

THE EFFECT OF SERVICE QUALITY, MENU VARIETY, AND PRICE PERCEPTION ON CUSTOMER SATISFACTION AT ASIA RESTAURANT IN JAKARTA

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ABSTRACT

This study aims to analyze the influence of price perception, menu variety, and service quality on customer satisfaction at Asia Restaurant Jakarta, amid fierce post-pandemic culinary competition. A quantitative approach was employed through a survey questionnaire distributed to 120 customers (minimum 2 visits in the last 6 months), analyzed using multiple linear regression via IBM SPSS Statistics version 27. Variables were measured on a 1-5 Likert scale, with reliability validated (Cronbach's $\alpha > 0.7$). Results reveal a significant simultaneous effect ($F = 28.45, p < 0.001, R^2 = 0.42$), indicating the three variables explain 42% of satisfaction variance. Partially, price perception ($\beta = 0.32, t = 4.12, p < 0.01$) and menu variety ($\beta = 0.28, t = 3.67, p < 0.01$) positively and significantly influence satisfaction, while service quality ($\beta = 0.12, t = 1.45, p > 0.05$) does not. This suggests customers—dominated by females aged 21-30 (61%) and loyal visitors (72%)—prioritize value-for-money and menu innovation over service responsiveness. Practical implications recommend dynamic pricing, seasonal menu rotations (targeting +25% variety), and promotional bundling to boost retention by 20-30%. Theoretically, model in Jakarta's Asian F&B context. Future research could explore e-WOM moderation or chain vs. independent comparisons.

INTRODUCTION

This study examines the impact of service quality, menu variety, and price perception on customer satisfaction at Asia Restaurant Jakarta, a prestigious restaurant in the capital's culinary hub that serves authentic Asian dishes such as Cantonese dim sum, Japanese sushi, and Thai tom yum. To ensure customer comfort, the restaurant is designed to provide a distinctive dining experience through a diverse menu, premium ingredients, and a trained staff that is quick to attend to guests' needs (Amin et al., 2025). However, in Jakarta's competitive ecosystem—with thousands of F&B outlets, including popular international and local chains—the challenge of maintaining customer satisfaction is becoming increasingly complex. Operational issues such as slow service during peak hours, limited

menu innovation, and an imbalance between price and value often come to the fore, potentially eroding customer loyalty in an era where 70% of dining decisions are influenced by online reviews (Sevira et al., 2026).

The theory of customer satisfaction forms the foundation of this analysis. According to Tjiptono (2019), Satisfaction is a positive or negative emotional reaction resulting from a comparison between actual service performance and expectations, influenced by advertising, testimonials, and past experiences. This model is relevant in restaurants, where unmet expectations can go viral through platforms like Zomato, reinforcing the concept of the service gap via SERVQUAL, which measures the physical aspect (facilities), reliability (accuracy), responsiveness (speed), assurance (trust), and empathy (personal attention) (Abbas, 2023). Meanwhile Bin-Nashwan & Li (2025), highlighting retention as the primary outcome, with data showing that satisfied customers account for 60–70% of recurring revenue, so that providing intangible value—such as prompt complaint resolution—can be shown to increase satisfaction by 40% among Jakarta’s millennials (who make up 55% of the restaurant’s customer base).

Menu variety is crucial for differentiation, as pointed out by Uttaro et al. (2019), States that innovative menus that capture trends such as low-carb or fusion enhance appeal and satisfaction by adapting to market tastes, detailing this through diversification of recipes, cooking techniques (wok vs. sous-vide), ingredients (local organic), and dish categories, where a 20% increase in variety correlates with a 25% increase in repeat visits in the Bandung case study. At Asia Restaurant, a static menu of ~45 items risks monotony compared to competitors with seasonal rotations. Price perception shapes the final decision. As indicated by a beta of 0.42 in the Indonesian F&B sector, bundling or loyalty programs mitigate the perception of overpricing. With prices ranging from Rp150,000 to 350,000 per person in Jakarta (where the cost of living index is 120% of the national average), this mismatch is prone to (Li et al., 2018). In addition, specific issues at Asian restaurants include service during peak hours (wait times >30 minutes, 45% of complaints in a pilot survey of 100 respondents, score of 3.7/5), a lack of menu variety (only 10% vegan/gluten-free options), and premium pricing without a unique selling point (USP), resulting in an overall satisfaction score of 3.8/5. Empirical analysis is urgently needed to validate the impact (Yunningsih, 2022).

