Czech University of Life Sciences Prague

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Master Thesis

A study on service quality at a selected restaurant in Czech Republic, Masala Andel Indian Restaurant

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Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Niyati Parekh

Business Administration

Thesis title

A study on service quality at Masala Andel Indian Restaurant

Objectives of thesis

The primary objective of the thesis is to determine the gaps between customers' expectations and experiences of service quality at the Masala Andel Indian Restaurant.
The secondary objectives are as follows:
- to examine customers' expectations of service quality at the Masala Andel Indian Restaurant,
- to identify customers' experiences of service quality at the Masala Andel Indian Restaurant, and
- to provide an action plan for Masala Andel Indian Restaurant based on service quality gaps to improve customer satisfaction,
- to evaluate the proposed changes and formulate conclusions.

Methodology

The theoretical part will be based on the literature review of the latest published research papers and secondary literature sources. The practical part will consist of a case study of Masala Andel Indian Restaurant. The evaluation of the service quality will combine both quantitative and qualitative methods. Based on the findings of the literature review, results of the case study evaluation and comparison with similar studies, the conclusions will be drawn.

The proposed extent of the thesis

80 pages

Keywords

Service Quality, Customer Satisfaction, Hospitality Sector, Masala Andel Indian Restaurant

Recommended information sources

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Declaration

I declare that I have worked on my master thesis titled "A study on service quality at a selected restaurant in Czech Republic, Masala Andel Indian Restaurant" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master thesis, I declare that the thesis does not break any copyrights.

In Prague on date of submission   _____

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A study on service quality at a selected restaurant in Czech Republic, Masala Andel Indian Restaurant

Abstract

The restaurant industry, as a crucial component of the dynamic hospitality sector, has experienced significant expansion, transforming into vital social centres on a global scale. During tremendous expansion, the need for outstanding service quality has become crucial for restaurants to succeed in the fiercely competitive industry. This study centres around Masala Andel Indian Restaurant, a renowned restaurant in the Czech Republic, utilizing the SERQUAL model to examine the complexities of service quality and its influence on customer satisfaction. This study attempts to address the lack of research on the specific challenges encountered by Masala Andel Indian Restaurant by investigating the underlying causes of service quality problems and providing practical suggestions for enhancement. This research not only focuses on its immediate objectives, but also contributes to the wider comprehension of service quality management in the hotel industry. It aims to promote a culture of excellence and customer-centricity. The main aim is to assess the influence of service quality on customer happiness and loyalty at Masala Andel Indian Restaurant, with a secondary aim of identifying the disparity between consumer expectations and actual experiences in terms of service quality. The study employs a positivist epistemology and incorporates a case study design along with a quantitative research approach. The methodology used is convenience sampling, and data is collected by questionnaires, guided by the SERVQUAL Model. The results demonstrate the varied client base, dynamics of loyalty, and expectations of Masala Andel Indian Restaurant. The study examines several aspects of service quality and highlights specific areas that require enhancement, with a particular focus on cleanliness, professionalism, and aesthetics. Although customers have a generally positive opinion, there are still areas that need improvement. These areas help the restaurant's management in making their service delivery more refined.

Keywords: Hospitality Industry, Service Quality, Customer Satisfaction, Customer Loyalty, SERVQUAL Model, Restaurant Management.

Studie kvality služeb ve vybrané restauraci v České republice, indické restauraci Masala Andel

Abstrakt

Restaurační průmysl jako klíčová složka dynamického sektoru pohostinství zažil významnou expanzi a proměnil se v životně důležitá společenská centra v celosvětovém měřítku. Během obrovské expanze se potřeba vynikající kvality služeb stala zásadní pro to, aby restaurace uspěly v silně konkurenčním odvětví. Tato studie se soustředí na Masala Andel Indian Restaurant, vyhlášenou restauraci v České republice, využívající model SERQUAL ke zkoumání složitosti kvality služeb a jejího vlivu na spokojenost zákazníků. Tato studie se pokouší řešit nedostatek výzkumu specifických problémů, s nimiž se potýká indická restaurace Masala Andel, zkoumáním základních příčin problémů s kvalitou služeb a poskytováním praktických návrhů na vylepšení. Tento výzkum se nezaměřuje pouze na jeho bezprostřední cíle, ale přispívá také k širšímu pochopení řízení kvality služeb v hotelovém průmyslu. Jeho cílem je podporovat kulturu dokonalosti a orientaci na zákazníka. Hlavním cílem je posoudit vliv kvality služeb na spokojenost a loajalitu zákazníků v indické restauraci Masala Andel, se sekundárním cílem identifikovat nepoměr mezi očekáváními spotřebitelů a skutečnými zkušenostmi z hlediska kvality služeb. Studie využívá pozitivistickou epistemologii a zahrnuje design případové studie spolu s kvantitativním výzkumným přístupem. Použitou metodologií je pohodlné vzorkování a data jsou shromažďována pomocí dotazníků podle modelu SERVQUAL. Výsledky ukazují pestrou klientskou základnu, dynamiku loajality a očekávání indické restaurace Masala Andel. Studie zkoumá několik aspektů kvality služeb a zdůrazňuje konkrétní oblasti, které vyžadují vylepšení, se zvláštním zaměřením na čistotu, profesionalitu a estetiku. Přestože zákazníci mají vesměs pozitivní názor, stále existují oblasti, které je třeba zlepšit. Tyto oblasti pomáhají vedení restaurace zdokonalit poskytování služeb.

Klíčová slova: Hospitality Industry, Service Quality, Customer Satisfaction, Customer Loyalty, SERVQUAL Model, Restaurant Management.

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1. Introduction

The restaurant industry has experienced significant growth and transformation in recent years, becoming an integral part of the hospitality sector worldwide. With its unique blend of comfort, convenience, and culinary delights, restaurants have become popular social hubs, attracting diverse customer segments seeking a relaxing atmosphere and quality services. As the demand for exceptional service quality continues to rise, it becomes imperative for restaurants to understand and meet customer expectations effectively. This research thesis aims to investigate the service quality at Masala Andel Indian Restaurant, a selected restaurant in the Czech Republic, using the SERQUAL model. By delving into the intricacies of service quality and its impact on customer satisfaction, this study seeks to contribute valuable insights to the field of hospitality management. (Lee et al, 2017)

The hospitality industry is renowned for its dynamic nature, constantly adapting to meet the evolving needs and preferences of consumers. Restaurants, as an integral part of this industry, offer a unique space where individuals can relax, socialize, and indulge in culinary experiences. Service quality plays a vital role in shaping customers' perceptions of their overall restaurant experience. The ability to consistently deliver high-quality services is crucial for restaurants like Masala Andel Indian Restaurant to attract and retain customers in the highly competitive marketplace. Understanding the importance of service quality within the hospitality industry sets the stage for examining its significance for Masala Andel Indian Restaurant. (Rhou & Singal, 2020)

Despite the significance of service quality, several challenges persist within the selected restaurant and the broader hospitality domain. These challenges are often reflected in customer dissatisfaction, complaints, and negative reviews. Masala Andel Indian Restaurant, despite its reputation as a popular restaurant, has encountered certain issues in meeting customer expectations consistently. Identifying the root causes of these service quality problems is crucial for the restaurant's management to make informed decisions and implement necessary improvements. This study aims to uncover the underlying reasons for the service quality issues faced by Masala Andel Indian Restaurant, ultimately contributing to the overall enhancement of its service delivery. (Huang et al, 2019)

Existing literature has extensively explored the relationship between service quality and customer satisfaction within the hospitality industry. Numerous studies have examined the dimensions of service quality and their impact on customer perceptions and loyalty. These investigations have shed light on various aspects such as responsiveness, reliability, assurance, empathy, and tangibles, which collectively contribute to the overall service quality experience. However, the existing literature does not specifically address the service quality issues faced by Masala Andel Indian Restaurant or provide a comprehensive understanding of the unique challenges it encounters. Therefore, there is a gap in the current knowledge regarding the specific problem and situation faced by the restaurant. (Ngo & Nguyen, 2016)

This research study intends to bridge the aforementioned gap by employing the SERQUAL model, a widely recognized framework for assessing and measuring service quality. By applying this model to the context of Masala Andel Indian Restaurant, the study seeks to identify the specific areas where the restaurant falls short in terms of meeting customer expectations. Through data collection methods such as surveys, interviews, and observations, the study aims to gain valuable insights into the perceptions and preferences of Masala Andel Indian Restaurant's customers. The findings of this research will contribute to a deeper understanding of the service quality challenges faced by the restaurant and provide actionable recommendations for improvement. (Torlak et al, 2019)

The significance of this study extends beyond the boundaries of Masala Andel Indian Restaurant. By exploring the specific service quality issues faced by the restaurant, this research contributes to the broader knowledge base of service quality management within the hospitality industry. The findings of this study will provide insights into the factors that contribute to customer satisfaction and loyalty, thereby empowering restaurant managers and industry practitioners to make informed decisions and implement effective strategies. Ultimately, this research aims to enhance service quality standards not only at Masala Andel Indian Restaurant but also within the wider restaurant sector, fostering a culture of excellence and customer-centricity.

Scholars who study the fast-food sector are currently directing their attention towards improving service quality, as it can enhance the sector's competitive advantage. It has been established in prior research that improving quality is a significant challenge in the fast-food sector, which exists primarily to meet the consumption needs of individuals. Studies on service quality reveal that fast food restaurant managers lack knowledge regarding the quality of service they provide, which leads to inadequate service quality, customer dissatisfaction, negative public perception, dissatisfied employees, and low morale. Despite this, managers, leaders, and other stakeholders are making efforts to improve service quality in the fast-food sector, which is crucial for the sector's survival. Therefore, the aim of this study is to examine customers' experiences and expectations of service quality provided by the restaurant under scrutiny to enhance the fast-food service delivery system.

This research thesis focuses on investigating the service quality at Masala Andel Indian Restaurant, a selected restaurant in the Czech Republic, using the SERQUAL model. By addressing the existing service quality challenges faced by the restaurant and exploring their implications, this study aims to contribute valuable insights to the field of hospitality management. Through a comprehensive examination of the specific problem and situation, this research seeks to bridge the existing gap in knowledge and provide actionable recommendations for improving service quality. The findings of this study have the potential to extend and enhance existing knowledge, benefiting both Masala Andel Indian Restaurant and the wider hospitality industry.

2. Objectives and Methodology

2.1 Objectives

The primary objective of this study is to analyse the impact of service quality on customer satisfaction and customer loyalty at Masala Andel Indian Restaurant, whereas the secondary objective is to determine the service quality gap between customer expectations and experiences at Masala Andel Indian Restaurant.

2.2 Methodology

The study will adopt positivist epistemology as the theoretical framework. A case study research design will serve as a blueprint, while a quantitative research methodology will be utilized to support the study. Respondents will be chosen through convenience sampling, and data will be gathered using questionnaires. The SERVQUAL Model, which identifies five critical business areas that customers use to evaluate the strengths and weaknesses of a service, will guide the research. The questionnaire will mainly include demographic, service quality, customer loyalty and retention related questions. To analyse the data, descriptive statistics using the Statistical Package for the Social Sciences (SPSS) software will be employed. Literature review will encompass the fast-food sector constructs, historical account of service quality in the fast-food restaurant sector, and the significance of the fast-food service sector. For the study, approximately 200 regular customers of the Masala Andel Indian Restaurant will be surveyed using structured questionnaires. The Masala Andel Indian Restaurant was chosen due to personal connections, which can be helpful in getting permission and to ensure confidentiality during the data collection process.

2.3 Significance

Conducting a service quality study at the restaurant under examination in the Czech Republic is significant as it can aid in comprehending customers' expectations and experiences, as well as the difference between the two. Given this, the restaurant, as well as other fast food restaurants, may utilize food service quality as a marketing tool to entice people to purchase their fast food products. The knowledge acquired on service quality could potentially serve as the restaurant's approach to improving its fast food service value, which can elevate its efforts in becoming a top-notch service quality restaurant in the Czech Republic.

2.4 Rationale

The impact of service quality encompasses various aspects, such as cost reduction, business performance, customer loyalty, profitability, and customer satisfaction. Furthermore, service quality enhances the competitive landscape among fast food restaurants and facilitates stakeholders in gaining a deeper understanding of customers' expectations and experiences regarding service quality. By acquiring knowledge about customers' service-quality expectations and experiences, it becomes possible to address service quality concerns effectively through suitable strategies and policies. Failing to conduct this study would lead to a lack of understanding regarding the disparities between customers' expectations and experiences of service quality at the specific restaurant being examined. Consequently, the restaurant would persist in delivering service quality that may fail to satisfy its customers.

3. Literature Review

3.1 Hospitality Industry

The hospitality industry is a complex and multifaceted sector, characterized by the provision of services and experiences to guests and customers. It involves a diverse range of businesses, such as hotels, restaurants, bars, restaurants, resorts, event venues, and travel agencies. Its primary objective is to ensure customer satisfaction by delivering high-quality services, personalized experiences, and memorable interactions. (Kansakar et al, 2019)

The hospitality industry holds significant economic, social, and cultural importance in both developed and developing countries. Economically, it contributes to job creation, foreign exchange earnings, and overall economic growth. It is often one of the largest employers within a country, providing diverse employment opportunities across various skill levels. The industry also stimulates other sectors such as agriculture, transportation, and entertainment, creating a multiplier effect on the economy. (Bowen & Morosan, 2018)

Moreover, the hospitality industry plays a vital role in promoting cultural exchange and preserving local heritage. Through interactions with visitors, the industry showcases the unique traditions, customs, and cuisine of a destination, contributing to its identity and reputation. In addition, it fosters social connections by bringing people together, facilitating networking, and creating opportunities for socialization and community engagement.

The Czech Republic, located in the heart of Europe, has emerged as a popular tourist destination known for its rich history, architectural heritage, and vibrant culture. The hospitality industry in the Czech Republic has experienced substantial growth over the years, attracting both international and domestic travellers. It encompasses a wide range of accommodations, from luxury to budget hostels, and offers diverse dining experiences in traditional Czech restaurants, international cuisines, and trendy restaurants. (Rhou & Singal, 2020)

Tourism plays a pivotal role in the Czech Republic's economy, with the hospitality industry acting as a key driver. The country's strategic location, well-preserved historical sites, and cultural events have contributed to its appeal among tourists. Prague, the capital city, is a major hub for tourism, offering a blend of history, art, and entertainment. However, other regions such as Karlovy Vary, Český Krumlov, and Brno also attract significant tourist footfall, showcasing the country's diverse landscapes and attractions. (Ruel & Njoku, 2021)

In recent years, the hospitality industry in the Czech Republic has witnessed notable developments and trends. The rise of online travel platforms and sharing economy models has transformed the way travellers search for accommodations and experiences. Additionally, there has been a growing emphasis on sustainability and eco-friendly practices within the industry, with many establishments implementing green initiatives to attract environmentally conscious travellers. (Legrand et al, 2022)

The restaurant sector can be defined as a segment of the hospitality industry that focuses on providing a relaxed and cosy environment for customers to enjoy a wide range of beverages and light food items. Restaurants typically offer a variety of coffee-based drinks, teas, juices, and snacks such as sandwiches, pastries, and desserts. They are characterized by their casual ambiance, comfortable seating arrangements, and often serve as meeting places for social interactions, business meetings, or personal relaxation. (Zsarnoczky, 2018)

The restaurant sector has witnessed several notable trends in recent years, influenced by changing consumer preferences and evolving market dynamics. One prominent trend is the growing demand for specialty coffee. Consumers have developed a heightened interest in the quality, origin, and brewing techniques of coffee, leading to the rise of specialty coffee shops that focus on sourcing premium beans, employing skilled baristas, and offering unique brewing methods. (Boella & Goss-Turner, 2019)

Another significant trend is the emergence of restaurant experiences cantered around aesthetics and ambiance. With the advent of social media and photo-sharing platforms, restaurants have become popular destinations for capturing and sharing visually appealing moments. Restaurant owners have recognized this trend and have started incorporating stylish and Instagram-worthy interiors, décor, and food presentation to attract customers and create a unique brand image. (Hole, 2019)

Furthermore, the concept of sustainable practices and ethical sourcing has gained traction in the restaurant sector. Consumers are increasingly concerned about the environmental impact of coffee production and are inclined to support restaurants that prioritize fair trade, organic farming, and eco-friendly practices. This has led to the rise of certified coffee and an emphasis on promoting sustainability throughout the restaurant supply chain. (Baum, 2019)

The restaurant sector in the Czech Republic has experienced substantial growth and transformation in recent years. The country has a rich coffee culture with a long-standing tradition of restaurant establishments dating back to the early 20th century. Restaurants in the Czech Republic are known for their unique atmosphere, which combines a sense of history with modern trends. (Ann & Blum, 2020)

In recent years, the restaurant sector in the Czech Republic has witnessed a surge in specialty coffee shops that cater to discerning coffee enthusiasts. These establishments focus on sourcing high-quality beans from reputable suppliers and offering diverse brewing methods such as pour-over, Aero Press, and cold brew. Additionally, the restaurant scene in major Czech cities like Prague and Brno has embraced the concept of third-wave coffee, emphasizing the craftsmanship and artistry of coffee preparation. (Hayes et al, 2021)

The Czech restaurant sector has also embraced the trend of restaurant aesthetics, recognizing the importance of creating visually appealing spaces. Many restaurants in the country feature unique interior designs that blend elements of traditional Czech architecture with modern touches. This combination creates a charming and inviting atmosphere for customers.

