food itself but also on the friendliness of the staff and the ambience of the restaurant. The "ambience rating" versus "order accuracy" with a value of 0.49, "staff friendliness" versus "food quality" "food quality" versus "order accuracy", and "recommend others" versus "order accuracy", all show a moderate positive correlation with a value of 0.50. This result indicates that a pleasant environment not only enhances the dining experience but also contributes to guests' perception of quality and value. Additionally, it shows that customers are more likely to recommend a venue to others when they receive high-quality dishes from friendly staff and receive accurate orders. These results emphasize how important it is for business owners to put atmosphere and food quality first while still making sure customers place and get the right orders. Additionally, "Value for Money" (0.45) shows a moderate correlation with food quality, implying that guests assess quality in tandem with cost.

Service Speed has a moderate impact on the dining experience, with a correlation of 0.51. Its relationship with "staff friendliness" (0.43) indicates that prompt service contributes to the perception of staff being attentive and approachable. While not as strongly correlated as ambience or food quality, service speed still plays an important role in overall satisfaction.

As explained earlier, value for money is another significant factor, showing strong correlations with "dining experience" (0.72), "recommend others" (0.61), and "return likelihood" (0.65). Guests who perceive good value are more likely to recommend the restaurant and return for future visits. This

reinforces the importance of balancing cost with quality and service to ensure customer retention and positive word-of-mouth.

Customer loyalty, measured by "recommend others" and "return likelihood," is closely tied to parameters like "dining experience," "value for money," and "ambience rating." Positive dining experiences encourage guests to recommend the venue (0.71) and return (0.73), showing the interconnectedness of satisfaction and loyalty. Additionally, "order accuracy" (0.48) and "waiting time" (0.35) also play a role in influencing loyalty, as guests value efficient and error-free service.

Safety, on the other hand, appears to have a relatively lower correlation with the overall service speed (0.11), "cleanliness" (0.17), "menu clarity" (0.19), and "recommend others" (0.19). While it may not be a primary driver of satisfaction in this context, safety could be crucial in specific scenarios, such as food safety concerns or during health crises.

Overall, the heat matrix identifies that the dining experience is most strongly influenced by "recommend others" and "return likelihood, emphasizing the importance of a pleasant atmosphere and high-quality food in driving customer satisfaction. Other notable relationships suggest that ambience, value, and reservation ease are crucial in encouraging referrals and repeat visits. Despite food quality also demonstrating strong correlations with dining, ambience, and value, it underscores the combined influence of staff friendliness, and perceived value in shaping perceptions of food quality. Moderate correlations highlight the role of an enjoyable environment, accurate orders, and friendly service in enhancing customer satisfaction and loyalty. Operational elements like order accuracy and service speed also contribute but to a lesser extent. Restaurants should focus on enhancing these key parameters to ensure a positive experience, encourage guest loyalty, and foster recommendations.

To sum up, this correlation matrix offers insightful information on how to maximize service quality to increase client loyalty and happiness. By emphasizing highly influential qualities like the dining experience, food quality, and staff friendliness, businesses may improve customer satisfaction and encourage repeat business. Although they might not need as much attention, attributes like safety and service speed - which have weaker correlations - are nevertheless crucial for satisfying fundamental consumer expectations.

## 5. Discussion

This study, based on Spearman's correlation matrix analysis, explores how various service quality factors (SQFs) influence customer satisfaction and loyalty, particularly in dining contexts. Key elements such as dining experience, food quality, staff friendliness, and value for money were examined to assess their contributions to overall customer happiness and retention. The findings reveal how these factors interact to shape customer behavior, particularly their likelihood to recommend the restaurant and return in the future. Visualizations of the correlation matrix offer actionable insights into strengths and areas for improvement, providing a strategic foundation for enhancing customer retention and satisfaction. This discussion synthesizes key observations and implications of findings, drawing from existing literature to contextualize the results at Ravintola Mount Nepal OY and for designing effective service improvement initiatives to elevate overall customer experience.