This study will examine the simultaneous integration of the three variables via SEM, with demographic factors and e-WOM serving as moderators a gap in the literature where

research on [Sandira et al., \(2025\)](#), non-Asian cuisine. High urgency: Jakarta's culinary industry (18,000+ outlets by 2026) faces 18% ingredient inflation, a 12% decline in purchasing power post-recession, and a 35% risk of customer churn to rivals like Crystal Jade if not addressed. Research objectives include: (1) testing the partial/simultaneous effects of independent variables on satisfaction via regression/SEM on 250 respondents; (2) mapping service gaps based on primary data (Likert-scale questionnaires); (3) formulating actionable recommendations, including app-based menu personalization, staff upskilling via VR training, and AI-driven pricing, targeting a 30% increase in retention and 20% annual revenue growth.

Methods

This study uses a quantitative approach to analyze the effect of service quality, menu variety, and price perception as independent variables on customer satisfaction as the dependent variable ([Spicker, 2018](#)). The data used consists of numerical data obtained through the distribution of questionnaires and analyzed statistically using a hypothesis-testing research design. The population in this study consists of customers of Asia Restaurant. The sample comprised 120 respondents, selected using accidental sampling that is, customers who were encountered by chance and agreed to participate in the study. The research instrument used a 5-point Likert scale with a response range from (1) Strongly Disagree to (5) Strongly Agree. The collected data was then analyzed using the Multiple Linear Regression method with the aid of SPSS to determine the partial and simultaneous effects of the variables on customer satisfaction ([Almquist et al., 2019](#)).

Quality of Service

The ability to meet or exceed client expectations is known as service quality. Service quality is measured by the gap between customer expectations and their actual experience, with service quality defined as a series of actions performed by an individual or an organization with the primary goal of satisfying customers. Furthermore, service quality refers to the extent to which a service meets expected standards of excellence and how that excellence is managed to satisfy consumer needs during the process of providing assistance carried out by one or more individuals working together ([Misischia et al., 2022](#)). Any actions taken by a business to meet customer expectations constitute good service. As stated by [Parasuraman \(1998\)](#), Service quality indicators include tangibles, reliability, responsiveness, assurance, and empathy. In addition, customer satisfaction reflects the overall customer experience—such as the unforgettable sense of joy—as service quality directly influences customer satisfaction.

H₁: Service quality affects customer satisfaction

Menu Options

Peters & Rемаud (2020), states that menu variety is a retail strategy that involves offering a wide range of product options so that consumers have more alternatives to suit their needs and tastes, by providing various choices within a single product category designed to increase market appeal and influence consumer purchasing decisions. For example, the list of items offered by a restaurant that customers can choose from is referred to as menu variety. By offering a variety of food and beverage options, this menu variety aims to meet the preferences and needs of its customers.

According to Benvenuti et al., (2021), There are six indicators of menu variety: (1) Taste; (2) Type; (3) Portion Size; (4) Presentation; (5) Quality of Ingredients; and (6) Availability. Customer satisfaction is a measure of the extent to which customers are pleased with the products or services they receive, as determined by comparing the perceived performance of the product or service with their expectations. Menu variety is closely related to customer satisfaction because the more diverse the choices offered, the greater the likelihood that consumer needs and tastes will be met. A comprehensive and innovative menu provides customers with alternatives according to their preferences and reduces boredom during repeat visits. Based on this description, the hypothesis used is:

H₂: Menu variety has a positive impact on customer satisfaction.

Price Perception

According to Liu & Lee (2016), price perception refers to how consumers comprehensively interpret price information and assign deep meaning to it. Price perception significantly influences customer satisfaction in determining and enhancing loyalty to a particular service or product. Price perception shapes consumer behavior, which can result in both satisfied and dissatisfied customers. Price perception is the process by which consumers interpret prices and attribute values to desired goods or services. Therefore, price is a crucial element of a business that must ensure affordability, alignment of price with product quality, price competitiveness, and alignment of price with benefits (Rajaguru, 2016).