Moreover, the restaurant sector in the Czech Republic has shown a growing interest in sustainability and ethical practices. Some restaurants actively promote fair trade coffee, organic farming methods, and environmentally friendly packaging. These initiatives resonate with environmentally conscious customers and contribute to the overall image and reputation of the restaurant establishments. (Park & Min, 2020)

Despite the positive trends and growth in the restaurant sector, there are several challenges that restaurant owners and operators face. One significant challenge is the intense competition within the industry. Restaurants need to differentiate themselves from

competitors by offering unique experiences, quality products, and exceptional customer service to attract and retain customers. (Davahli et al, 2020)

Another challenge is the fluctuating commodity prices, particularly for coffee beans. Volatile market conditions and unpredictable weather patterns can impact the cost of raw materials, affecting the profitability of restaurant businesses. Additionally, restaurants must navigate the changing preferences and demands of consumers, staying updated with emerging trends and adapting their menus and offerings accordingly.

Restaurants have a rich historical legacy that dates back several centuries. The concept of restaurants emerged in the Middle East during the 16th century as gathering places for intellectuals, artists, and merchants to engage in intellectual discussions and conduct business transactions. From there, the restaurant culture spread across Europe, becoming an integral part of many societies. (Goryushkina et al, 2019)

During the Enlightenment period, restaurants played a vital role in fostering intellectual and philosophical discussions. Cities like Paris, Vienna, and London became renowned for their vibrant restaurant scenes, attracting scholars, writers, and artists who sought intellectual stimulation and social interactions. These restaurants served as important meeting points for literary and artistic movements, giving rise to influential ideas and cultural exchanges.

The Czech Republic, with its rich cultural heritage and historical significance, has its own unique restaurant tradition. The development of restaurants in the Czech Republic can be traced back to the late 19th century when the country was part of the Austro-Hungarian Empire. During this time, the Czech lands experienced a period of rapid urbanization and industrialization, leading to the emergence of restaurants as popular social institutions.

Prague, the capital city of the Czech Republic, has been a hub for restaurant culture throughout its history. The city's restaurants served as meeting places for intellectuals, writers, and artists, fostering a vibrant intellectual and cultural environment. Restaurant Slavia, Restaurant Louvre, and Restaurant Montmartre are among the iconic restaurants in Prague that have played significant roles in shaping the restaurant culture of the city. (Breier et al, 2021)

Following the fall of communism in 1989, the Czech Republic experienced significant socio-economic changes. This transition also had an impact on the restaurant culture of the country. The post-communist era witnessed the emergence of new restaurants that catered to changing consumer preferences and embraced contemporary design trends. These restaurants became important spaces for the younger generation to express their individuality and engage in modern cultural exchanges. (Segovia-Pérez, 2019)

The restaurant industry in the Czech Republic has witnessed substantial growth over the years, contributing to the country's economy. With the rise of tourism and an increasing preference for specialty coffee, restaurants have become not only social hubs but also important economic entities. The restaurant industry generates employment opportunities, supports local suppliers, and contributes to the overall vibrancy of the hospitality sector. (Sakshi et al, 2020)

Technological advancements have revolutionized the hospitality industry, transforming various aspects of operations and customer experience. Mobile applications, online booking platforms, and digital payment systems have become integral to the industry. Moreover, the emergence of artificial intelligence (AI) and big data analytics has enabled personalized services, efficient operations, and enhanced decision-making. (Stringam, 2020)

Modern consumers increasingly seek unique and memorable experiences rather than solely focusing on product features. This shift has compelled hospitality businesses to differentiate themselves through innovative offerings, such as themed accommodations, experiential dining, and adventure tourism. Customer satisfaction is now closely tied to the overall experience provided by hospitality establishments. (Konovalova et al, 2018)

Environmental sustainability and responsible tourism practices have gained traction in the hospitality industry. Many consumers are now actively seeking eco-friendly accommodations and services. This trend has prompted hotels and other hospitality businesses to adopt sustainable practices, such as energy-efficient operations, waste management, and community engagement initiatives, to meet the evolving demands of environmentally conscious travellers. (Önder & Gunter, 2022)

As in other countries, the Czech hospitality industry has witnessed the influence of digital transformation. Online travel agencies, social media platforms, and review websites have become essential channels for information and booking. However, the industry must also address challenges related to data privacy, cyber security, and maintaining a balance between online and offline customer interactions. (Youssef & Zeqiri, 2022)

The availability of skilled and motivated human resources is crucial for the success of the hospitality industry. The Czech Republic faces challenges in attracting and retaining qualified professionals, particularly in areas such as language proficiency and customer service. Effective human resource management practices, including training and development programs, are necessary to address these challenges. (Heimerl et al, 2020)

Similar to global trends, Czech consumers are increasingly seeking personalized and unique experiences. Hospitality establishments must adapt their offerings to cater to diverse preferences, including culinary experiences, cultural immersion, and sustainable practices. Understanding consumer preferences and creating tailored experiences can lead to a competitive advantage in the market. (Limna, 2022)

The rapid growth of international tourism in the Czech Republic has put pressure on existing infrastructure and capacity. This includes transportation, accommodation, and attractions. The industry needs to collaborate with government bodies and other stakeholders to invest in infrastructure development, ensure sustainability, and manage capacity effectively, particularly in popular tourist destinations. (Sanabria-Díaz et al, 2021)

Service quality plays a vital role in the restaurant industry as it directly impacts customer satisfaction and loyalty. Numerous studies have identified different dimensions of service quality that are relevant to restaurants. Understanding customer expectations is crucial for providing high-quality service in restaurants. For instance, younger customers might prioritize an engaging atmosphere with innovative menu options, while older customers may seek a peaceful environment and traditional offerings. (Sanjeev & Birdie, 2019)

The competency and training of restaurant staff significantly contribute to service quality. Well-trained and knowledgeable employees can effectively engage with customers, provide recommendations, handle complaints, and ensure efficient service delivery. Studies have emphasized the importance of ongoing training programs to enhance staff skills, including product knowledge, customer service techniques, and problem-solving abilities. The hiring process should focus on selecting individuals with a genuine interest in the restaurant industry and the ability to provide exceptional customer experiences. (Osei et al, 2020)

The ambiance and atmosphere of a restaurant greatly influence customer perceptions and their likelihood of revisiting. The physical elements, such as interior design, lighting, music, and seating arrangements, should align with the restaurant's target market and positioning. For example, a restaurant targeting professionals may opt for a sophisticated and elegant ambiance, while a restaurant catering to students may prefer a more casual and vibrant setting. Maintaining cleanliness, comfort, and an aesthetically pleasing environment contributes to customer satisfaction and loyalty. (Reis et al, 2020)

The variety and quality of food and beverages offered by restaurants significantly impact customer satisfaction. Research suggests that a diverse menu with options suitable for different dietary preferences and restrictions is important for attracting and retaining a wide customer base. Furthermore, using fresh and high-quality ingredients, offering unique or specialty items, and ensuring consistent taste and presentation are crucial factors for success. Regular menu innovation can also enhance customer interest and loyalty. (Ghani et al, 2022)

In the digital age, technological integration has become increasingly important for restaurants. Providing free Wi-Fi access, accepting mobile payments, and leveraging social media platforms for marketing and engagement are essential considerations. Online ordering and delivery services have gained prominence, especially during the COVID-19 pandemic. By embracing technology and digital solutions, restaurants can enhance convenience, accessibility, and overall customer experience. (Hight et al, 2019)

3.2 Service Marketing

In the hospitality industry, customer experience plays a pivotal role in building loyalty and generating positive word-of-mouth. Service marketing strategies aim to create memorable and positive experiences for customers by understanding their needs, managing expectations, and exceeding their service quality expectations. Restaurants, in particular, thrive on creating a unique ambiance and providing personalized services to enhance customer satisfaction. (Hole et al, 2018)

Service quality is a critical factor in the success of hospitality businesses, including restaurants. Effective service marketing strategies focus on consistently delivering high-quality services that meet or exceed customer expectations. By ensuring a pleasant and satisfying experience, restaurants can foster customer loyalty and encourage repeat visits. Moreover, positive word-of-mouth generated through customer satisfaction can significantly impact a restaurant's reputation and long-term success. (Onsardi et al, 2021)

Service marketing emphasizes the importance of building strong relationships with customers. For restaurants, fostering customer loyalty and retention is crucial in a highly competitive market. By implementing relationship marketing strategies, such as personalized communication, loyalty programs, and tailored services, restaurants can create a bond with their customers, increasing the likelihood of repeat visits and positive recommendations. (Darmawan & Grenier, 2021)

Innovation plays a vital role in service marketing within the hospitality industry. Restaurants need to continually innovate their offerings, whether through introducing new menu items, embracing technology for ordering and payment processes, or creating unique and memorable experiences. Service marketing enables restaurants to differentiate themselves from competitors, attract new customers, and enhance customer loyalty. (Grönroos, 2020)

Services in the hospitality industry, including restaurants, possess a unique combination of tangibility and intangibility. Tangible elements, such as the physical environment, interior design, furniture, and menu items, contribute to the overall experience. On the other hand, the intangible aspects, such as customer interactions, atmosphere, and emotional connection, heavily influence the perceived value of services. This dual nature of services in restaurants creates a challenge for managers to ensure consistency and coherence between the tangible and intangible dimensions. (Rather, 2019)

In restaurants, the service encounter is a crucial aspect of the overall customer experience. The service encounter encompasses interactions between customers and service providers, including baristas, servers, and other staff members. Unlike other hospitality establishments, restaurants often encourage customer participation through self-service options, customization of orders, and interactive elements such as coffee brewing demonstrations. This active customer participation adds a unique dimension to the service experience in restaurants. (Jermsittiparsert, 2019)

Value co-creation is a fundamental concept in the hospitality industry, highlighting the collaborative process between service providers and customers in delivering value. In restaurants, customers actively participate in the co-creation of value through their involvement in selecting menu items, personalizing their orders, and engaging in social interactions. This co-creation process fosters a sense of ownership and enhances the overall value perceived by customers. (Siripipatthanakul & Chana, 2021)

Restaurants offer customers both hedonic and utilitarian experiences. Hedonic experiences are associated with pleasure, enjoyment, and the desire for sensory stimulation. In restaurants, these experiences are often linked to the aroma of coffee, the taste of specialty beverages, and the overall ambiance. Utilitarian experiences, on the other hand, focus on practical needs such as convenience, speed of service, and the availability of functional amenities like Wi-Fi and charging stations. Understanding and balancing these two types of experiences is essential for restaurants to meet diverse customer expectations. (Chivandi et al, 2019)

Restaurants serve as social hubs, fostering interpersonal interactions and community building. Customers often visit restaurants not only for the products and services but also for the social experience they offer. The unique characteristics of restaurants, including cozy seating arrangements, communal tables, and relaxed atmospheres, encourage social interactions among customers. Additionally, restaurants often host events, such as open mic nights, book clubs, or art exhibitions, which further contribute to community engagement. The social dimension of restaurants distinguishes them from other hospitality establishments and influences customer loyalty and repeat visits. (Chana et al, 2019)

Service marketing is concerned with the marketing and management of services, which are intangible, heterogeneous, and perishable in nature. Unlike tangible products, services are experienced rather than owned and involve a high degree of customer interaction. Key characteristics of services, such as inseparability, variability, and perishability, pose unique challenges for marketers in designing and delivering service experiences. Consequently, various concepts and frameworks have been developed to address these challenges effectively. (Hansen, 2019)

The 7Ps of marketing, also known as the marketing mix, is a widely recognized framework that provides a comprehensive understanding of the key elements involved in marketing services. Originally developed for product marketing, the 7Ps framework was later adapted to suit the distinct characteristics of services. The 7Ps include Product, Price, Place, Promotion, People, Process, and Physical Evidence, each playing a vital role in shaping the customer experience. (Pholphirul et al, 2022)

In the context of service marketing, the product refers to the core service offering and its associated features. For the hospitality industry, this encompasses accommodations, amenities, food and beverage offerings, and other related services. Creating a compelling and differentiated product is crucial for attracting and retaining customers in a highly competitive market. (Othman et al, 2019)

Pricing strategies in service marketing are often complex due to the intangible nature of services and the challenges of assigning value. Determining optimal pricing requires considering factors such as cost structures, demand elasticity, competitor analysis, and customer perceived value. In the hospitality industry, pricing decisions must account for seasonality, market demand, and the level of service experience provided. (Xu et al, 2022)

Place refers to the channels and locations through which services are delivered. For the hospitality industry, this includes physical facilities such as hotels, resorts, restaurants, and other service outlets. Effective place strategies involve selecting appropriate locations, establishing distribution channels, and ensuring convenient access for target customers. (Nikolskaya et al, 2020)

Promotion involves the communication and marketing activities employed to create awareness, generate interest, and stimulate demand for services. In service marketing, promotional strategies often focus on conveying intangible benefits, highlighting the unique features of the service experience, and leveraging customer testimonials and reviews. The use of various channels, including online platforms and social media, has become increasingly important in reaching and engaging with customers. (Grönroos, 2020)

The people element recognizes the significance of human resources in delivering services. In the context of hospitality, this pertains to the frontline employees who directly interact with guests, including receptionists, wait staff, concierge, and other service personnel. Effective recruitment, training, and empowerment of employees are critical for delivering exceptional customer experiences. (Khatab et al, 2019)

Process refers to the sequence of activities and interactions that occur during the service delivery. In service marketing, designing efficient and customer-centric processes is essential for ensuring consistency, quality, and customer satisfaction. In the hospitality industry, processes encompass activities such as reservation systems, check-in and check-out procedures, dining experiences, and housekeeping operations. (Othman et al, 2020)

Physical evidence refers to the tangible elements that contribute to the customer's perception of the service. In the hospitality industry, physical evidence includes aspects such as the ambiance, interior design, cleanliness, and overall atmosphere of the service environment. Creating an appealing and cohesive physical environment is vital for enhancing customer perceptions and creating experience. (Mahajan & Golahit, 2019)

The hospitality industry heavily relies on service marketing principles and frameworks to effectively position and differentiate offerings, attract customers, and deliver exceptional experiences. By adopting the 7Ps of marketing, hospitality organizations can strategically plan and implement marketing initiatives tailored to their unique service context. For instance, a luxury hotel might emphasize the quality of its product (e.g., luxurious amenities, exclusive services), while a budget hotel may focus on competitive pricing and convenience (e.g., affordable rates, strategic locations). (Sabay et al, 2023)

Moreover, the concepts of customer relationship management (CRM), customer experience management (CEM), and service quality are vital in the hospitality industry. CRM emphasizes building and nurturing long-term relationships with customers, while CEM focuses on understanding and improving the customer journey throughout various touch points. Service quality, encompassing dimensions such as reliability, responsiveness, assurance, empathy, and tangibles, is of utmost importance in meeting and exceeding customer expectations in the hospitality sector. (Daulay, 2021)