### 5.1 Dining experience and food quality

The dining experience emerged as the strongest determinant of customer satisfaction, as reflected in its high correlation with both "recommend others" and "return likelihood". While the majority of feedback for the dining experience was positive, a small fraction of respondents expressed neutral or slightly unfavorable opinions. This suggests an opportunity for the restaurant to address the concerns of less satisfied customers. This finding aligns with the broader literature on service quality, which consistently identifies the holistic dining experience as a critical component in driving customer satisfaction and retention (Jaber and Jaber, 2020). Factors such as ambiance, food quality, and reservation easiness collectively contribute to a favorable dining atmosphere, making it a pivotal area for service improvement (Umedovna and Oktyamovna, 2021).

Food quality demonstrated strong correlations with several variables, including "dining experience", "ambiance rating", and "value for money". While food quality achieved higher satisfaction ratings than the overall dining experience, some neutral responses were observed, highlighting areas for improvement in aspects such as variety, freshness, or presentation. This underscores that food quality is not perceived as a standalone factor but rather as part of an interconnected system of attributes, where ambiance and pricing fairness significantly influence customer perceptions. These findings align with previous research emphasizing the multidimensional nature of food quality and its interdependence with other service elements in shaping customer satisfaction (Kim et al., 2009). Furthermore, the interplay between food quality and dining experience is consistent with literature that stresses the synergistic effect of ambiance and cuisine in enhancing customer satisfaction (Umedovna and Oktyamovna, 2021). Together, these insights suggest that elevating food quality alongside related factors can create a more holistic and satisfying dining experience for customers as suggested by Akroush et al., (2013).

The study highlights menu clarity as a key strength, with 94% of respondents expressing satisfaction, largely attributed to the bilingual menu design that caters to diverse customers. This thoughtful approach enhances accessibility and strengthens customer confidence in making informed dining choices. In contrast, value for money, while positively received, drew a higher proportion of neutral and dissatisfied responses, indicating areas for improvement. Strategic interventions such as adjusting pricing, increasing portion sizes, enhancing ingredient quality, or introducing promotional offers could significantly improve customer perceptions.

Jaber & Jaber, (2020) underscore that value for money is evaluated not solely by price but also by perceived benefits such as quality, quantity, and exclusivity. This finding is reinforced by value for money's strong correlations with "dining experience", "recommend others", and "return likelihood", underscoring its pivotal role in fostering customer loyalty and advocacy. Customers who perceive fair pricing are more likely to return and recommend the restaurant, emphasizing the need to align pricing strategies with perceived benefits. These results align with existing research, which identifies perceived value as a crucial determinant of customer behavior in the hospitality industry (Kotler and Keller, 2021). Together, menu clarity and perceived value emerge as essential levers for enhancing customer satisfaction and loyalty, reinforcing the importance of thoughtful menu design and strategic pricing in a competitive dining landscape.

## **5.2 Customer loyalty: recommendation likelihood and return intentions**

Customer loyalty indicators - recommendation likelihood and return intentions - demonstrate a positive correlation, with slightly stronger enthusiasm for recommending the restaurant than revisiting it. This finding highlights an opportunity to convert promoters into repeat customer visits. Factors such as a seamless reservation process, personalized services, and loyalty programs could enhance return intentions. Previous studies confirm that the likelihood of recommending a restaurant is strongly influenced by the overall dining experience, while return likelihood is closely tied to perceived value and consistent service quality (Han et al., 2023).

## **5.3 Other service quality factors and their correlation**

Cleanliness emerged as a standout feature, receiving overwhelmingly positive feedback that highlights the restaurant's success in maintaining high hygienic standards. In contrast, safety ratings were slightly lower, with some respondents expressing dissatisfaction, pointing to potential gaps in perceived safety measures such as emergency protocols or visible safety signage. This disparity suggests that while customers feel confident about hygiene, there is room for improvement in conveying a sense of safety. Research emphasizes the critical role of cleanliness and safety in driving customer satisfaction, particularly in post-pandemic contexts where these attributes significantly impact trust and loyalty (Han et al., 2023). Although cleanliness and safety demonstrated weaker correlations with other variables, their foundational importance in ensuring baseline satisfaction cannot be overlooked. Cleanliness directly contributes to the perceived quality of the dining environment, while safety becomes crucial in mitigating health risks, such as foodborne illnesses or

pandemics (Heskett et al., 2010). Together, these factors, though not primary drivers of satisfaction, remain essential in fostering customer trust and underpinning overall positive dining experiences (Gagic et al., 2013).