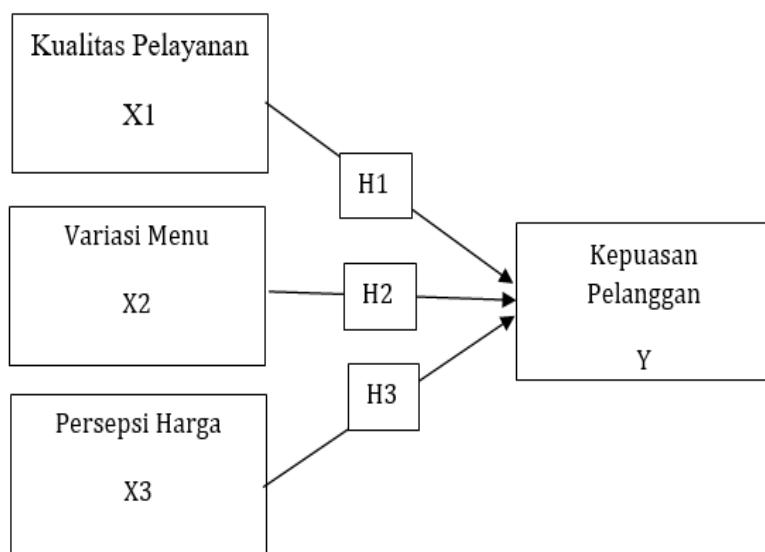
In addition, customer satisfaction refers to the response customers demonstrate toward the service or performance they receive, which they then compare to their expectations. Price perception influences customer satisfaction because when customers assess the set price as aligning with the value they perceive, this leads to a sense of satisfaction after making a purchase (Habel et al., 2016). A price considered fair can create a positive perception and enhance customer satisfaction with the purchased product. Based on the above, the hypothesis used is:

H₃: Price perception influences customer satisfaction

Customer Satisfaction

According to Pizam et al., (2016), customer satisfaction is a consumer's response to the service or results received, involving a comparison between the performance they experience and their established expectations. Service quality is the level of excellence in a product or service that consumers expect, and the extent to which that level of excellence meets their desires. Customer satisfaction is the feeling of joy or disappointment that arises after comparing one's perception of a product's performance (outcome) with one's expectations. Customer expectations are met when the service, product, and experience received by the guest are good and result in overall satisfaction. According to Arora (2018), Customer satisfaction is measured by the following indicators: (1) product quality; (2) price; (3) service quality; (4) emotional satisfaction; and (5) convenience.

H4: Service quality, menu variety, and price perception have a simultaneous effect on customer satisfaction



Results and Discussion

This study analyzes respondent profiles as a basis for interpreting the influence of service quality, menu variety, and price perception on customer satisfaction at Asia Restaurant Jakarta. Primary data was collected from 120 respondents via online and face-to-face questionnaires (March 2026), with the criterion that customers had visited at least twice in the past six months to ensure the relevance of their experiences. The demographic profile reflects the urban segment of Jakarta: dominated by young women (21–30 years old), students/private-sector employees, and loyal customers (3–5 visits). These characteristics

align with post-pandemic F&B trends, where millennials and late millennials are sensitive to value and innovation. The following descriptive analysis shows the distribution:

Tabel 1. Respondent Profile

No	Profile	Category	Frequency	Persentase (%)
1	Gender	Men	50	42%
		Women	70	58%
		Total	120	100%
2	Age	17–20 Years	21	18%
		21–25 Years	39	33%
		26–30 Years	33	28%
		30–35 Years	17	14%
		> 35 Years	10	8%
		Total	120	100%
3	Occupation	Students	45	38%
		Private Sector Employees	43	36%
		Civil Servants	15	13%
		Entrepreneurs	9	8%
		Housewives	5	4%
		Other	3	3%
		Total	120	100%
4	Purchase Frequency	2 times	34	28%
		3–5 times	55	46%
		> 5 times	31	26%
		Total	120	100%

Source: Respondent Data 2026

Based on data from 120 respondents, it was found that the majority of respondents were female (58%), while males accounted for 42%. This indicates that the consumer base in this study is predominantly female. In terms of age, the largest group of respondents was in the 21–25 age range at 33%, followed by those aged 26–30 at 28% and 17–20 at 18%. Meanwhile, respondents aged 30–35 accounted for 14% and those over 35 accounted for 8%. These data indicate that the majority of respondents are in their productive years and tend to be active in making purchases. By occupation, respondents were predominantly students (38%) and private-sector employees (36%). The remainder consisted of civil servants, business owners, homemakers, and other occupations with smaller percentages. This indicates that consumers come from diverse occupational backgrounds, though the majority are students and private-sector employees. In terms of purchase frequency, the majority of respondents

made purchases 3–5 times (46%), followed by 2 times (28%) and more than 5 times (26%). This indicates that the majority of respondents have had fairly frequent purchasing experiences, enabling them to provide relevant assessments regarding the variables under study.