Customer experience plays a vital role in the success of restaurants. Creating a positive and memorable experience for customers can drive customer satisfaction, loyalty, and word-of-mouth recommendations. Restaurants can enhance customer experience by considering factors such as ambiance, music, menu variety, staff interactions, and the overall atmosphere. Frameworks such as the "Five Senses" model can be applied to design and manage the sensory elements of the restaurant environment, ensuring experience for customers. (Hsieh, 2018)

Service quality is another critical aspect of restaurant management. Providing excellent service is essential to meet customer expectations and differentiate a restaurant from its competitors. Concepts such as SERVQUAL (Service Quality) can be applied to assess and improve service quality in restaurants. SERVQUAL focuses on five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. By measuring and managing these dimensions, restaurant owners and managers can identify areas for improvement and enhance service quality. (Umer & Razi, 2018)

Branding plays a significant role in shaping the image and reputation of restaurants. A strong brand identity helps restaurants differentiate themselves in a crowded market and attract their target audience. Concepts such as brand positioning, brand personality, and brand equity are relevant in the context of restaurant branding. Applying frameworks like the brand positioning matrix and Keller's brand equity model can help restaurant owners and managers develop and communicate a compelling brand image, thereby creating a unique identity in the minds of consumers. (Rahman et al, 2019)

Innovation is essential for the long-term sustainability and growth of restaurants. With evolving consumer preferences and intense competition, restaurants need to continuously innovate to stay relevant. Concepts such as open innovation and design thinking can be applied to foster a culture of innovation within restaurants. Open innovation involves collaborating with external partners, such as suppliers or customers, to generate new ideas and improve processes. Design thinking, on the other hand, provides a structured approach for creative problem-solving and developing innovative solutions to address customer needs and preferences. (Feddema et al, 2021)

Customer value is a critical factor in the success of restaurants. Providing a unique and memorable experience to customers goes beyond just offering a good cup of coffee. Restaurants must focus on understanding customer needs and preferences, delivering personalized services, and creating an environment that enhances the overall customer experience. Through effective service marketing strategies, restaurants can enhance customer value by providing high-quality products, friendly and knowledgeable staff, comfortable ambience, and personalized interactions. (Kuppelwieser & Klaus, 2020)

Service quality is a key determinant of customer satisfaction in restaurants. Customers expect efficient and friendly service, prompt order fulfilment, cleanliness, and an overall positive atmosphere. By emphasizing service quality, restaurants can differentiate themselves from competitors and create customer value. Studies have shown that higher service quality leads to increased customer satisfaction, which in turn enhances customer loyalty and positive word-of-mouth recommendations. (Hossain et al, 2020)

In the restaurant industry, personalization and customization play a crucial role in service marketing. Customers appreciate when restaurants offer personalized services, such as remembering their preferences, suggesting suitable options, or offering tailored recommendations. Customization allows customers to have control over their choices, such as selecting ingredients, flavours, or portion sizes. These personalized and customized experiences create a sense of exclusivity, making customers feel valued and enhancing their overall satisfaction. (Kreutzer et al, 2020)

Relationship marketing is essential for creating customer value and achieving a sustainable competitive advantage in restaurants. Building strong and long-lasting relationships with customers leads to customer loyalty and repeat business. Service marketing strategies in restaurants can focus on fostering relationships through various means, such as loyalty programs, personalized communication, and special offers. By nurturing these relationships, restaurants can enhance customer retention, reduce customer churn, and benefit from positive customer advocacy. (Wang et al, 2021)

To stay competitive, restaurants need to continuously innovate their services. Service innovation involves introducing new and improved services that meet changing customer demands and preferences. By investing in service innovation, restaurants can differentiate themselves from competitors and create customer value. Innovative service offerings, such as unique menu items, specialty coffee brewing methods, or interactive experiences, attract customers and contribute to a competitive advantage. (Horvath & Balázs, 2020)

In today's digital era, technology plays a vital role in service marketing for restaurants. Digitalization offers opportunities to enhance customer experiences through mobile ordering, personalized recommendations based on customer preferences, loyalty apps, and online feedback mechanisms. Restaurants can leverage technology to streamline operations, improve service efficiency, and gain valuable insights into customer preferences. Embracing technology enables restaurants to adapt to changing customer behaviours and preferences while creating a competitive advantage. (Islam, 2018)

3.3 Service Quality

Service quality refers to the customers' perception of the overall excellence or superiority of a service. It encompasses various dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. These dimensions play a vital role in shaping customers' evaluations of service encounters and their subsequent satisfaction or dissatisfaction. Understanding and measuring service quality is crucial for organizations to identify areas for improvement and enhance customer experiences. (Upadhyai et al, 2019)

The hospitality industry, including the restaurant sector, heavily relies on the provision of high-quality services to meet and exceed customer expectations. Service quality acts as a differentiating factor, enabling organizations to stand out in a competitive market and attract a loyal customer base. Satisfied and loyal customers not only contribute to repeat business but also serve as brand ambassadors, spreading positive word-of-mouth recommendations. Thus, service quality has a direct impact on the financial performance and sustainability of hospitality businesses. (Ramya et al, 2019)

Restaurants are unique hospitality establishments that offer a distinct service experience, combining elements of both quick-service and full-service restaurants. The nature of restaurant services, characterized by casual and relaxed atmospheres, places specific demands on service quality. Customers expect promptness, friendly staff interactions, cleanliness, and comfortable surroundings. Achieving and maintaining high service quality levels in restaurant settings is essential for customer satisfaction and loyalty. (Prakash, 2018)

Several factors influence service quality in restaurant environments. These factors may include menu variety and quality, speed of service, cleanliness, ambiance, staff knowledge and friendliness, accuracy of order fulfilment, and value for money. Understanding these determinants allows restaurant operators to focus their efforts on improving the areas that have the greatest impact on service quality and customer satisfaction. (Shankar & Datta, 2020)

Measuring service quality in restaurant settings involves various techniques, such as customer surveys, mystery shopping, and online reviews. These methods provide valuable feedback on customers' perceptions and expectations, enabling restaurant operators to

identify strengths and weaknesses in service delivery. Feedback-driven improvements can enhance service quality and lead to increased customer satisfaction and loyalty. (Abbasiet al, 2019)

Service quality directly affects customer satisfaction, as customers evaluate the service they receive based on their expectations. Satisfied customers are more likely to become loyal patrons and advocate for the restaurant, resulting in increased customer retention and positive brand reputation. Thus, investing in service quality initiatives yields long-term benefits for restaurant businesses. (Uppal et al, 2018)

Before delving into specific measurement models, it is essential to establish a conceptual understanding of service quality. Various scholars and researchers have proposed different definitions and dimensions of service quality. Some commonly cited dimensions include reliability, responsiveness, assurance, empathy, and tangibles. These dimensions serve as a foundation for the development of service quality measurement models. (Medberg & Grönroos, 2020)

One of the most widely recognized and influential service quality measurement models is the SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry (1988). This model is based on the gap analysis framework, which identifies the gaps between customers' expectations and perceptions of service quality. SERVQUAL encompasses five dimensions of service quality and provides a structured approach for assessing customer expectations and perceptions.

The SERVPERF model, proposed by Cronin and Taylor (1992), is an alternative to the SERVQUAL model. It focuses solely on customers' perceptions of service performance, omitting the measurement of expectations. SERVPERF includes the same five dimensions as SERVQUAL but measures only customers' perceptions, aiming to provide a more straightforward and concise evaluation of service quality.

The Importance-Performance Analysis (IPA) is a popular approach used to evaluate service quality by considering both the importance and performance of various service attributes. This model allows managers to identify areas of improvement that are of high importance to customers but are currently underperforming. IPA enables prioritization of resources and efforts to enhance service quality.

The HOLSAT model (Hospitality Satisfaction Index) is specifically designed for measuring customer satisfaction in the hospitality industry. This model incorporates various dimensions related to hospitality services, including staff behavior, cleanliness, comfort, and value for money. The HOLSAT model provides a comprehensive assessment of customer satisfaction, allowing hospitality organizations to identify specific areas for improvement.

The Nordic model, developed by Grönroos (2000), focuses on the service experience and emphasizes the role of customer participation in evaluating service quality. This model highlights the importance of interactions between customers and service providers and recognizes the co-creation of value. The Nordic model provides insights into the dynamic and subjective nature of service quality in the hospitality context.

Apart from the models discussed above, several other approaches and models have been proposed for evaluating service quality in the hospitality industry. These include the Zone of Tolerance model, the Customer Satisfaction Index (CSI), and the Net Promoter Score (NPS). Each model offers unique perspectives and methodologies for measuring service quality and can be employed depending on the specific research objectives and organizational context. (Ingaldi, 2018)

Understanding the different service quality measurement models and their implications is essential for hospitality organizations. These models provide valuable insights into customer expectations, perceptions, and satisfaction levels. By employing appropriate measurement models, organizations can identify areas for improvement, enhance customer experiences, and ultimately gain a competitive advantage in the market. (Ali et al, 2021)

The SERVQUAL model is a widely recognized and extensively used tool for measuring service quality. Developed by Parasuraman, Zeithaml, and Berry in 1988, the model is based on the premise that customer perceptions of service quality are influenced by the difference between their expectations and their actual experiences. SERVQUAL has been applied in various industries and has proven to be a valuable framework for assessing and improving service quality. In this literature review, we will delve into the SERVQUAL model and provide an extended explanation of each of its dimensions. (Abbas, 2020)

Reliability refers to the ability of a service provider to perform the promised service accurately and dependably. It encompasses factors such as consistency, timeliness, and the service provider's ability to keep its commitments. Customers perceive reliability when the service is delivered as promised, without errors or delays. For instance, a reliable airline would ensure that flights depart and arrive on time, baggage handling is efficient, and schedules are adhered to. (Tešić, 2020)

Responsiveness relates to the willingness and readiness of service providers to provide prompt assistance and address customer needs. It involves aspects such as the speed of service, employees' willingness to help, and their ability to promptly resolve customer issues. A responsive service provider promptly acknowledges customer requests, actively listens to concerns, and takes appropriate action to meet customer expectations. For example, a responsive customer support team promptly responds to customer inquiries and resolves issues effectively. (Demir et al, 2021)

Assurance pertains to the knowledge, competence, and courtesy of service providers, as well as their ability to convey trust and confidence to customers. It includes factors such as the professionalism and expertise of employees, their ability to instil trust, and their willingness to provide reliable information and assistance. Customers feel assured when they perceive that the service provider is knowledgeable, capable, and genuinely concerned about their well-being. An example of assurance is when a doctor demonstrates expertise, communicates clearly, and exhibits empathy towards patients. (Latif et al, 2019)

Empathy involves understanding and caring about customers' individual needs and providing personalized attention. It encompasses factors such as attentiveness, understanding, and the service provider's ability to tailor the service to meet customer requirements. Service providers who display empathy actively listen to customers, show understanding, and adapt their approach to address unique preferences and circumstances. A hotel that offers personalized recommendations based on guest preferences demonstrates empathy. (Munarko, 2022)

Tangibles refer to the physical evidence and appearance of service-related elements, including facilities, equipment, and communication materials. It includes factors such as cleanliness, appearance, and the availability of modern equipment. Tangibles contribute to customers' perceptions of service quality and can influence their overall satisfaction. For example, a well-maintained and aesthetically pleasing restaurant with modern furnishings and appealing menus creates a positive impression.

Each of these dimensions of the SERVQUAL model plays a crucial role in shaping customers' perceptions of service quality. By understanding and managing these dimensions effectively, service providers can enhance customer satisfaction, loyalty, and ultimately gain a competitive advantage. It is important for organizations to regularly assess and improve their performance across these dimensions to meet and exceed customer expectations.

The SERVQUAL model has been widely applied in the hospitality industry to assess service quality in various contexts, including restaurants. Researchers have recognized the relevance of the SERVQUAL dimensions in understanding and evaluating customer perceptions and expectations of restaurant services. (Endeshaw, 2021)

Tangibles refer to the physical appearance of service facilities and the equipment used. In the context of restaurants, this dimension encompasses the restaurant's ambiance, interior design, seating arrangements, cleanliness, and visual appeal. Studies focusing on tangibles dimension in restaurant settings have emphasized the importance of physical attributes such as restaurant design, ambiance, cleanliness, and comfort. Positive perceptions of these tangibles contribute to customer satisfaction and play a crucial role in attracting and retaining customers.

Reliability relates to the ability to deliver services accurately and dependably. For restaurants, reliability encompasses aspects such as consistent product quality, prompt service, and accuracy in fulfilling customer orders. Reliability has also been identified as a critical dimension in assessing service quality in restaurants. Research suggests that customers value consistent product quality, timely service, and accuracy in order fulfilment. Reliability is particularly important in restaurants where customers often have specific preferences and expectations regarding the taste, presentation, and speed of service. (Lin et al, 2021)

Responsiveness refers to the willingness of staff to help and provide prompt assistance to customers. In a restaurant setting, responsiveness is reflected in the staff's attentiveness, efficiency in taking orders, and their ability to address customer inquiries or concerns promptly. The responsiveness dimension of SERVQUAL is highly relevant to restaurant operations. Customers expect prompt and efficient service, quick response to inquiries, and staff availability to address any concerns. Studies have highlighted the positive impact of responsiveness on customer satisfaction and loyalty in restaurant settings.

Assurance relates to the competence, courtesy, and credibility of staff members. In the context of restaurants, assurance is exemplified by the knowledge and professionalism of the staff, their ability to handle special requests, and their capacity to create a welcoming and trustworthy atmosphere. Assurance dimension has been explored in the context of staff professionalism, competence, and trustworthiness. Customers value well-trained and knowledgeable staff who can provide accurate information, handle special requests, and create a sense of security and reliability. Assurances of quality and safety in food and beverage offerings are vital factors influencing customer perceptions. (Palese & Usai, 2018)

Empathy refers to the extent to which staff members understand and cater to individual customer needs. In restaurants, empathy is demonstrated through personalized service, attention to customer preferences, and the ability to create a warm and friendly environment. The empathy dimension of SERVQUAL is crucial for restaurant success. Understanding individual customer preferences, providing personalized service, and creating a warm and friendly atmosphere contribute significantly to customer satisfaction and loyalty.

One key criticism of the SERVQUAL model is the subjectivity of customer expectations. The model assumes that customer expectations can be measured and standardized, allowing for a comparison between perceived and expected service quality. However, in the restaurant industry, customer expectations can vary significantly depending on factors such as cultural background, personal preferences, and previous experiences. Consequently, it becomes challenging to accurately capture and quantify these diverse expectations using the standardized SERVQUAL questionnaire. (Ali et al, 2021)

The SERVQUAL model relies heavily on the gap analysis approach, which involves comparing customer expectations and perceptions to identify service quality gaps. While this approach can be effective in identifying areas of improvement, it has limitations in the restaurant industry. Restaurants often focus on creating unique and personalized experiences for their customers, which may not fit well within the gap analysis framework. The model's emphasis on identifying gaps might overlook the nuances and intricacies of restaurant service delivery, where customer satisfaction is influenced by factors beyond mere expectations and perceptions. (Chiang & Trimi, 2020)

One of the five dimensions of the SERVQUAL model is "tangibles," which refers to the physical aspects of service delivery, such as the restaurant's ambiance, layout, and décor. However, the model's tangibles dimension has been criticized for its limited scope in capturing the entirety of restaurant experiences. Restaurants often differentiate themselves through intangible aspects, such as the aroma, music, and overall atmosphere, which contribute significantly to customer satisfaction. Neglecting these intangible elements within the tangibles dimension undermines the model's applicability in the restaurant industry.

Another limitation of the SERVQUAL model in the restaurant context is its inadequate consideration of emotional factors. The model primarily focuses on the functional aspects of service quality and fails to account for the emotional connections and experiences that restaurants strive to create. Emotions play a vital role in shaping customer perceptions and satisfaction in the hospitality industry, and overlooking this aspect restricts the model's ability to comprehensively assess service quality in restaurant settings.

The SERVQUAL model's generic nature poses challenges when applying it to specific industry contexts such as restaurants. The model was originally developed for the assessment of service quality in a wide range of industries, which can limit its contextual relevance and sensitivity to the unique characteristics of the restaurant industry. Restaurants have distinct service delivery processes, customer expectations, and competitive dynamics that require tailored approaches for evaluating service quality, rendering the SERVQUAL model less effective in capturing the intricacies of restaurant experiences. (Ivanaj et al, 2019)

3.4 Customer Expectations & Experiences

Customer expectations are shaped by a range of factors, including personal experiences, cultural influences, marketing communications, and word-of-mouth. Oliver (1980) defines customer expectations as "beliefs about service delivery that serve as standards or reference points against which performance is judged." These expectations can be categorized into two types: desired expectations and adequate expectations.