The dynamic interplay between two essential components of restaurant service quality is shown by the correlation between customer satisfaction order accuracy and waiting time. Overall customer satisfaction is significantly influenced by waiting times, and long waits frequently result in unpleasant feelings like annoyance or anger (De Leeuw et al., 2012). However, order accuracy has a significant impact on customer's trust in a restaurant's operations since it shows how consistently services are delivered (Zaini et al., 2015).

According to studies, the influence of other service characteristics, such as order accuracy, may be overshadowed by perceived waiting time. Regardless of whether orders are correct, consumer unhappiness tends to prevail when waiting times surpass their expectations (Pecotic et al., 2014). On the other hand, order accuracy has a greater influence on customer satisfaction when waiting times are acceptable. Therefore, maintaining customer loyalty and improving service perceptions need the effective management of these aspects.

Additionally, both cognitive and emotional factors influence how satisfied customers are throughout the waiting times. Subjective waiting time, or how long consumers believe they have waited, has a greater influence on satisfaction levels than objective waiting time, which is the actual amount of time that has passed (Rahman et al., 2012). To create a more positive experience even amid delays, restaurants can counteract the negative impacts of perceived waiting time by providing pleasant distractions, such as cozy waiting areas or free refreshments.

A simpler service metric, order accuracy, supports the dependability of the dining experience. Customers' trust in the restaurant is increased by accurate orders, which lowers complaints and promotes return business. According to research, customers are more tolerant of modest wait periods if their goods are delivered correctly, but order faults can make delays much more frustrating (Canny, 2014).

It's interesting to note that waiting time and accuracy have an interactive rather than just additive relationship. Focusing on accuracy may make up for lengthier wait times in high-pressure situations, including at busy mealtimes, while making sure wait times are brief may be more important during slower times. To balance capacity and demand, for instance, service providers may use yield management techniques, which would cut down on both actual wait times and order preparation errors.

In summary, the relationship between order accuracy and waiting time illustrates the larger difficulties in controlling client expectations in service sectors. Since they work together to influence the entire dining experience, both aspects need to be addressed holistically. Future strategies could

explore innovations such as real-time updates on order progress or interactive waiting environments to enhance customer satisfaction while maintaining accuracy and efficiency.

Moreover, the significant relationship between "ambience rating" and "staff friendliness" highlights how crucial the restaurant setting is for promoting customer retention and pleasure. Interestingly, their interaction creates a synergistic effect on customer satisfaction. For instance, while an attractive and well-maintained ambience sets the stage for a memorable dining experience, it is often the staff's behavior that leaves a lasting impression. Restaurants that combine excellent physical environments with friendly and professional service are more likely to achieve high customer satisfaction and loyalty (Durandis, 2024).

Furthermore, customers are more forgiving of minor lapses in one area if the other compensates for example, an excellent ambience can partially mitigate the impact of less-than-friendly service, and vice versa (Kim et al., 2009). In addition to improving the sensory experience, a well-designed and welcoming ambience fosters pleasant interpersonal connections and increases the likelihood that diners will return. Zeithaml et al., (2002) in their paper also highlighted the crucial role that ambience - which includes both physical and sensory components like lighting, decor, and music - plays in creating the feelings that influence consumer impressions lends more credence to this association.

At the same time, the perceived value of the dining experience is increased by staff friendliness, which is defined by warmth, politeness, and attentiveness. Positive employee-customer interactions can improve the whole experience and result in favorable judgments of both service and meal quality, as seen by the moderate connection between "staff friendliness" and "food quality" (Bowen and Schneider, 2014). Collectively, these results highlight how staff conduct and ambience are intertwined in establishing a seamless and fulfilling dining experience.