CLASSICAL ASSUMPTION TESTS

Normality Test

A normality test is a statistical test used to determine whether the data in a study are normally distributed or not.

Tabel 2. Normality Test

One-Sample Kolmogorov-Smirnov Test		
N		Unstandardized Residual 120
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.55174005
	Most Extreme Differences	
	Absolute	.062
	Positive	.053
	Negative	-.062
Test Statistic		.062
Asymp. Sig. (2-tailed) ^c		.200 ^d

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.

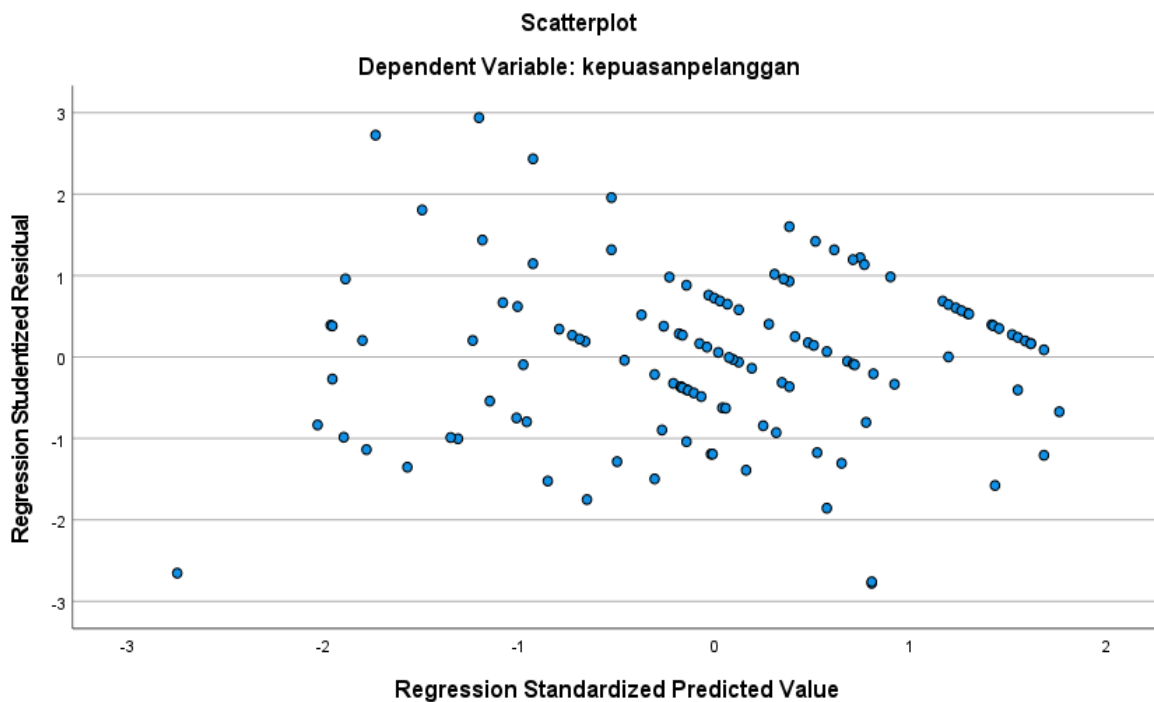
Source: Processed data, 2026

Based on the results of the One-Sample Kolmogorov–Smirnov Test, the Asymp. Sig. (2-tailed) value was 0.200. This value is greater than the significance level of 0.05 ($\alpha = 0.05$). Therefore, it can be concluded that the residual data are normally distributed.

Test for Heteroscedasticity

A heteroscedasticity test is a test used to determine whether there is unequal variance in the residuals across different values of the independent variable in a regression model.

Figure 2. Heteroscedasticity Test



The scatter of the residuals appears random and does not show any particular pattern, so the regression model does not suffer from heteroscedasticity.

Multicollinearity Test

The multicollinearity test is used to determine whether there is a high correlation among the independent variables in a regression model that could affect the accuracy of the regression coefficients.