Desired expectations represent the level of service quality that customers hope to receive. They are influenced by individual preferences, past experiences, and marketing communications. On the other hand, adequate expectations refer to the minimum acceptable level of service quality that customers consider necessary for a satisfactory experience. Understanding these two dimensions of customer expectations is critical for businesses, as meeting desired expectations alone may not lead to customer satisfaction if adequate expectations are not fulfilled. (Westerman, 2022)

Customer expectations in the hospitality industry are influenced by various factors, including personal experiences, cultural influences, marketing communications, and brand image. Personal experiences, such as direct interactions with a restaurant or online reviews, shape customers' perceptions of service quality and their expectations for future encounters. Cultural influences, such as values, traditions, and social norms, impact customers' preferences and perception of what constitutes excellent service. Marketing communications and brand image also influence customer expectations, with effective campaigns that highlight unique selling points. (Delen et al, 2020)

Understanding and managing customer expectations is crucial for success in the hospitality industry, particularly in restaurants where customer experiences are closely tied to the overall perception of the brand. Meeting or exceeding customer expectations leads to higher levels of customer satisfaction, loyalty, positive word-of-mouth, and increased profitability. Failure to meet customer expectations can have detrimental effects on a restaurant's reputation and bottom line, as dissatisfied customers are more likely to share their negative experiences with others, both online and offline, which can harm the restaurant's brand image and deter potential customers. Additionally, dissatisfied customers are less likely to return, leading to a loss of repeat business and a decrease in customer lifetime value. (Pratap et al, 2023)

To effectively manage customer expectations in restaurants, businesses can adopt several strategies, such as gathering customer feedback and conducting regular satisfaction surveys, investing in employee training and development, and leveraging technology to streamline operations, enhance convenience, and cater to individual customer preferences. Service quality is a fundamental factor influencing customer expectations in the hospitality industry, with customers expecting high-quality service in terms of promptness, courtesy, reliability, and responsiveness. The ambience and atmosphere of a restaurant play a crucial role in shaping customer expectations, with factors such as interior design, lighting, music, cleanliness, noise levels, and privacy to creating the desired atmosphere. (Mehta et al, 2021)

The pricing strategy employed by restaurants affects customer expectations and perceptions of value. Customers expect a fair and reasonable pricing structure that aligns with the quality of food, beverages, and overall experience provided. Understanding customers' price sensitivity and delivering perceived value is crucial to managing customer expectations in the restaurant industry. (Olsson et al, 2022)

Advancements in technology have revolutionized the hospitality industry, and restaurants are no exception. Factors such as online ordering systems, mobile payment options, free Wi-Fi access, and interactive digital menu boards contribute to meeting customer expectations. The competence and interpersonal skills of restaurant staff significantly influence customer expectations, with customers expecting well-trained and knowledgeable staff who can provide accurate information about menu items, make recommendations, and address queries or concerns promptly. In today's digital age, customers often rely on social influence and online reviews when forming expectations about restaurants. Therefore, restaurant owners and managers must actively manage their online presence and reputation to influence customer expectations. (Yu et al, 2018)

Customer expectations are the anticipated or desired level of service, quality, and experience customers have when interacting with a hospitality establishment. Understanding these expectations is fundamental as it allows hospitality providers to design services that meet or surpass these expectations. Meeting or exceeding customer expectations leads to high levels of customer satisfaction, which in turn can enhance customer retention and generate repeat business. In the hospitality industry, managing and exceeding customer expectations can provide a significant competitive advantage by establishing a strong market position and increasing customer preference and market share. (Hu et al, 2019)

Customers' perceptions of a restaurant are influenced by the extent to which their expectations are met. Exceeding customer expectations helps create a positive brand image associated with superior service, quality, and attention to detail. A positive brand image can attract new customers, enhance brand reputation, and contribute to long-term success. Satisfied customers are more likely to spend more, increasing the restaurant's revenue and profitability. Additionally, exceeding customer expectations can lead to higher price tolerance and reduced-price sensitivity, enabling restaurants to charge premium prices, thus positively impacting financial performance. (Li et al, 2021)

Providing high-quality service is essential for managing customer expectations. This involves delivering prompt, attentive, and personalized service to enhance the overall customer experience. Understanding individual customer preferences, anticipating their needs, and offering tailored recommendations can help exceed expectations and foster customer satisfaction. (Le & Nguyen, 2020)

Consistency in delivering service quality and meeting customer expectations is crucial, as customers often develop expectations based on their past experiences and rely on consistency when assessing service providers. Clear and effective communication plays a pivotal role in managing and shaping customer expectations. Restaurants should proactively communicate with customers to understand their preferences, communicate service offerings accurately, and manage expectations regarding wait times, menu options, and special requests. (Tang & Gekara, 2020)

To exceed customer expectations, restaurants must continuously strive for improvement and innovation. Regularly evaluating customer feedback, monitoring industry trends, and implementing enhancements can ensure the restaurant stays ahead of customer expectations. Embracing technology and offering unique experiences or menu items can also surprise and delight customers, exceeding their initial expectations. Customer experience management (CEM) is the strategic and comprehensive approach taken by organizations to manage and enhance customers' interactions and perceptions across various touch points throughout their journey. CEM plays a crucial role in influencing customer satisfaction, loyalty, and ultimately, business success. (Vollero et al, 2021)

Service quality is a fundamental aspect of customer experience management in restaurants, involving factors such as staff friendliness, responsiveness, competence, and the overall atmosphere and ambiance of the restaurant. Studies have highlighted the positive impact of high service quality on customer satisfaction and loyalty in restaurants. The integration of technology in restaurant operations has gained traction in recent years, with self-service kiosks, mobile ordering and payment apps, and personalized recommendations through data analytics being examples of how technology can enhance the customer experience in restaurants. (Cunningham & De Meyer-Heydenrych, 2021)

Creating opportunities for customer engagement and relationship building is crucial for restaurant operators to foster customer loyalty and advocacy. Despite the importance of understanding the link between customer expectations, service quality, and customer satisfaction in the context of the restaurant sector, several challenges persist. Future research should focus on addressing these challenges and exploring innovative strategies to enhance customer experiences in the restaurant industry. (Xu et al, 2020)

3.5 Masala Andel Indian Restaurant

The restaurant culture has gained immense popularity worldwide as a social hub and culinary destination. In recent years, Masala Andel Indian Restaurant has emerged as a prominent establishment within the restaurant scene of the Czech Republic. This literature review aims to delve into the various facets of Masala Andel Indian Restaurant, highlighting its distinctive attributes and contribution to the local restaurant culture.

The historical background of Masala Andel Indian Restaurant provides insights into its origin and development. Exploring the restaurant's inception, ownership changes, and significant milestones offers a comprehensive understanding of its evolution and growth over time.

The concept and vision of Masala Andel Indian Restaurant play a crucial role in shaping its identity and unique appeal. This section explores the underlying principles, ideologies, and values that form the foundation of the restaurant's concept. It analyses how Masala Andel Indian Restaurant differentiates itself from other establishments, creating a niche in the market.

The menu offerings of Masala Andel Indian Restaurant are a fundamental aspect of its success. This section examines the range of food and beverages served, highlighting the fusion of Czech and Indian culinary traditions. Furthermore, it explores the restaurant's emphasis on fresh, locally sourced ingredients, dietary preferences, and the overall gastronomic experience it offers to its patrons.

Understanding the target audience of Masala Andel Indian Restaurant is essential to comprehend its market positioning and appeal. This section investigates the demographic and psychographic characteristics of the restaurant's customers, considering factors such as age, income level, cultural background, and lifestyle preferences. It aims to identify the key customer segments that Masala Andel Indian Restaurant caters to effectively.

The ambiance and aesthetics of Masala Andel Indian Restaurant contribute significantly to its overall dining experience. This section explores the restaurant's interior design, decor, lighting, music, and other sensory elements that create a unique atmosphere. Additionally, it discusses the restaurant's spatial layout and seating arrangements, highlighting how these factors contribute to customer satisfaction and comfort.

Masala Andel Indian Restaurant has a broader impact beyond its culinary offerings. This section examines the restaurant's involvement in social initiatives, community engagement, and corporate social responsibility. It explores how Masala Andel Indian Restaurant contributes to the local community, fosters cultural exchange, and promotes sustainability.

Masala Andel Indian Restaurant's success lies in its ability to consistently introduce innovative products to the market. The company invests heavily in research and development, constantly striving to offer new and exciting culinary experiences to consumers. Masala Andel Indian Restaurant's product line includes a wide range of spices, condiments, ready-to-eat meals, and packaged snacks. These products are carefully crafted to cater to diverse palates, dietary preferences, and cultural tastes, making Masala Andel Indian Restaurant a go-to brand for consumers seeking unique and flavourful food options.

One of the key aspects that sets Masala Andel Indian Restaurant apart is its unwavering commitment to quality. The company maintains stringent quality control measures at every stage of the production process, ensuring that only the finest ingredients are used and the highest standards are upheld. Masala Andel Indian Restaurant's products undergo rigorous testing and quality checks to meet and exceed industry benchmarks. This dedication to quality has earned the trust and loyalty of consumers who prioritize exceptional taste and uncompromising quality in their food choices.

Masala Andel Indian Restaurant's success can be attributed to its ability to adapt to diverse cultures and cuisines. The company recognizes the importance of catering to local tastes and preferences in different regions. Masala Andel Indian Restaurant employs a team of culinary experts and food scientists who collaborate with local chefs and food enthusiasts to develop region-specific products. By understanding and embracing the nuances of various culinary traditions, Masala Andel Indian Restaurant has successfully created a portfolio of offerings that resonate with consumers across different cultural backgrounds.

In recent years, there has been an increasing demand for healthier food options. Masala Andel Indian Restaurant has responded to this trend by incorporating a health and wellness focus into its product offerings. The company has introduced a range of low-sodium, gluten-free, and organic products to cater to health-conscious consumers. Masala Andel Indian Restaurant's commitment to promoting balanced nutrition and mindful eating has garnered praise from health experts and consumers alike, positioning the brand as a trusted choice for those seeking nutritious and delicious food options.

Masala Andel Indian Restaurant recognizes its responsibility towards the environment and has implemented various sustainability initiatives. The company has made efforts to reduce its carbon footprint by adopting eco-friendly packaging materials, implementing energy-efficient production processes, and supporting responsible sourcing practices. Masala Andel Indian Restaurant's sustainability efforts have not only contributed to environmental preservation but have also resonated with consumers who prioritize brands that align with their values of sustainability and ethical consumption.

Service quality has become a critical factor in the success of service-based businesses. In the fiercely competitive food service industry, where customer expectations are high, understanding customer perception of service quality is crucial. This literature review delves into the dimensions of service quality that shape customer perceptions of Masala Andel Indian Restaurant's offerings.

Tangibles refer to the physical aspects of a service, such as facilities, equipment, and employee appearance. Customers form initial impressions based on these tangibles, which contribute to their perception of service quality. Reliability reflects the ability of Masala Andel Indian Restaurant to deliver its services consistently, accurately, and dependably. Reliable service enhances customer confidence and trust, leading to a positive perception of service quality.

Responsiveness refers to the willingness of Masala Andel Indian Restaurant's employees to provide prompt assistance and address customer queries and concerns. Customers appreciate timely responses, which contribute to their perception of high-quality service. Assurance encompasses the knowledge, competence, and courtesy displayed by Masala Andel Indian Restaurant's employees.

Empathy refers to the ability of Masala Andel Indian Restaurant's employees to understand and address customers' individual needs. Demonstrating empathy enhances customer satisfaction and contributes to a positive perception of service quality. Customer satisfaction is a key outcome of service quality. Satisfied customers are more likely to become repeat customers and recommend Masala Andel Indian Restaurant to others. Service quality dimensions significantly influence customer satisfaction levels, highlighting the importance of consistently delivering high-quality service.

Customer loyalty is the ultimate goal for service providers. Loyal customers not only continue to engage with the brand but also become brand advocates. Positive customer perceptions of service quality play a vital role in fostering loyalty and generating long-term business relationships. Individual characteristics, such as demographics, personality traits, and past experiences, can influence how customers perceive service quality. Understanding these personal factors can help Masala Andel Indian Restaurant tailor its services to meet customers' unique expectations.

The service encounter is a critical touch point where customers interact directly with Masala Andel Indian Restaurant's employees. Positive experiences during these encounters significantly impact customer perceptions of service quality. Effective communication, responsiveness, and empathy are vital in shaping positive service encounters. Customers often rely on word-of-mouth recommendations and online reviews to assess the quality-of-service providers.

Positive reviews and recommendations can enhance customer perceptions of Masala Andel Indian Restaurant's service quality and attract new customers. To ensure consistent service quality, Masala Andel Indian Restaurant must focus on several areas. These include employee training and development, effective complaint handling, regular customer feedback mechanisms, and continuous improvement initiatives. By proactively managing service quality, Masala Andel Indian Restaurant can meet customer expectations and maintain a positive reputation.

Food quality is a vital element influencing customer expectations in the restaurant industry. Czech customers, like their global counterparts, seek high-quality food that meets their taste preferences. Research suggests that customers value fresh ingredients, authentic flavours, and well-executed recipes. For Masala Andel Indian Restaurant, it is imperative to maintain consistency in taste and quality across their menu offerings. Furthermore, customization options allowing customers to personalize their meals according to individual preferences can enhance the overall dining experience.

Apart from food quality, the service provided by the restaurant staff plays a pivotal role in shaping customer expectations. Czech customers expect efficient, friendly, and attentive service throughout their dining experience. Research emphasizes the importance of prompt order taking, accurate delivery, and knowledgeable staff who can guide customers in selecting suitable dishes. Masala Andel Indian Restaurant should invest in comprehensive training programs to equip their staff with the necessary skills to meet customer expectations in terms of service quality.

The ambiance of a restaurant significantly contributes to the overall dining experience. Czech customers often seek a comfortable and welcoming environment that aligns with their preferences. Research highlights the significance of creating an atmosphere that reflects the cultural essence of the cuisine being served. Masala Andel Indian Restaurant can incorporate Czech elements in its interior design, such as local artwork or traditional music, to establish a sense of cultural fusion that resonates with customers. Furthermore, maintaining cleanliness and providing appropriate lighting and seating arrangements are crucial for enhancing the ambiance.

Adapting to the local culture is essential for Masala Andel Indian Restaurant's success in the Czech Republic. Czech customers appreciate restaurants that not only serve international cuisine but also incorporate elements of the local culture. Research suggests that cultural fit can be achieved through menu localization, where dishes are customized to cater to local taste preferences without compromising the authenticity of the cuisine. Moreover, engaging in local community events and collaborating with local suppliers can help create a positive brand image and foster customer loyalty.

Masala Andel Indian Restaurant offers a vibrant and inviting ambiance that reflects the essence of Indian culture. The restaurant's interior is adorned with traditional Indian artwork, warm colours, and soft lighting, creating a pleasant and comfortable atmosphere. The seating arrangements are well-spaced, allowing for privacy while maintaining a lively atmosphere. The overall ambiance contributes to a relaxed and enjoyable dining experience, enhancing the customers' overall perception of the restaurant.

One of the standout features of Masala Andel Indian Restaurant is its exceptional food quality. The restaurant offers an extensive menu of authentic Indian dishes prepared with fresh and high-quality ingredients. The flavours are well-balanced, and the spices are skilfully blended to create a delightful culinary experience. The presentation of the dishes is visually appealing, reflecting the attention to detail in both taste and aesthetics. The diverse range of vegetarian and non-vegetarian options caters to a wide array of preferences, ensuring that every customer finds something to their liking.

The service at Masala Andel Indian Restaurant is commendable and contributes significantly to the overall customer experience. The staff members are friendly, attentive, and knowledgeable about the menu offerings. They greet customers with a warm smile and promptly address any inquiries or requests. The waiter exhibit professionalism and offer valuable recommendations, helping customers navigate the menu and make informed choices. The service is efficient, with timely delivery of orders and prompt attention to any additional needs. The attentive and courteous nature of the staff creates a positive impression and fosters a welcoming environment.