The physical setting of a restaurant can elicit emotional states like pleasure and arousal, which improve customers' happiness and loyalty, as research has repeatedly shown. A pleasant atmosphere is especially important in high-end dining settings, as diners frequently want hedonistic rather than utilitarian experiences, according to research based on the Mehrabian–Russell model. The entire dining experience can be greatly improved by features like cozy seating, tasteful decor, and suitable lighting, which increases the likelihood that they will return and refer others to the restaurant (Ahn, 2019). At the same time, the perceived value of the dining experience is increased by staff friendliness, which is defined by warmth, politeness, and attentiveness.

In a similar vein, the importance of employees' friendliness cannot be emphasized enough. Customers feel appreciated and respected when they are served by kind and considerate employees who inspire confidence and trust. Positive emotional reactions are fostered by this interpersonal connection, and they have a direct impact on customer satisfaction (Castanha et al., 2023). Research has shown that employee behavior frequently affects customer enjoyment more than the

actual setting, underscoring the significance of interacting with diners in a kind and sympathetic manner (Ryu et al., 2008).

From a managerial perspective, restaurants should focus on creating an inviting atmosphere while also investing in staff training to enhance interpersonal skills. The SERVQUAL model suggests that dimensions like empathy, responsiveness, and assurance are essential for improving service quality in restaurants. By addressing both tangible elements like decor and intangible ones like employee demeanor, restaurants can create a balanced and highly appealing dining experience (Zeithaml et al., 1996). Future studies could explore how these elements interact with other variables, such as food quality and price, to offer a more comprehensive understanding of customer satisfaction dynamics.

#### **5.4 Strategic implications for service improvement**

The findings of this research align with prior studies, demonstrating that exceptional dining experiences significantly enhance customer satisfaction and loyalty by fostering advocacy and retention (Chen and Hu, 2010). Key factors such as value for money, order accuracy, and friendly staff emerged as critical determinants of satisfaction, emphasizing their role as priority areas for development. Programs such as employee training and menu optimization, as highlighted in the hospitality industry, can further enhance customers' value and quality perceptions (Ladhari, 2009). These results underscore the importance of a holistic approach that integrates operational efficiency with human-centered service improvements.

To build lasting customer loyalty, restaurant owners should focus on high-impact elements like food quality, ambience, and overall dining experience, as these form the foundation of customer satisfaction (Bitner et al., 2000). Simultaneously, operational factors such as order accuracy and service speed must be streamlined using technology to meet baseline expectations and build trust (Zeithaml et al., 1996). Training programs emphasizing staff friendliness and attentiveness could further strengthen the emotional connection between customers and the dining experience, leveraging the observed link between service quality and loyalty (Kim et al., 2009). By addressing these areas, restaurants can create a compelling, loyalty-driven dining environment.

## 6. Conclusion

The research underscores the pivotal role of service improvement initiatives in shaping and enhancing customer experiences at Ravintola Mount Nepal OY. Key findings revealed;

- The interconnectedness of critical factors such as dining experience, food quality, ambiance, and staff friendliness in driving customer satisfaction and loyalty. While food quality emerged as a frontrunner in influencing customer happiness, maintaining consistently high standards across cuisine and service is imperative for sustaining favorable reviews.
- Positive impressions of menu clarity and ambiance reinforce the restaurant's strengths. However, certain areas - such as safety procedures and perceived value for money - require refinement to elevate satisfaction levels further. Addressing these dimensions can transform neutral or dissatisfied feedback into enthusiastic endorsements, contributing to enhanced recommendation and return rates.
- Additionally, the interplay between ambiance and staff friendliness proves to be a particularly potent driver of memorable customer experiences. This combination significantly enhances customer advocacy and retention.
- However, service speed and waiting times need optimization to balance efficiency with the preferences of patrons who enjoy extended stays and social interactions. These nuances reflect the importance of aligning service delivery with diverse customer expectations to create well-rounded and enjoyable dining experiences.