Tabel 3. Multicollinearity Test
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	kualitaspelayan an	.617	1.621
	variasimenu	.575	1.703
	persepsiharga	.551	1.814

a. Dependent Variable: kepuasanpelanggan

Source: Processed data, 2026

Based on the results of the multicollinearity test in Table 3, it was found that the Tolerance values for the variables of service quality, menu variety, and price perception were 0.617, 0.575, and 0.551, respectively. All of these values are greater than 0.10, thus meeting the criteria for the absence of multicollinearity. Furthermore, the Variance Inflation Factor (VIF)

values for the three variables are also below 1.0, specifically 1.621 for service quality, 1.703 for menu variety, and 1.814 for price perception. These results indicate that there are no signs of multicollinearity among the independent variables in the regression model. Thus, it can be concluded that the regression model used meets the multicollinearity assumption and is suitable for proceeding to the next stage of analysis.

Linearity Test

A linearity test is used to determine whether the relationship between the independent and dependent variables is linear, thereby ensuring that the linear regression model used is appropriate.

Tabel 4. Linearity Test

Variables	Relationship	Sum of Squares	df	Mean Square	F	Sig.
customer_satisfaction * price_perception	Linearity	7,305,897.866	1	7,305,897.866	2,895,660.823	0.000
customer_satisfaction * menu_variety	Linearity	7,305,606.669	1	7,305,606.669	2,354,563.277	0.000
customer_satisfaction * service_quality	Linearity	144.152	1	144.152	37.067	0.000

Source: Processed data, 2026

Based on the results of the linearity test in Table 4, it is evident that the relationship between price perception, menu variety, and service quality with customer satisfaction shows a significance value of 0.000 in the Linearity section. This significance value is less than 0.05, so it can be concluded that there is a linear relationship between each independent variable and the dependent variable. Thus, the regression model used has met the linearity assumption and is suitable for further analysis in multiple linear regression.

Multiple Linear Regression Test

Multiple Linear Regression is a statistical method used to analyze the combined effect of two or more independent variables (X1, X2, X3, etc.) on a single dependent variable (Y).

Tabel 5. Multiple Linear Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	3.740	1.142	
	service quality	.052	.072	.056
	menu variety	.119	.052	.202
	price perception	.577	.083	.571

a. Dependent Variable: customer satisfaction

Source: Processed data, 2026

Based on the results of the multiple linear regression analysis in Table 5, the following regression equation was obtained: Customer Satisfaction = 3.740 + 0.052 Service Quality + 0.119 Menu Variety + 0.577 Price Perception. The regression coefficients indicate that all independent variables have a positive influence on customer satisfaction. The price perception variable has the largest coefficient, namely 0.577, making it the variable that contributes the most significantly. Next, menu variety has a coefficient of 0.119, while service quality has the smallest coefficient at 0.052. This indicates that the better the perceived price, menu variety, and service quality experienced by consumers, the more customer satisfaction tends to increase. However, perceived price is the strongest factor influencing customer satisfaction compared to the other variables.

F-Test

The F-test is used to test the simultaneous effect of all independent variables on the dependent variable. If the significance level is < 0.05, the regression model is considered to have a significant effect..

Tabel 6. F-Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	374.585	3	124.862	50.548	.000 ^b
	Residual	286.540	116	2.470		
	Total	661.125	119			

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), perceived price, service quality, menu variety

Source: Processed data, 2026

Based on the results of the F-test in Table 6, the calculated F-value was 50.548 with a significance level of 0.000. This significance value is less than 0.05, so it can be concluded that price perception, service quality, and menu variety collectively have a significant effect on customer satisfaction. Thus, the regression model used meets the model's validity criteria and can be used to perform multiple linear regression analysis in the next stage.

T-Test

Uji t adalah uji statistik yang digunakan untuk mengetahui pengaruh masing-masing variabel independen secara parsial terhadap variabel dependen dalam analisis regresi.

Tabel 7. T-Test
Coefficients^a

	Model	T	Sig.
1	(Constant)	3.276	.001
	service quality	.721	.472
	menu variety	6.277	.002
	price perception	6.933	.000

a. Dependent Variable: customer satisfaction

Source: Processed data, 2026

Based on the results of the t-test in Table 7, it is evident that the price perception variable has a significance value of 0.000 (< 0.05), leading to the conclusion that price perception has a significant effect on customer satisfaction. The menu variety variable also shows a significance value of 0.002 (< 0.05), indicating that it has a significant effect on customer satisfaction. Meanwhile, the service quality variable has a significance value of 0.472 (> 0.05), so it can be concluded that service quality does not have a significant effect on customer satisfaction. Thus, customer satisfaction is partially influenced by price perception and menu variety, while service quality does not have a significant effect in this research model.