Based on personal experiences, Masala Andel Indian Restaurant consistently strives to ensure customer satisfaction. The overall dining experience at the restaurant receives positive feedback from customers, reflecting their contentment with the food, service, and ambiance. The fusion of flavours, the authenticity of the cuisine, and the attention to detail in presentation contribute to a memorable dining experience. Customers often express their satisfaction through positive reviews and word-of-mouth recommendations, contributing to the restaurant's reputation and continued success.

4. Practical Part

The study used positivist epistemology and a case study research design, with a quantitative methodology. Respondents were chosen through convenience sampling and data was gathered using questionnaires. The SERVQUAL Model guided the research, focusing on demographic, service quality, customer loyalty, and retention related questions around 200 regular customers of restaurant were surveyed for the study. Author has asked the regular visiting customers to fill the questionnaire related to service quality and once they agreed to it, author opened the form in her mobile phone and guided them with the questionnaire. Though there is no accurate information available about how many customers were asked but approximately the response rate was about 70% and no customer was asked again after their rejection.
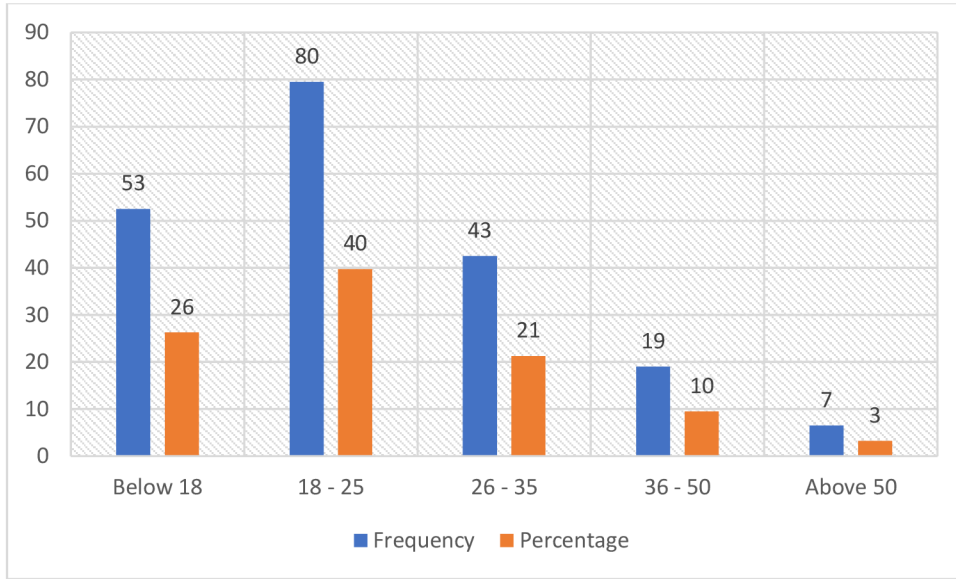
4.1 Demographic Analysis

Table 1 - Age Analysis

Age Analysis	Frequency	Percentage
Below 18	53	26
18 - 25	80	40
26 - 35	43	21
36 - 50	19	10
Above 50	7	3
Total	200	100

Table 1 Age analysis

Source: Based on the primary data from restaurant customers

Graph 1 - Age Analysis

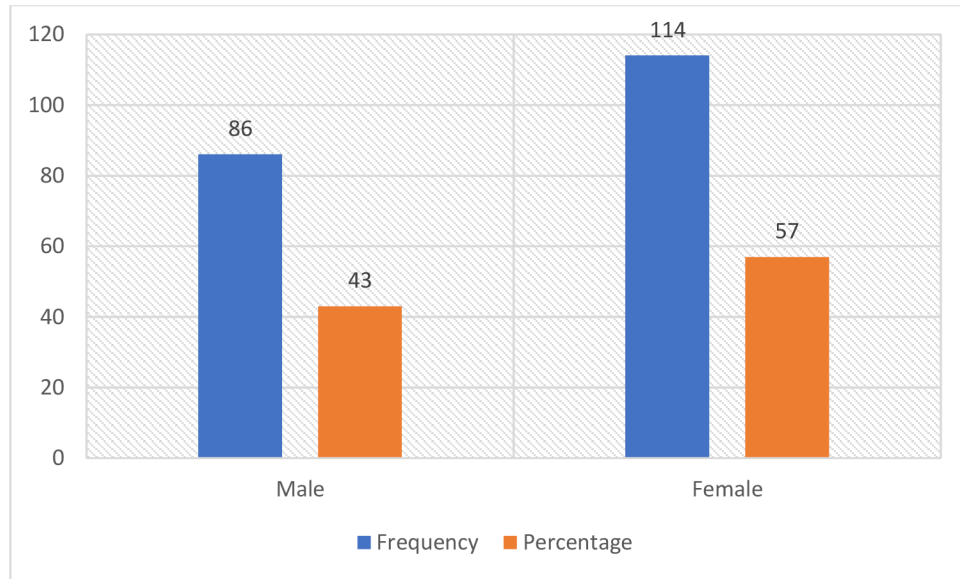*Source: Based on the primary data from restaurant customers*

The age analysis of 200 Masala Andel Indian Restaurant drinkers indicates a varied demography. Significantly, 40% of the sample is between the age range of 18 to 25, highlighting a substantial representation of young adults. In addition, 26% of the participants are under the age of 18, which suggests significant involvement with the younger demographic. The age group of 26 to 35 makes up 21% of the sample, while the age group of 36 to 50 makes up 10%. A mere 3% of the customer base consists of individuals aged 50 or above. The restaurant's wide age range of customers highlights its attractiveness to many age groups, with a special focus on its connection with the younger generation. These insights are important for customizing service quality to align with the tastes of this broad customer base.

Table 2 - Gender Analysis

Gender Analysis	Frequency	Percentage
Male	86	43
Female	114	57
Total	200	100

Source: Based on the primary data from restaurant customers

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Graph 2 - Gender Analysis

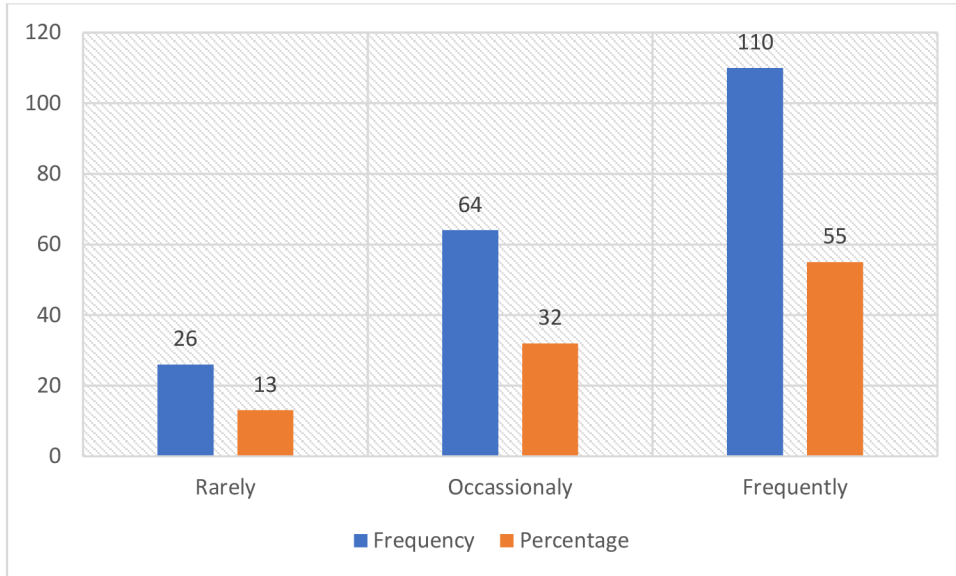*Source: Based on the primary data from restaurant customers*

The gender analysis of the data acquired from 200 consumers visiting Masala Andel Indian Restaurant reveals a somewhat equal distribution, with males comprising 43% and females comprising 57% of the sample. The consideration of this distribution is crucial in the context of service quality research since it guarantees a varied representation of opinions and experiences. The study seeks to obtain a full understanding of how persons of different genders perceive and assess the service quality at Masala Andel Indian Restaurant by involving both male and female participants.

Table 3 - Restaurant Visits Analysis

Restaurant Visits Analysis	Frequency	Percentage
Rarely	26	13
Occassionaly	64	32
Frequently	110	55
Total	200	100

Source: Based on the primary data from restaurant customers

Graph 3 - Restaurant Visits Analysis

Source: Based on the primary data from restaurant customers

The analysis table of restaurant visits offers significant insights on the frequency of customer visits at Masala Andel Indian Restaurant, providing a full overview of customer behaviour. Out of the 200 participants surveyed, a substantial proportion of 55% confirmed frequent visits to the restaurant, suggesting a reliable and devoted customer base. In addition, 32% of respondents indicated occasional visits, indicating a significant portion of customers that interact with the restaurant periodically. Significantly, 13% of individuals reported infrequent visits. These findings illuminate the many forms of consumer involvement and establish a basis for comprehending the dynamics of customer loyalty and satisfaction in a restaurant environment.

4.2 Descriptive Analysis

4.2.1 Customer Expectations Analysis
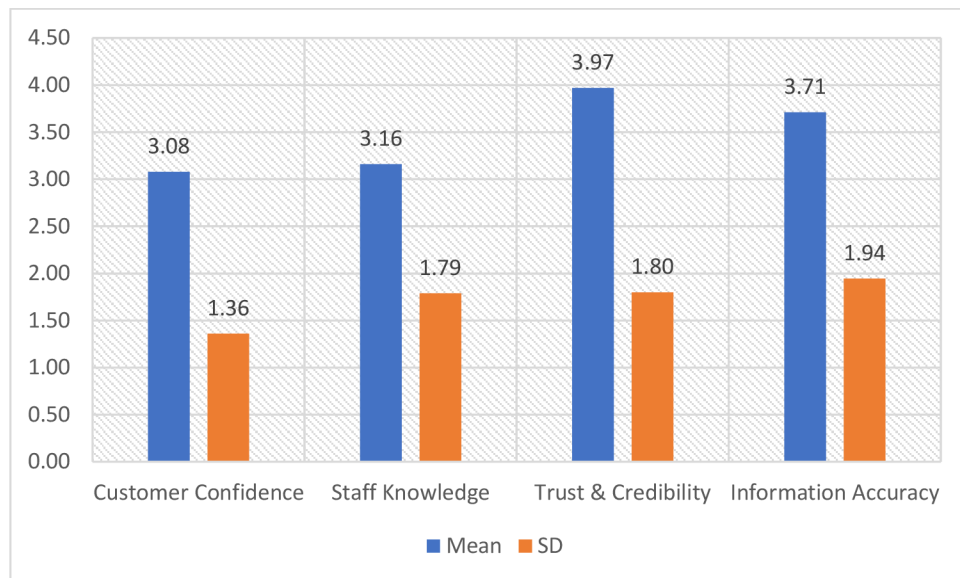
Table 4 - Assurance Analysis

Assurance Analysis	Mean	SD
Customer Confidence	3.08	1.36
Staff Knowledge	3.16	1.79
Trust & Credibility	3.97	1.80
Information Accuracy	3.71	1.94

Source: Based on the primary data from restaurant customers

Customer Experience

1. Assurance

Graph 4 - Assurance Analysis

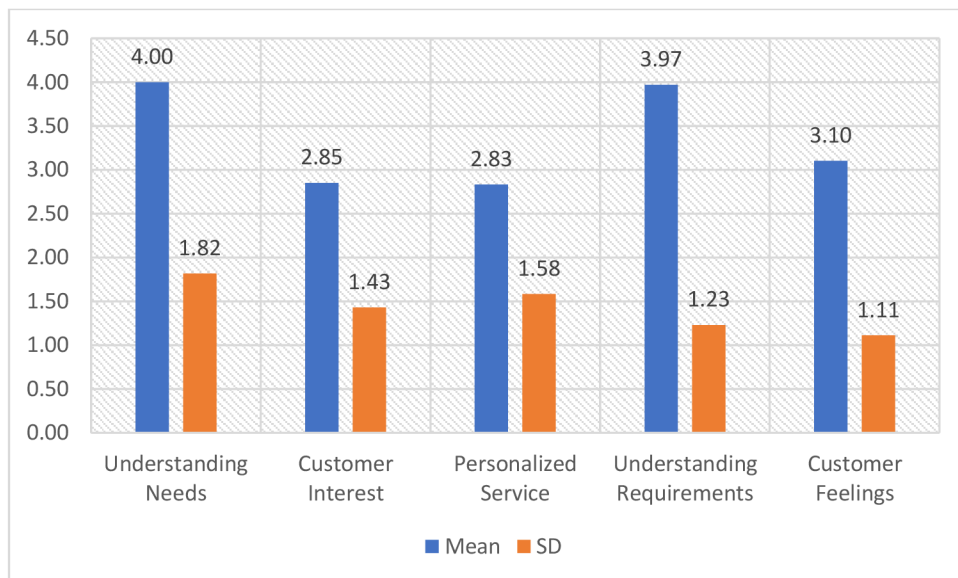*Source: Based on the primary data from restaurant customers*

The mean score for expectations of informed personnel was 3.16, with a greater standard deviation of 1.79, indicating a wide range of perspectives. The need for trust and credibility was rated with a mean of 3.97 and a standard deviation of 1.80, suggesting a significant level of agreement. The level of confidence in the accuracy of the information obtained had an average score of 3.71, with a standard deviation of 1.94, indicating a moderate level of agreement.

Table 5 - Empathy Analysis

Empathy Analysis	Mean	SD
Understanding Needs	4.00	1.82
Customer Interest	2.85	1.43
Personalized Service	2.83	1.58
Understanding Requirements	3.97	1.23
Customer Feelings	3.10	1.11

Source: Based on the primary data from restaurant customers

Graph 5 - Empathy Analysis

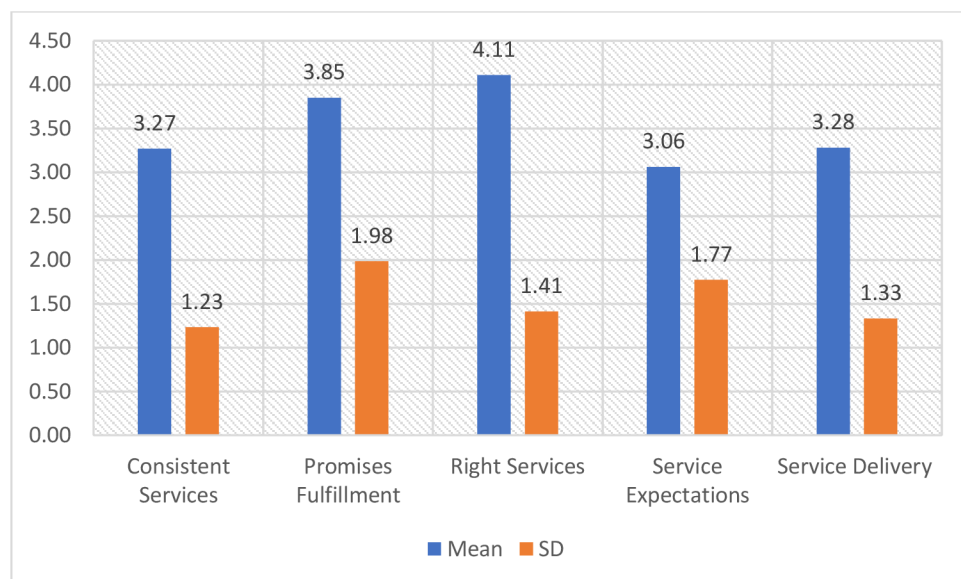*Source: Based on the primary data from restaurant customers*

The assessment of the distinct requirements and the recognition of their value received a high score (Mean = 4.00, SD = 1.82), suggesting its perceived significance, although with varying viewpoints. The restaurant's genuine interest was rated as somewhat important (Mean = 2.85, SD = 1.43), indicating a moderate and diverse level of significance. Additional aspects, such as attentive and customized service, the restaurant's ability to listen, and sensitivity towards customer emotions, provide detailed perspectives on different aspects of empathy.