Despite its valuable insights, the study faced certain limitations that affected the generalizability of its findings. The relatively small sample size and potential respondent bias may not fully represent the diverse clients of the restaurant, which could limit the applicability of results to a broader customer base or similar establishments. External factors, including the impact of the ongoing Russia-Ukraine war on tourism, seasonal variations, and heightened competition from similar restaurants, have also influenced customer behavior and revenue. These limitations underscore the need for careful interpretation of the study's outcomes while providing a foundational roadmap for actionable improvements.

## 7. Suggested improvements to case restaurant

Ravintola Mount Nepal can improve customer happiness, stand out in the crowded restaurant industry, and achieve long-term success by combining these strategies.

- The restaurant should concentrate on addressing unbiased comments regarding the quality of the food in order to improve the dining experience. This can be accomplished by obtaining thorough feedback from customers, improving menu selections, maintaining consistency, and utilizing better ingredients. While the dining experience has been praised, this positive feedback will be maintained and expectations will be exceeded with the help of enhanced ambience, customized service, and ongoing staff training.
- The restaurant should keep providing bilingual explanations and maintaining a straightforward menu because it is a strong point. Enhancing the perceived quality of food, offering adjustable servings, or implementing promotions could help transform negative reactions into positive ones and increase satisfaction with value for money.
- Referral bonuses and loyalty programs could increase these metrics even more because customers are likely to return and promote the business. Addressing neutral opinions by engaging undecided customers through targeted feedback or follow-ups can convert them into loyal customers.
- The restaurant's commitment to cleanliness is evident, and regular audits along with visible cleaning routines will help maintain customer confidence. To improve safety, clearer communication of protocols, staff training, and visible enhancements can ensure satisfaction matches the cleanliness standards.
- Order accuracy is a key strength, and consistent training will maintain this. However, long wait times indicate a need for operational improvements. Streamlining kitchen workflows and optimizing staff schedules during peak hours will help reduce delays and maintain a positive experience.
- The restaurant should capitalize on its ambience and staff friendliness. While little tweaks like improved lighting, decor, or calming music can improve neutral impressions, staff training in empathy and communication can guarantee consistently pleasant interactions, bringing service and ambience together to encourage loyalty.
- It is essential to adjust methods for various client demographics. While older customers might value more comfort and individualized connections, younger customers may find that efficient service during busy hours is crucial. Everyone will have a more pleasurable experience if these needs are recognized and addressed.

- Since these factors have the largest correlation with customer recommendations and likelihood of repeat business, the restaurant must prioritize dining experience, food quality, ambiance, and value for money in order to maximize customer satisfaction and loyalty. Safety and service speed are less correlated, although maintaining good standards in these areas is essential.
- Order correctness and staff friendliness, which also affect customer satisfaction, should continue to be priorities. A memorable eating experience that fosters enduring loyalty can be ensured by the restaurant by striking a balance between price, quality, and ambiance as well as by improving operations. This will consolidate client pleasure and promote return business.

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## Appendix – I: Mean, standard deviation, and standard error