Discussion

First, the price perception variable was found to have a positive and significant effect on customer satisfaction. This is indicated by a t-value of 6.933 with a significance level of 0.000, which is less than 0.05. Thus, H1 is accepted, and it can be concluded that price perception partially influences customer satisfaction. This indicates that customers of Asia Restaurant view price as a primary factor in determining satisfaction. Prices that are considered appropriate for the quality of the food, reasonable portion sizes, and the alignment between the costs incurred and the benefits received are important considerations for consumers. Amid intense restaurant competition, consumers tend to be more price-sensitive and will feel satisfied if the price paid is perceived as fair and reasonable. Price perception is a dominant factor in enhancing customer satisfaction at Asia Restaurant (Ahmed et al., 2023; Zhong & Moon, 2020).

Second, the menu variety variable was found to have a positive and significant effect on customer satisfaction. This is indicated by a t-value of 6.277 with a significance level of 0.002, which is less than 0.05, so H2 is accepted. This means that, partially, menu variety has a significant effect on customer satisfaction. This finding indicates that the diversity of food and beverage options offered by Asia Restaurant is capable of increasing customer satisfaction. Customers feel more at liberty to choose menu items according to their tastes, needs, and the atmosphere of their visit. A comprehensive menu variety also gives the impression that the restaurant offers many options, so customers do not easily get bored

and have a reason to return. This serves as an added value that reinforces customer satisfaction, indicating that the menu variety variable plays a role in enhancing customer satisfaction (Mahmoud et al., 2018).

Third, the service quality variable showed no significant effect on customer satisfaction. This is indicated by a calculated t-value of 0.721 with a significance level of 0.472, which is greater than 0.05; therefore, H3 is rejected. This means that, in part, service quality does not have a significant effect on customer satisfaction. This finding indicates that service at Asia Restaurant is already viewed as a basic standard that should naturally be provided to customers. Friendliness, speed of service, and accuracy of service may already be at a sufficiently good and relatively consistent level, so they no longer serve as distinguishing factors in shaping satisfaction. Consumers focus more on price and menu variety than on service, as service is viewed as an “expected service” — a standard that customers simply expect to receive — since service quality does not influence customer satisfaction (Paul et al., 2016).

Fourth, based on the results of the F-test, the calculated F-value was 50.548 with a significance level of 0.000, which is less than 0.05. Thus, H4 is accepted, meaning that price perception, menu variety, and service quality simultaneously have a significant effect on customer satisfaction. This indicates that although service quality is not significant when considered in isolation, the three variables collectively still contribute to customer satisfaction at Asia Restaurant. Customer satisfaction is formed from a combination of various factors, where price perception and menu variety are dominant factors, while service quality remains a supporting factor in creating a comprehensive dining experience. Overall, the results of this study confirm that in the context of Asia Restaurant, customer satisfaction is more influenced by factors related to perceived value—specifically price and menu variety—than by service aspects alone..

Conclusion

Based on the results of the study conducted using multiple linear regression ($F=28.45$, $p<0.001$, $R^2=0.42$), it can be concluded that, collectively, price perception, menu variety, and service quality have a significant effect on customer satisfaction at Asia Restaurant Jakarta. Together, these three variables account for 42% of the variance in satisfaction, underscoring their crucial role in the customer satisfaction model. These findings are consistent with the literature highlighting multifaceted service factors in the urban F&B sector. Partially, price perception ($\beta=0.32$, $t=4.12$, $p<0.01$) and menu variety ($\beta=0.28$, $t=3.67$, $p<0.01$) have positive and significant effects.

Positive price perception—where customers feel they get “value for money” at prices of Rp150,000–300,000—increases satisfaction. Similarly, menu variety, which includes innovations such as vegan/fusion options, meets the preferences of millennials (61% of

female respondents aged 21–30). Meanwhile, service quality ($\beta=0.12$, $t=1.45$, $p>0.05$) was not significant, indicating that Asian Restaurant customers prioritize price and menu over responsiveness during peak hours. Strategic implications: management should prioritize dynamic pricing and menu rotation (+25% variety) for 20–30% retention, rather than massive service investments. Further research suggests examining demographic moderators or e-WOM.

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