Table 6 - Reliability Analysis

Reliability Analysis	Mean	SD
Consistent Services	3.27	1.23
Promises Fulfillment	3.85	1.98
Right Services	4.11	1.41
Service Expectations	3.06	1.77
Service Delivery	3.28	1.33

Source: Based on the primary data from restaurant customers

Graph 6 - Reliability Analysis

Source: Based on the primary data from restaurant customers

The customers attribute a moderate level of significance to the restaurant's accuracy and dependability (Mean = 3.27), with minimal variation in their comments. The importance of fulfilling pledges and obligations is perceived to be higher (Mean = 3.85), although there is greater variability in this perception (SD = 1.98). The prompt and accurate delivery of services is highly esteemed, as indicated by a mean score of 4.11, with a moderate level of variability, as denoted by a standard deviation of 1.41. The importance of meeting expectations (Mean = 3.06) and delivering services on schedule (Mean = 3.28) is moderate, with significant diversity in customer perceptions (SD = 1.77 and 1.33, respectively).

Table 7 - Responsiveness Analysis

Responsiveness Analysis	Mean	SD
Response Promptness	4.06	1.51
Service Efficiency	3.19	1.31
Customer Assistance	3.91	1.32
Resolving Issues	3.19	1.90

Source: Based on the primary data from restaurant customers

Graph 7 - Responsiveness Analysis

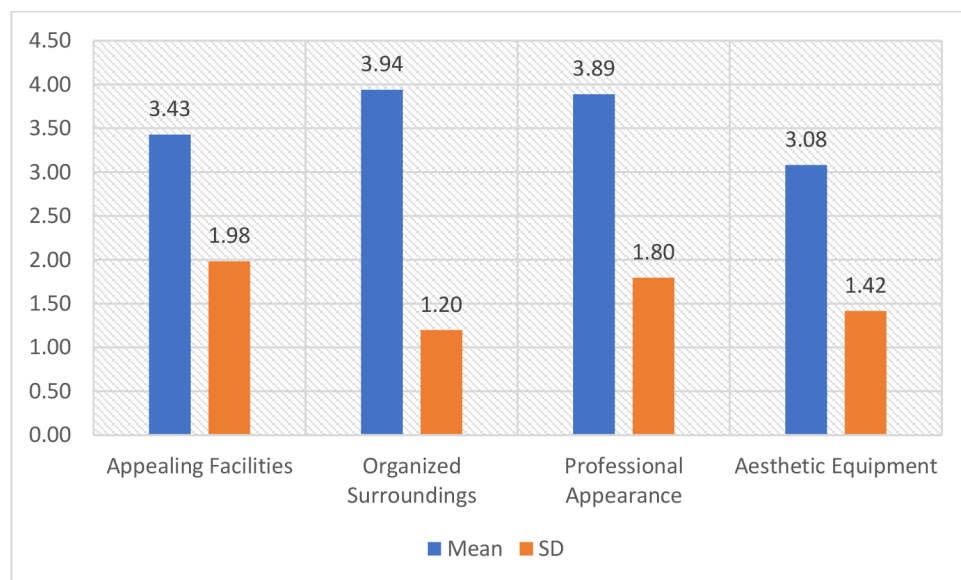*Source: Based on the primary data from restaurant customers*

The examination of responsiveness highlights the significant value that consumers attribute to Masala Andel Indian Restaurant immediately attending to their requirements, as demonstrated by an average rating of 4.06 and a standard deviation of 1.51. In addition, consumers have high expectations for prompt and effective service (mean=3.19, SD=1.31) and highly appreciate the restaurant's willingness to aid (mean=3.91, SD=1.32). The restaurant's efficiency in addressing and resolving customer complaints is subject to differing perspectives, as indicated by a mean score of 3.19 and a greater standard deviation of 1.90.

Table 8 - Tangibles Analysis

Tangibles Analysis	Mean	SD
Appealing Facilities	3.43	1.98
Organized Surroundings	3.94	1.20
Professional Appearance	3.89	1.80
Aesthetic Equipment	3.08	1.42

Source: Based on the primary data from restaurant customers

Graph 8 - Tangibles Analysis

Source: Based on the primary data from restaurant customers

The tangibles study conducted for Masala Andel Indian Restaurant identifies the primary customer expectations related to the physical components of the establishment. Customers have moderate expectations for modern facilities, with a mean score of 3.43. However, they place higher priority on well-maintained surroundings, with a mean score of 3.94, and professional staff/materials, with a mean score of 3.89. Curiously, the anticipated outcome is less for modernized equipment, with a mean value of 3.08. These findings emphasize the importance of cleanliness, professionalism, and aesthetics in influencing how customers perceive the quality of service. They offer significant insights for managers to make improvements at Masala Andel Indian Restaurant.
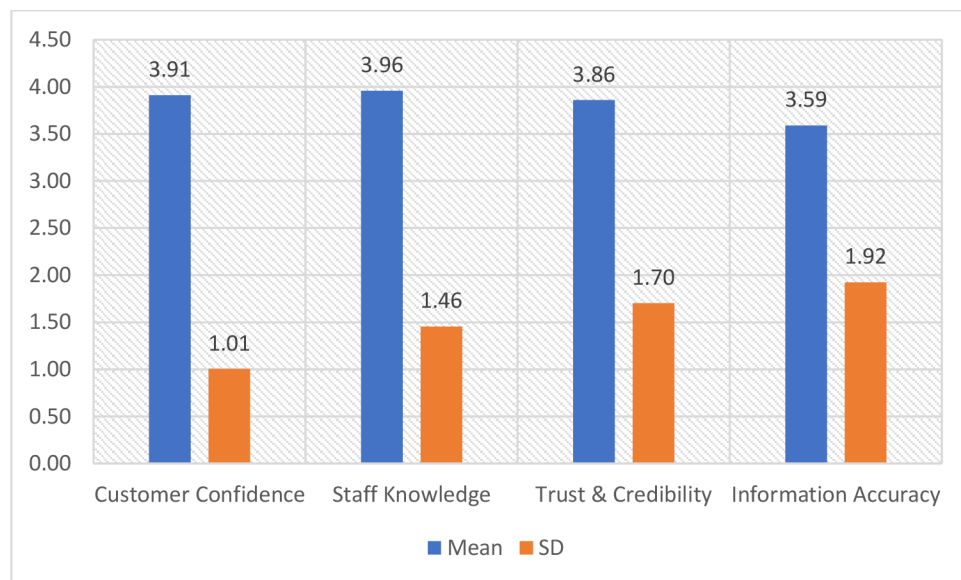
4.2.2 Customer Experiences Analysis

Table 9 - Assurance Analysis

Assurance Analysis	Mean	SD
Customer Confidence	3.91	1.01
Staff Knowledge	3.96	1.46
Trust & Credibility	3.86	1.70
Information Accuracy	3.59	1.92

Source: Based on the primary data from restaurant customers

Graph 9 - Assurance Analysis

Source: Based on the primary data from restaurant customers

During the assurance analysis, customers exhibited an overall favourable perception across multiple dimensions. The confidence-building activities during visits achieved a score of 3.91, suggesting a moderate to high level of instilling confidence. The staff's level of knowledge and courtesy obtained a favourable rating of 3.96, indicating positive views. The restaurant's ability to inspire trust and confidence received a score of 3.86, while there was some variation in customer opinions. The level of satisfaction about the accuracy and reliability of the information was relatively favourable, with a mean score of 3.59 and a standard deviation of 1.92.

Table 10 - Empathy Analysis

Empathy Analysis	Mean	SD
Understanding Needs	2.64	1.29
Customer Interest	4.18	1.98
Personalized Service	3.78	1.88
Understanding Requirements	2.81	1.96
Customer Feelings	4.01	1.74

Source: Based on the primary data from restaurant customers

Graph 10 - Empathy Analysis

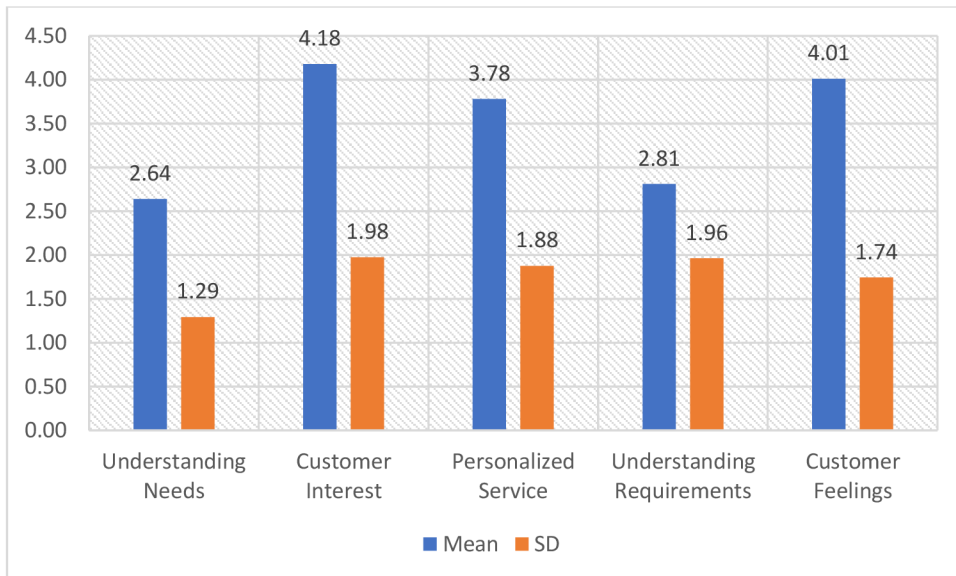*Source: Based on the primary data from restaurant customers*

The examination of empathy in the customer experience at Masala Andel Indian Restaurant demonstrates diverse degrees of perceived comprehension. Customers reported perceiving a genuine interest from the staff, with an average score of 4.18 and a standard deviation of 1.98. However, there were significant differences in their comments about the team's comprehension of unique demands, special requirements, and respect for feelings. The restaurant could improve empathetic communication and service delivery to provide a more consistent and personalized experience for all customers, as indicated by the lower mean ratings in these areas and considerable standard deviations.

Table 11 - Reliability Analysis

Reliability Analysis	Mean	SD
Consistent Services	3.98	1.15
Promises Fulfillment	3.21	1.55
Right Services	3.66	1.88
Service Expectations	3.73	1.01
Service Delivery	3.83	1.57

Source: Based on the primary data from restaurant customers

Graph 11 - Reliability Analysis

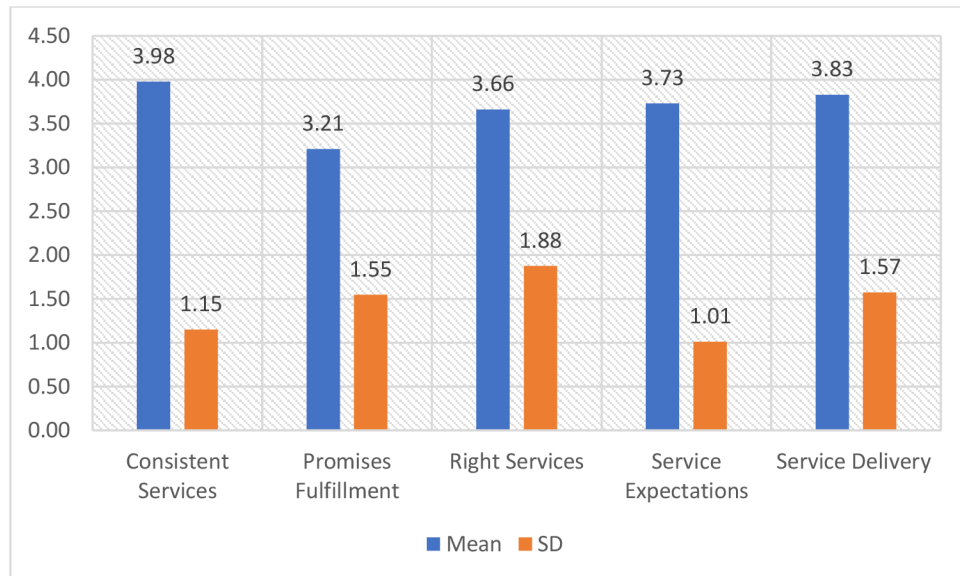*Source: Based on the primary data from restaurant customers*

While assessing the reliability of service at Masala Andel Indian Restaurant, important criteria provide significant information. Customers exhibit a significant level of satisfaction (mean: 3.98) regarding the consistency and correctness of services. However, the data shows that keeping commitments (mean: 3.21, SD: 1.55) and delivering services correctly the first time (mean: 3.66, SD: 1.88) have received diverse replies, suggesting that there are areas that could be enhanced. The results underscore the importance of implementing focused tactics to synchronize consumer expectations with the restaurant's pledges and improve service dependability.

Table 12 - Responsiveness Analysis

Responsiveness Analysis	Mean	SD
Response Promptness	3.10	1.32
Service Efficiency	3.66	1.34
Customer Assistance	3.52	1.58
Resolving Issues	3.79	1.24

Source: Based on the primary data from restaurant customers

Graph 12 - Responsiveness Analysis

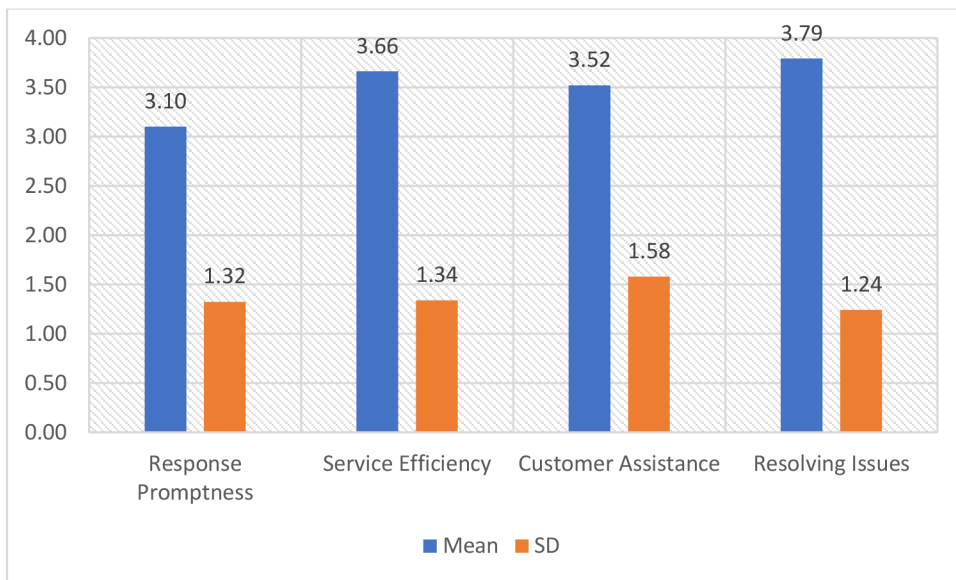*Source: Based on the primary data from restaurant customers*

The analysis from 200 customers showed good trends in timely service and issue resolution when rating responsiveness at Masala Andel Indian Restaurant. The mean scores range from 3.10 to 3.79, indicating an excellent level of ability. The rankings for prompt service and efficient issue resolution were notably favourable, with ratings of 3.66 and 3.79, respectively. Nevertheless, the presence of standard deviations indicates a certain level of variation in how customers perceive the restaurant. This highlights the need for more investigation to identify specific areas of responsiveness and overall satisfaction that require focused adjustments.