Table 1: Mean, standard deviation and standard error for gender

Gender	Mean	SD	SE
Female	3.4285	0.93	0.131522
Male	3.4827	0.83	0.11738

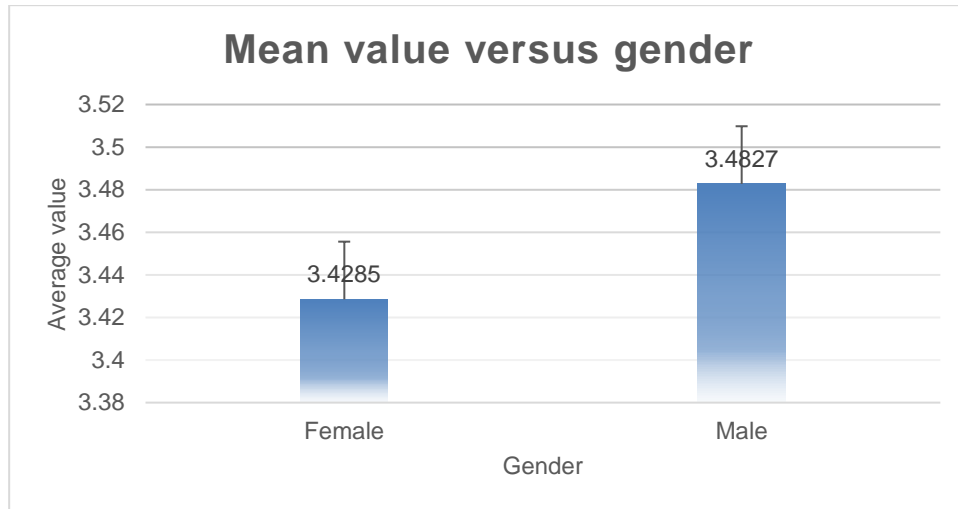


Figure 14: Mean, standard deviation, and standard error for male and female

Table 2: Mean, standard deviation, and standard error for waiting time

Age group	Mean	SD	SE
Below 40	4	1.140175	0.161245
40 and above	4.310345	1.003688	0.141943