Table 13 - Tangibles Analysis

Tangibles Analysis	Mean	SD
Appealing Facilities	3.69	1.05
Organized Surroundings	3.41	1.29
Professional Appearance	3.23	1.45
Aesthetic Equipment	3.80	1.39

Source: Based on the primary data from restaurant customers

Graph 13 - Tangibles Analysis

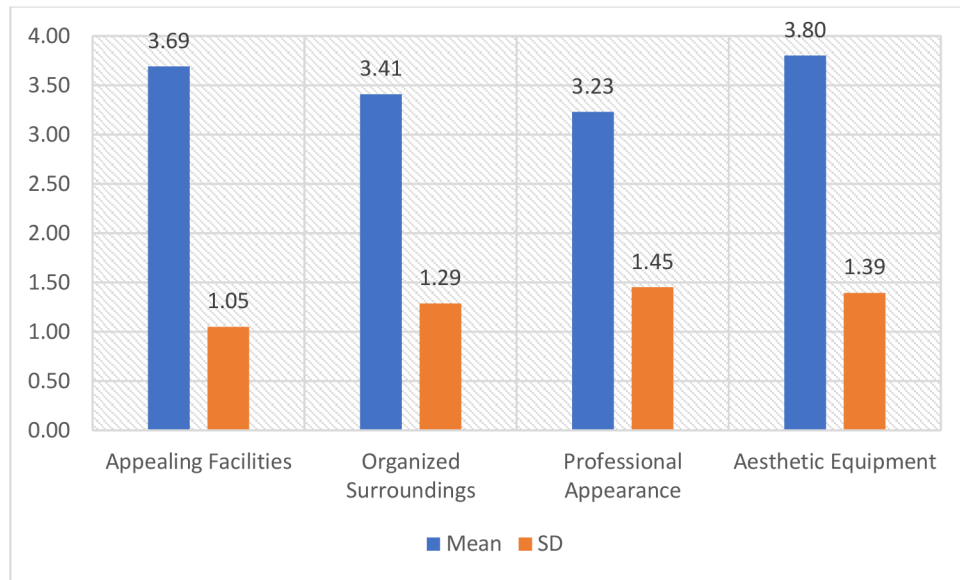*Source: Based on the primary data from restaurant customers*

The concrete study of Masala Andel Indian Restaurant reveals favourable consumer perceptions. Significantly, customers express a high level of satisfaction with the contemporary amenities with mean of 3.69 and visually appealing apparatus with mean of 3.80. The cleanliness and organization aspects receive a favourable score of 3.41, indicating a high level of performance. However, there is potential for enhancement in staff professionalism and presentation, as indicated by a mean score of 3.23. These findings underscore the significance of upholding rigorous standards in physical aspects while pinpointing areas for improvement in customer experience.
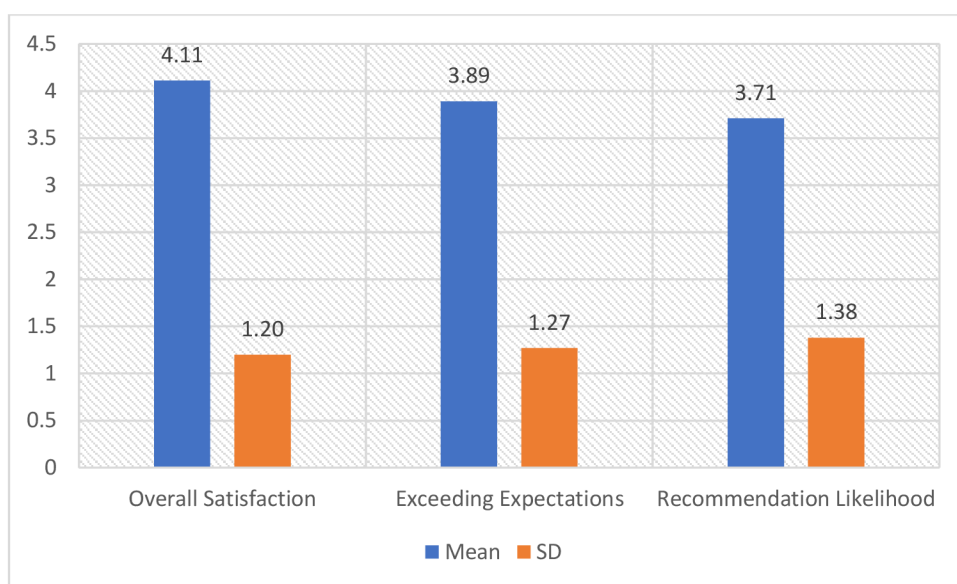
4.2.3 Customer Satisfaction

Table 14 - Customer Satisfaction

Customer Satisfaction	Mean	SD
Overall Satisfaction	4.11	1.20
Exceeding Expectations	3.89	1.27
Recommendation Likelihood	3.71	1.38

Source: Based on the primary data from restaurant customers

Graph 14 - Customer Satisfaction

Source: Based on the primary data from restaurant customers

The study of customer satisfaction at Masala Andel Indian Restaurant demonstrates favourable attitudes, as evidenced by a mean satisfaction score of 4.11 and a minimal standard deviation of 1.20, suggesting a general state of contentment. The assessment of service quality, indicated by an average rating of 3.89 and a standard deviation of 1.27, demonstrates favourable impressions, but there is some degree of variation. The restaurant received an average recommendation likelihood of 3.71 with standard deviation of 1.38 from customers. Although this suggests a favourable tendency, the elevated standard deviation underscores the necessity for specific enhancements. The results highlight favourable client attitudes, while indicating opportunities for improving the quality and contentment of the service.

4.2.4 Customer Loyalty

Table 15 - Customer Loyalty

Customer Loyalty	Mean	SD
Future Choices	4.06	1.23
Loyalty Comparison	3.76	1.52
New Offerings	3.64	1.86

Source: Based on the primary data from restaurant customers

Graph 14 - Customer Loyalty
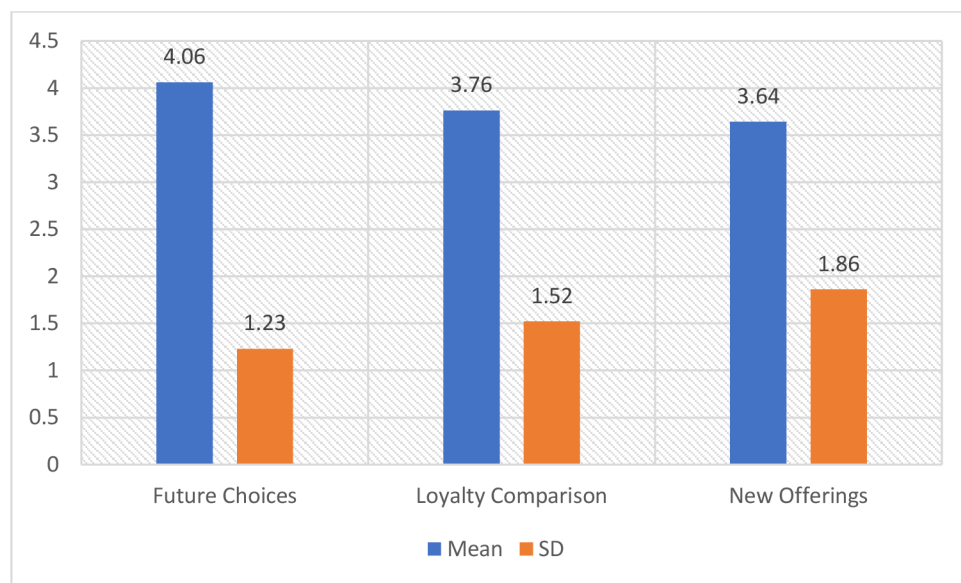
Source: Based on the primary data from restaurant customers

The customer loyalty analysis conducted at Masala Andel Indian Restaurant reveals a positive propensity towards future dining experiences, as indicated by a mean score of 4.06 with standard deviation of1.23. Customers exhibit a moderate level of loyalty in comparison to similar institutions, with a mean score of 3.76 and a standard deviation of 1.52. Nevertheless, the inclination to experiment with novel offerings exhibits a greater range of viewpoints, indicated by a mean value of 3.64 and a higher standard deviation of 1.86. These findings highlight the restaurant's ability to draw repeat customers and identify chances to improve techniques for increasing customer loyalty and understanding preferences for new products.

4.3   Reliability Analysis

Table 16 - Reliability Analysis

Dimensions	Variables	Items	Cronbach's Alpha
Expectations	Assurance	4	0.718
	Empathy	5	0.727
	Reliability	5	0.881
	Responsiveness	4	0.884
	Tangibles	4	0.859
Experiences	Assurance	4	0.780
	Empathy	5	0.772
	Reliability	5	0.795
	Responsiveness	4	0.872
	Tangibles	4	0.769
Customer Satisfaction		3	0.900
Customer Loyalty		3	0.772

Source: Based on the primary data from restaurant customers

The reliability analysis table indicates strong internal consistency across the many parameters of Masala Andel Indian Restaurant's survey instrument. All Cronbach's Alpha coefficients surpass the standard threshold of 0.7, providing evidence of the data obtained from 200 consumers being reliable. The dimensions of Expectations and Experiences, which are important for evaluating service quality, show high internal dependability. The coefficients range from 0.718 to 0.884. The dimension Reliability is particularly noteworthy due to its high level of dependability, scoring 0.881 for Expectations and 0.795 for Experiences. The findings emphasize the instrument's reliability in assessing service quality, giving researchers and practitioners assurance in the accuracy of the gathered data.

4.4 Gap Analysis

Table 17 - Gap Analysis

Assurance	Gap Score	Dimension Score
Customer Confidence	0.83	
Staff Knowledge	0.80	0.35
Trust & Credibility	-0.11	
Information Accuracy	-0.12	
Empathy	**Gap Score**	**Dimension Score**
Understanding Needs	-1.36	
Customer Interest	1.33	
Personalized Service	0.95	0.13
Understanding Requirements	-1.16	
Customer Feelings	0.91	
Reliability	**Gap Score**	**Dimension Score**
Consistent Services	0.71	
Promises Fulfillment	-0.64	
Right Services	-0.45	0.17
Service Expectations	0.67	
Service Delivery	0.55	
Responsiveness	**Gap Score**	**Dimension Score**
Response Promptness	-0.96	
Service Efficiency	0.47	-0.07
Customer Assistance	-0.39	
Resolving Issues	0.60	
Tangibles	**Gap Score**	**Dimension Score**
Appealing Facilities	0.26	
Organized Surroundings	-0.53	-0.05
Professional Appearance	-0.66	
Aesthetic Equipment	0.72	

Source: Based on the primary data from restaurant customers

The SERVQUAL GAP Analysis conducted at Masala Andel Indian Restaurant has identified discernible patterns in service quality across many dimensions. In the Assurance dimension, customer confidence and staff knowledge are both regarded positively, with gap scores of 0.83 and 0.80, respectively. Nevertheless, there is a noticeable adverse disparity in Trust & Credibility (-0.11) and Information Accuracy (-0.12), suggesting the need for enhancement in establishing trust and guaranteeing precise information.

Regarding the Empathy dimension, Customer Interest (1.33) and Personalized Service (0.95) demonstrate strengths, while Understanding Needs (-1.36) and Understanding Requirements (-1.16) reveal gaps. These gaps present chances for improving customer comprehension. Within the Reliability dimension, the restaurant has exceptional performance in Consistent Services (0.71) and Service Expectations (0.67). However, deficiencies in Promises Fulfilment (-0.64) and Right Services (-0.45) indicate a requirement to synchronize promised services with actual service delivery.

The responsiveness of the service shows a combination of positive and negative gaps. There are positive gaps in service efficiency (0.47) and resolving issues (0.60), but a negative gap in response promptness (-0.96). Lastly, in terms of Tangibles, the presence of Aesthetic Equipment (0.72) is a positive element, but there are room for growth in terms of Organized Surroundings (-0.53) and Professional Appearance (-0.66). The research offers significant insights for Masala Andel Indian Restaurant to concentrate on dimensions and features to improve the overall quality of service and increase customer satisfaction.

4.5 Hypothesis Analysis

H1 - There is no significant relationship between service quality and customer satisfaction.

Table 18 - Hypothesis Analysis 1

Particulars	Coefficients	Standard Error	T-statistics	P-value
Intercept	4.63	0.26	26.46	0.00
Service Quality	0.04	0.06	-3.45	0.07
Customer Satisfction	0.72	0.29	3.38	0.07
Respondents		200		
R Square		0.64		
Adjusted R square		0.54		

Source: Based on the primary data from restaurant customers

The study seeks to examine the correlation between the quality of service and the level of customer satisfaction (H1). The statistical study indicated that there may be a positive relationship between service quality and customer satisfaction, while the p-values somewhat exceeded the standard significance level of 0.05. This indicates a dearth of statistically meaningful evidence to substantiate the premise that there is no substantial correlation between service quality and customer pleasure. The study revealed an intercept value of 4.63, signifying a substantial initial level of consumer satisfaction. The coefficient of determination, R Square, is 0.64, indicating that 64% of the variation in customer satisfaction can be accounted for by the model.

H2 - There is no significant relationship between service quality and customer loyalty.

Table 19 - Hypothesis Analysis 2

Particulars	Coefficients	Standard Error	T-statistics	P-value
Intercept	6.25	0.35	35.72	0.00
Service Quality	0.06	0.08	-4.66	0.09
Customer Loyalty	0.97	0.39	4.56	0.10
Respondents		200.00		
R Square		0.86		
Adjusted R square		0.73		

Source: Based on the primary data from restaurant customers

The statistical analysis indicates that there may not be a statistically significant connection between service quality and customer loyalty, contradicting the research hypothesis (H2). Both the coefficients for Service Quality and Customer Loyalty show p-values that are marginally higher than the standard significance level of 0.05. However, the model demonstrates significant explanatory capability, as evidenced by a R Square value of 0.86, suggesting that nearly 86% of the variation in customer loyalty can be accounted for. The Adjusted R Square is 0.73, indicating a strong match even after accounting for the complexity of the model.

H3 - There is no significant relationship between customer satisfaction and customer loyalty.

Table 20 - Hypothesis Analysis 3

Particulars	Coefficients	Standard Error	T-statistics	P-value
Intercept	3.47	0.19	19.85	0.00
Customer Satisfction	0.03	0.05	-2.59	0.05
Customer Loyalty	0.54	0.21	2.54	0.06
Respondents		200		
R Square		0.48		
Adjusted R square		0.40		

Source: Based on the primary data from restaurant customers

The research hypothesis (H3) intended to investigate the correlation between customer satisfaction and customer loyalty. The statistical study indicated slightly significant positive coefficients for both variables, indicating a positive correlation. Nevertheless, given the p-values that are close to the traditional significance level of 0.05, it is advisable to exercise caution when making firm judgments. The R Square score of 0.48 signifies that 48% of the variation in customer loyalty can be accounted for by the model. Although the findings enhance our comprehension of the relationship between customer satisfaction and loyalty, additional study with a bigger sample size may be necessary to provide more definitive insights.

5. Results and Discussion

5.1 Key Findings

Masala Andel Indian Restaurant, a popular coffee shop, has a diverse customer base, with a significant portion of its customers aged between 18-25. The restaurant's service quality is tailored to cater to this demographic, with a focus on the younger generation. The gender distribution of the customer base is also analysed, with males comprising 43% and females comprising 57%. This distribution is crucial for understanding how different genders perceive and assess service quality at Masala Andel Indian Restaurant.

The frequency of customer visits at Masala Andel Indian Restaurant is also analysed. A significant proportion of 55% of the 200 participants confirmed frequent visits, indicating a loyal and devoted customer base. Additionally, 32% of respondents indicated occasional visits, indicating a significant portion of customers who interact with the restaurant periodically. A mere 3% of individuals reported infrequent visits. These findings provide insights into the dynamics of customer loyalty and satisfaction in a restaurant environment, allowing the restaurant to better cater to its diverse customer base.

Masala Andel Indian Restaurant's assurance analysis table reveals that customers have moderate expectations for the establishment's physical components. The need for trust and credibility is rated with a mean of 3.97, while the confidence in the accuracy of information obtained has an average score of 3.71. The assessment of distinct requirements and their recognition of their value received a high score, suggesting varying viewpoints. The restaurant's genuine interest is rated as somewhat important, while aspects such as attentive and customized service, the restaurant's ability to listen, and sensitivity towards customer emotions provide detailed perspectives on different aspects of empathy.

The tangibles study identifies the primary customer expectations related to the physical components of the establishment. Customers have moderate expectations for modern facilities but place higher priority on well-maintained surroundings and professional staff/materials. The anticipated outcome is less for modernized equipment, with a mean value of 3.08. These findings emphasize the importance of cleanliness, professionalism, and aesthetics in influencing how customers perceive the quality of service, offering significant insights for managers to make improvements at Masala Andel Indian Restaurant.

The assurance analysis at Masala Andel Indian Restaurant revealed a positive customer perception across multiple dimensions. Customers rated the confidence-building activities, staff knowledge, and information accuracy and reliability as positive. However, there was variation in customer opinions regarding the team's understanding of unique demands and respect for feelings. The restaurant could improve empathetic communication and service delivery to provide a more consistent and personalized experience.