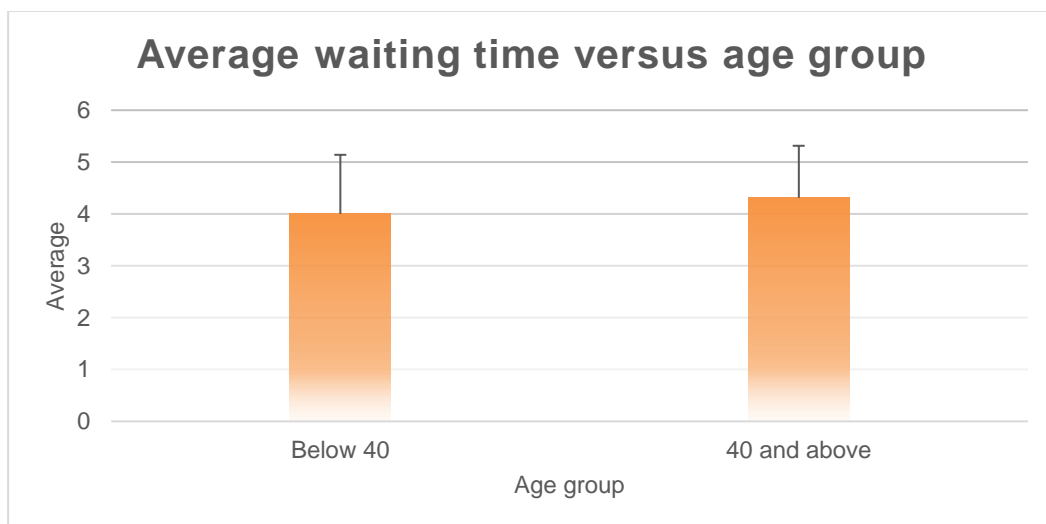


Figure 15: Average waiting time for different age groups of people

Table 3: Mean ratings for staff friendliness

Gender	Mean	SD	SE
Female	3.714286	0.90	0.127279
Male	3.724138	0.92	0.130108

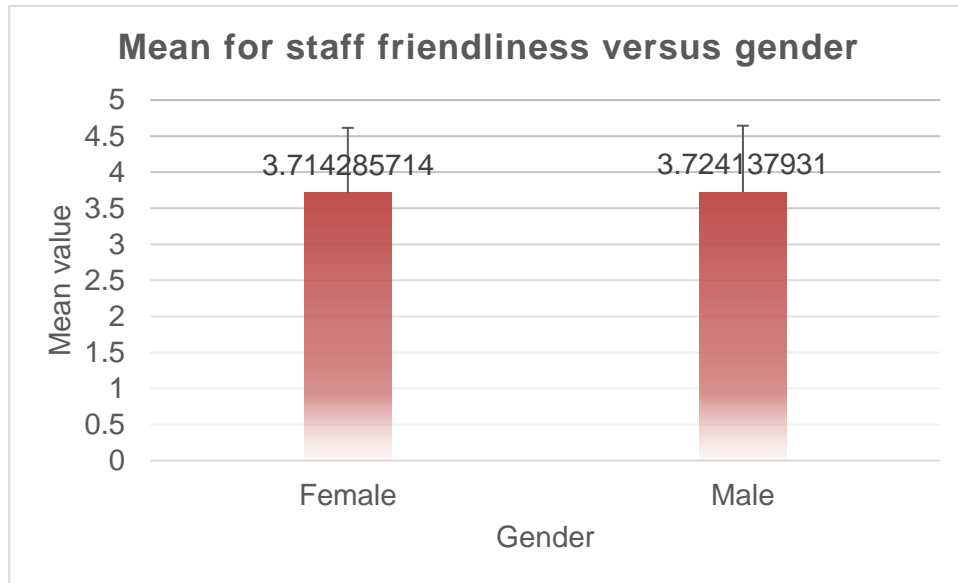


Figure 16: Mean for staff friendliness versus male and female

**Appendix- II: Questionnaire for data collection**

1. How would you rate your overall dining experience today?

- 1 = Very Poor
- 2 = Poor
- 3 = Average
- 4 = Good
- 5 = Excellent

2. How satisfied were you with the quality of the food?

- 1 = Very Unsatisfied
- 2 = Unsatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

3. How would you rate the speed of service?

- 1 = Extremely Slow
- 2 = Slow
- 3 = Average
- 4 = Fast
- 5 = Extremely Fast

4. How friendly and courteous was the staff?

- 1 = Very Unfriendly
- 2 = Unfriendly
- 3 = Neutral
- 4 = Friendly
- 5 = Very Friendly

5. How well did the staff understand and accommodate your requests (e.g., allergies or modifications)?

- Perfectly
- Well enough
- Somewhat
- Poorly
- Not at all
- Not applicable

6. How satisfied were you with the cleanliness of the restaurant?

- 1 = Very Unsatisfied

- 2 = Unsatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

7. How would you rate the restaurant's ambiance (lighting, decor, music, etc.)?

- 1 = Very Poor
- 2 = Poor
- 3 = Average
- 4 = Good
- 5 = Excellent

8. How would you rate the portion sizes?

- Too Small
- Just Right
- Too Large

9. How long did you wait for your food after placing the order?

- Less than 10 minutes
- 10–20 minutes
- 20–30 minutes
- Over 30 minutes

10. How easy was it to make a reservation or place an order (if applicable)?

- 1 = Very Difficult
- 2 = Difficult
- 3 = Neutral
- 4 = Easy
- 5 = Very Easy

11. How satisfied were you with the value for money of your meal?

- 1 = Very Unsatisfied
- 2 = Unsatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

12. Was the menu easy to read and understand?

- 1 = Very Confusing
- 2 = Confusing
- 3 = Neutral
- 4 = Easy
- 5 = Very Easy

13. How likely are you to recommend our restaurant to others?

- 1 = Very Unlikely
- 2 = Unlikely
- 3 = Neutral
- 4 = Likely
- 5 = Very Likely

14. How likely are you to return to our restaurant?

- 1 = Very Unlikely
- 2 = Unlikely
- 3 = Neutral
- 4 = Likely
- 5 = Very Likely

15. How satisfied were you with the wait time to be seated?

- 1 = Very Unsatisfied
- 2 = Unsatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

16. How would you rate the accuracy of your order?

- 1 = Completely Incorrect
- 2 = Somewhat Incorrect
- 3 = Neutral
- 4 = Somewhat Accurate
- 5 = Completely Accurate

17. How satisfied were you with the restaurant's COVID-19 safety measures?

- 1 = Very Unsatisfied
- 2 = Unsatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

18. Which of the following best describes your experience with the payment process?

- Very Fast and Easy
- Somewhat Easy
- Neutral
- Somewhat Difficult

- Very Difficult

19. How did you hear about us?

- Word of Mouth
- Social Media
- Advertisement
- Online Review
- Walked By
- Other (please specify)

20. What can we do to improve your next visit?

- Improve Service Speed
- Increase Menu Variety
- Improve Ambiance
- Lower Prices
- Improve Food Quality
- Other (please specify)