Customers showed a significant level of satisfaction regarding the consistency and correctness of services, but there were areas that could be enhanced. The analysis from 200 customers showed good trends in timely service and issue resolution, with mean scores ranging from 3.10 to 3.79. However, standard deviations indicated a level of variation in customer perception, highlighting the need for more investigation to identify specific areas of responsiveness and overall satisfaction that require focused adjustments.

The Masala Andel Indian Restaurant's customer satisfaction study shows positive attitudes towards future dining experiences, with a mean satisfaction score of 4.11 and a minimal standard deviation of 1.20. Service quality ratings are also favourable, with an average rating of 3.89 and a standard deviation of 1.27. The restaurant received an average recommendation likelihood of 3.71, indicating a positive tendency but highlighting the need for improvement. Customer loyalty is moderate, with a mean score of 3.76 and a standard deviation of 1.52, but a greater willingness to experiment with new offerings. These findings suggest the restaurant's potential to attract repeat customers and identify opportunities for improvement.

The reliability analysis table shows strong internal consistency in Masala Andel Indian Restaurant's survey instrument, with Cronbach's Alpha coefficients exceeding the standard threshold of 0.7. The dimensions of Expectations and Experiences show high internal dependability, with 0.881 for Expectations and 0.795 for Experiences, indicating the instrument's reliability in assessing service quality, providing assurance in data accuracy.

The SERVQUAL Gap Analysis at Masala Andel Indian Restaurant reveals patterns in service quality across various dimensions. Customer confidence and staff knowledge are positively regarded, but there is a significant disparity in trust and information accuracy. Customer interest and personalized service are strong, but understanding needs and requirements are gaps. The restaurant has exceptional performance in consistent services and service expectations, but deficiencies in promises fulfilment and right services suggest a need for synchronization. Service responsiveness shows positive gaps in efficiency and resolving issues, but a negative gap in promptness. Aesthetic equipment is positive, but there is room for growth in organized surroundings and professional appearance.

The study investigates the correlation between service quality and customer satisfaction (H1). The results suggest a positive relationship, with a significant initial level of consumer satisfaction. The R Square coefficient of determination is 0.64, indicating that 64% of the variation in customer satisfaction can be accounted for by the model. However, there may not be a significant connection between service quality and customer loyalty, contradicting the research hypothesis (H2). Both coefficients show p-values slightly higher than the standard significance level of 0.05.

However, the model demonstrates significant explanatory capability, with a R Square value of 0.86, suggesting that nearly 86% of the variation in customer loyalty can be accounted for. The Adjusted R Square is 0.73, indicating a strong match even after accounting for the complexity of the model. The research hypothesis (H3) aimed to investigate the correlation between customer satisfaction and loyalty, with slightly significant positive coefficients for both variables. However, the R Square score of 0.48 suggests that 48% of the variation in customer loyalty can be accounted for by the model. The findings provide a better understanding of the relationship between customer satisfaction and loyalty, but further research with a larger sample size may be necessary for more definitive insights.

The presence of a devoted customer base, with a majority affirming regular visits, reflects the results of research that emphasize the crucial significance of customer loyalty in maintaining business prosperity. Identifying occasional visitors and studying their preferences aligns with previous research that recognizes the ever-changing nature of customer relationships with businesses. (Uslu, 2020)

The favourable customer opinions regarding assurance activities and the focus on cleanliness, professionalism, and aesthetics are in perfect harmony with the extensive body of research on service quality. The importance of these concrete and abstract factors in influencing customer experiences has been a recurring topic in studies on service quality, and the discoveries made by Masala Andel Indian Restaurant support and strengthen these principles. (Ahmed et al., 2023)

The favourable attitudes towards future experiences and the moderate level of customer loyalty findings align with established theories that connect customer satisfaction to loyalty. Although your study provides detailed insights that are specific to Masala Andel Indian Restaurant, these broader patterns are consistent with the overall understanding of customer behavior in relation to service quality. (Tuncer et al., 2021)

The detection of discrepancies in trust, information accuracy, and comprehension of customer needs is reminiscent of SERVQUAL investigations carried out in different sectors. Identifying and resolving these deficiencies has been a shared goal in service management, and the insights from Masala Andel Indian Restaurant contribute to the ongoing discussion on reducing gaps in service quality. (Slack et al., 2020)

The positive correlation between service quality and customer satisfaction, although somewhat uncertain in terms of loyalty, reflects the general agreement in service quality research. The meticulous examination of these relationships at Masala Andel Indian Restaurant enhances our comprehension of the complex interplay between service quality, satisfaction, and loyalty. (Naini et al., 2022)

5.2 Major Recommendations

<u>Tangibles</u>

- ✓ Improve the aesthetic aspects of Masala Andel Indian Restaurant, such as the interior and external design, cleanliness, and general atmosphere.
- ✓ Allocate resources towards the acquisition of top-notch and aesthetically pleasing display of food and beverages.
- ✓ Provide comprehensive training to employees regarding personal grooming, uniforms, and maintaining a professional look.

<u>Reliability</u>

- ✓ Establish a resilient system to ensure precise order fulfilment and punctual delivery of food and beverages.
- ✓ Consistently revise and uphold the menu to guarantee the presence of all specified products.
- ✓ Allocate resources towards implementing advanced technology and efficient systems to optimize the ordering and payment procedures, hence reducing the occurrence of errors.

<u>Responsiveness</u>

- ✓ Implement a process that allows customers to provide feedback and handle any concerns they may have.
- ✓ Educate employees to adopt a proactive approach in anticipating customer requirements and delivering fast support.
- ✓ Deploy a reservation system to mitigate waiting durations and enhance client contentment.

Assurance

- ✓ Offer continuous training for employees to improve their understanding of the product and enhance their service abilities.
- ✓ Effectively convey the qualifications and skills of the chefs and crew to inspire trust and assurance in customers.
- ✓ Establish a comprehensive customer service policy and guarantee that all employees are proficient in it, prioritizing a customer-focused approach.

Empathy

- ✓ Cultivate a customer-centric culture by highlighting the significance of comprehending and attending to consumer emotions.
- ✓ Provide comprehensive training to staff members to cultivate active listening skills and foster empathetic and understanding responses to client feedback.
- ✓ Establish a loyalty program to incentivize and acknowledge recurring consumers, demonstrating gratitude for their ongoing support.

Overall

- ✓ Regularly administer surveys and conduct feedback sessions with consumers to consistently evaluate and enhance the quality of service.
- ✓ Implement a comprehensive customer service training program to ensure that all workers regularly adhere to service standards.
- ✓ Evaluate and compare the service quality with industry benchmarks and rivals to pinpoint areas that can be enhanced.

5.3 Research Limitations

Sample size and generalizability: The study relies on a limited sample size, which includes surveys to on-site customers, the findings might not be generalizable to the entire customer base or other restaurants.

Self-reported data and subjectivity: Customer perceptions of service quality are subjective and often influenced by individual expectations and experiences. This might lead to biases in survey responses.

Focus on one specific restaurant: Limiting the study to a single restaurant restricts the applicability of findings to other restaurants or the broader hospitality industry. The generalizability limitations and acknowledge the need for further research.

Time constraints and snapshot representation: The study is conducted within a short timeframe; it might only capture a snapshot of service quality during that specific period.

Cultural specificity and language barriers: Considering the research methods and target audience, cultural nuances and language barriers might lead to misinterpretations or difficulties in data collection/analysis.

5.4 Research Scope

This study has examined the evaluation of service quality at Masala Andel Indian Restaurant using the well-established SERVQUAL framework. The research findings provide useful insights into the status of service quality in the restaurant business. However, there are still various areas for future research that might further increase our understanding of this field. The subsequent recommendations offer prospective avenues for future inquiries:

Examination of Cultural Impact - Further investigation could examine the influence of cultural elements on the perception of service quality at Masala Andel Indian Restaurant. Examining the impact of cultural subtleties on customer expectations and perceptions can yield a more thorough comprehension of the dynamics of service quality, especially in varied and multicultural environments.

Incorporation of Technology - Given the ongoing impact of technology on the service business, it is advantageous to analyse how technology influences consumer perceptions of service quality at Masala Andel Indian Restaurant. This may encompass an evaluation of the influence of digital platforms, mobile applications, and online interactions on the entire service experience.

Comparative Analysis - Conducting a comparative analysis with other restaurants in the region can serve as a standard for assessing the level of service excellence at Masala Andel Indian Restaurant. This method would facilitate a more sophisticated comprehension of the restaurant's competitive stance and emphasize areas for enhancement or distinctiveness.

Segmentation of Customers - An analysis of service quality using customer segmentation might uncover unique patterns of expectations and perceptions among various client groups. This technique can provide precise guidance for implementing focused initiatives aimed at improving service quality, considering the distinct requirements and preferences of individual client segments.

6. Conclusion

This study project has examined the complexities of service quality at Masala Andel Indian Restaurant, a well-known coffee establishment in the Czech Republic. The study employed the SERVQUAL methodology to evaluate several aspects of service quality and their influence on customer satisfaction and loyalty. The research sought to provide significant insights to the field of hospitality management by conducting a thorough investigation of client demographics, service expectations, and attitudes.

The study's findings offer a detailed and sophisticated comprehension of the service quality landscape at Masala Andel Indian Restaurant. The restaurant has successfully cultivated a devoted clientele, primarily consisting of young individuals, as demonstrated by the notable percentage of regular patrons. The assurance analysis revealed favourable customer impressions for the physical components, staff expertise, and information precision. Nevertheless, there exist specific domains, notably empathetic communication, and personalized service, where enhancements can be implemented to augment the entire customer experience.

The tangibles study highlighted the significance of cleanliness, professionalism, and aesthetics in shaping consumer impressions of service quality. The assurance investigation uncovered favourable client perceptions, but also indicating areas for enhancement in comprehending distinct requirements and valuing customer sentiments. The reliability analysis exhibited robust internal consistency in the survey instrument, instilling assurance in the quality of the obtained data.

The SERVQUAL Gap Analysis revealed discernible trends in service quality across multiple dimensions, highlighting both areas of strength and opportunities for enhancement. The study confirmed a strong correlation between service quality and customer satisfaction, demonstrating a substantial level of explanatory power. Nevertheless, the association between service quality and customer loyalty, as well as the connection between customer satisfaction and loyalty, exhibited somewhat significant coefficients, indicating the necessity for additional investigation with a bigger sample size.

This research has ramifications that go beyond Masala Andel Indian Restaurant and contribute to the broader knowledge base of service quality management in the hotel industry. The study's practical recommendations provide vital information for the restaurant's management to improve service delivery and tackle specific difficulties. This research seeks to promote a culture of excellence and customer-centricity, with the goal of benefiting Masala Andel Indian Restaurant and enhancing service quality standards within the broader restaurant industry.

This research highlights the ever-changing nature of the hospitality sector and emphasizes the significance of comprehending and fulfilling client expectations to succeed in a competitive market. As restaurants undergo continuous transformation, adjusting to the shifting demands and preferences of customers, a dedication to delivering exceptional service quality becomes a fundamental element for achieving success.

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Appendix

Name -

Gender - (A) Male (B) Female

Age Group - (A) Below 18 (B) 18 - 25 (C) 26 - 35 (D) 36 - 50 (E) Above 50

Restaurant Visits - (A) Rarely (B) Occasionally (C) Frequently

Please rate the following statements (1 - Strongly Disagree & 5 - Strongly Agree)

<u>Customer Expectations</u>

1. Assurance

In what ways is it important for Masala Andel Indian Restaurant to make customers trust the quality of service?

How much do you think the staff at Masala Andel Indian Restaurant will know their stuff and be polite?

How important is it for Masala Andel Indian Restaurant to make its customers feel like they can trust and rely on the business?

How important is it to you that Masala Andel Indian Restaurant promises to give you correct and dependable information?

2. Empathy

How important is it for Masala Andel Indian Restaurant to know and care about what each customer wants?

How interested do you think Masala Andel Indian Restaurant will really be in its customers?

How important is it for Masala Andel Indian Restaurant to offer friendly, one-on-one service?

How important do you think it is for Masala Andel Indian Restaurant to be able to listen and understand your needs?

How important is it for Masala Andel Indian Restaurant to show that it understands and cares about how its customers feel when providing service?

3. Reliability

How important is it for Masala Andel Indian Restaurant to always provide services that are correct and reliable?

How likely do you think it is that Masala Andel Indian Restaurant will keep the promises it makes?

How important is it for Masala Andel Indian Restaurant to do a good job the first time?

How important is it to you that Masala Andel Indian Restaurant meets your needs?

How important is it for Masala Andel Indian Restaurant to always do what it says it will do on time?

4. Responsiveness

How important is it for Masala Andel Indian Restaurant to meet the needs and requests of customers right away?

How much do you think Masala Andel Indian Restaurant will be able to serve you quickly and correctly?

How important is it for the Masala Andel Indian Restaurant to have staff members who can help customers right away?

How important do you think it is for Masala Andel Indian Restaurant to be able to deal with and solve customer problems quickly?

5. Tangibles

What does it matter to you that the Masala Andel Indian Restaurant has modern and nice-looking facilities?

How much do you think the Masala Andel Indian Restaurant will keep its outside clean and in good shape?

How important is it for Masala Andel Indian Restaurant to have materials and staff that look like they belong in a business?

How important do you think it is for Masala Andel Indian Restaurant to have modern, aesthetically pleasing equipment?

Customer Experience

1. Assurance

How much did Masala Andel Indian Restaurant make you trust the quality of the service during your most recent visit?

How would you rate the staff at Masala Andel Indian Restaurant in terms of how knowledgeable they are and how polite they are?

How much did Masala Andel Indian Restaurant make you feel like you could trust them and believe what they said?

How satisfied were you that the information Masala Andel Indian Restaurant gave you was correct and reliable?

2. Empathy

How well did Masala Andel Indian Restaurant understand and meet your specific needs when you were there yesterday?

Based on your recent experience, how much did Masala Andel Indian Restaurant genuinely care about you?

How satisfied were you with the attentive and personalized service at Masala Andel Indian Restaurant?

In the last time you went to Masala Andel Indian Restaurant, how well did they listen and understand your needs?

Based on your experience, how much did Masala Andel Indian Restaurant show that they understood and cared about how you felt during your most recent interactions?

3. Reliability

How satisfied were you with how consistently and correctly Masala Andel Indian Restaurant served you on your most recent visit?

How well did Masala Andel Indian Restaurant keep the promises and commitments it made based on your recent visit?

How well did Masala Andel Indian Restaurant do their job the first time when you recently dealt with them?

How satisfied were you that Masala Andel Indian Restaurant met or went above and beyond your service expectations?

How satisfied were you with Masala Andel Indian Restaurant's ability to always deliver the services it promised on time during your most recent interactions?

4. Responsiveness

How satisfied were you with how quickly Masala Andel Indian Restaurant met your needs and requests during your most recent visit?

How timely and helpful was the service at Masala Andel Indian Restaurant based on your most recent visit?

How well did Masala Andel Indian Restaurant make itself available to help you during your most recent visits?

How satisfied were you with Masala Andel Indian Restaurant's ability to quickly deal with and fix any problems you had?

5. Tangibles

How satisfied were you with how modern and nice-looking the Masala Andel Indian Restaurant's facilities were when you last went there?

How well did Masala Andel Indian Restaurant keep its physical space clean and organized based on your most recent visit?

How professional did the staff and materials at Masala Andel Indian Restaurant look when you recently interacted with them?

How pleased were you with the way Masala Andel Indian Restaurant furnished their rooms with modern and nice-looking furniture?

Customer Satisfaction

How satisfied are you with the service you got at Masala Andel Indian Restaurant during your most recent visit?

If you were looking for good service, how much did Masala Andel Indian Restaurant meet or beat your expectations?

Based on your recent visit, how likely are you to tell your friends or family about Masala Andel Indian Restaurant?

Customer Loyalty

How likely is it that you will choose Masala Andel Indian Restaurant for your next meal?

How loyal do you feel about Masala Andel Indian Restaurant compared to other places that serve the same thing?

How likely are you to try new things or deals that Masala Andel Indian Restaurant brings out in the future?