

The Impacts of Service Quality towards Customer Satisfaction, Revisit Intention and e-WOM in Restaurants: A DINESERV Model Application

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- Prepare a literature review of the restaurant businesses and their services.
- Prepare a literature review concerning service quality, the SERVQUAL model, and its impact on customer satisfaction.

II. Practical Part

- Assess the impacts of service quality on customer satisfaction.
- Determine the impression of customer satisfaction on their re-visit intention and electronic word-of-mouth in restaurants.
- Propose recommendations for the restaurant businesses to enhance service quality and customer satisfaction.

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ABSTRAKT

V dnešním vysoce konkurenčním prostředí restauračního průmyslu je zajištění vynikající kvality služeb nezbytné pro budování spokojenosti zákazníků, která následně podporuje jejich věrnost. V České republice však existuje omezené množství empirických výzkumů zabývajících se vlivem jednotlivých dimenzí kvality služeb na spokojenost zákazníků a následně tím, jak tato spokojenost ovlivňuje jejich chování. Tato studie se zaměřuje na tyto mezery tím, že aplikuje model DINESERV pro hodnocení přímého vlivu pěti dimenzí kvality služeb – hmotného prostředí, spolehlivosti, pohotovosti, jistoty a empatie – a dále zkoumá, jak spokojenost zákazníků ovlivňuje jejich behaviorální záměry. Studie využívá kvantitativní vysvětlující výzkumný design, přičemž data byla sbírána prostřednictvím dotazníkového šetření mezi 172 zákazníky restaurací ve Zlínském kraji, kteří v posledních třech měsících navštívili restauraci. Analýza dat byla provedena s využitím softwaru SPSS a strukturálního modelování metodou částečných nejmenších čtverců (PLS-SEM) pomocí nástroje Smart-PLS. Výsledky ukazují, že ze zkoumaných pěti dimenzí kvality služeb mají na spokojenost zákazníků významný pozitivní vliv pouze empatie, spolehlivost a pohotovost, zatímco hmotné prostředí a jistota se ukázaly být statisticky nevýznamné. Dále byla zjištěna silná pozitivní vazba mezi spokojeností zákazníků a jejich záměrem opakované návštěvy restaurace a šířením elektronické ústní reklamy (e-WOM). Tato zjištění zdůrazňují rostoucí význam emočního propojení a vztahové péče o zákazníky. Na základě těchto poznatků studie doporučuje manažerům restaurací investovat do školení zaměstnanců, které je zaměřeno na poskytování služeb, které jsou přesné, srdečné a rychlé, což vede ke zvýšení spokojenosti zákazníků, podpoře jejich loajality a posílení reputace restaurace.

Klíčová slova: DINESERV, kvalita služeb, spokojenost zákazníků, záměr opakované návštěvy, elektronická ústní reklama, Česká republika, restaurace, PLS-SEM

ABSTRACT

In today's highly competitive restaurant industry, ensuring an excellent service quality is indispensable for building customer satisfaction and, in turn, fostering customer commit-

ment. However, in the Czech Republic, limited empirical research examines the impact of individual service quality dimensions on customer satisfaction and how satisfaction subsequently influences behavioural outcomes. This study addresses these gaps by applying the DINESERV model to assess the direct impact of five service quality dimensions: tangibility, reliability, responsiveness, assurance, and empathy, and further explores how customer satisfaction affects behavioural intentions. The study adopts a quantitative, explanatory design, distributing self-administered questionnaires to 172 restaurant customers in the Zlín region who have dined out in the past three months. Data analysis is conducted using SPSS and Partial Least Squares Structural Equation Modelling (PLS-SEM) via SmartPLS. The results reveal that among the five service quality dimensions, only empathy, reliability, and responsiveness have a significant positive effect on customer satisfaction, while tangibility, assurance are statistically insignificant. Moreover, customer satisfaction shows a strong positive influence on both revisit intention and electronic word-of-mouth (e-WOM). These findings highlight the increasing importance of emotional connection and relational customer care. Based on these insights, the study recommends that restaurant managers invest in staff training aimed at delivering service that is accurate, warm, and prompt, in order to enhance customer satisfaction, foster loyalty, and strengthen their reputation.

Keywords: DINESERV, Service Quality, Customer Satisfaction, Revisit Intention, Electronic Word of Mouth, Czech Republic, Restaurants, PLS-SEM.

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INTRODUCTION

In the modern, experience-driven service economy, restaurants occupy a unique position not just as food providers, but as vital cultural, emotional, and social venues. In this highly competitive space, service quality emerges as a crucial factor in shaping customer satisfaction, fostering loyalty, and enhancing a brand's reputation Parasuraman et al. (1988). As dining choices expand and digital platforms facilitate the rapid spread of customer feedback and online word-of-mouth (e-WOM), consumer expectations have become more nuanced and demanding. For restaurateurs, this evolving landscape presents both promising opportunities and considerable challenges in the pursuit of long-term competitive advantage. Globally, service quality is widely acknowledged as a central driver of customer satisfaction and behavioural outcomes, including repeat visits and the propensity to engage in positive e-WOM. Numerous empirical studies have operationalized this concept using models such as SERVQUAL and its hospitality-specific variant, DINESERV, to capture the layered dimensions of service delivery. However, research focused on the Czech Republic especially utilizing DINESERV model remains scarce Studnička and Plzáková (2014). This gap is noteworthy, as consumer behaviour in these areas may diverge significantly from patterns observed in more urban or tourism-driven settings. This thesis seeks to bridge that research gap by employing the DINESERV model to examine how five core dimensions of service quality—tangibility, reliability, responsiveness, assurance, and empathy-affect customer satisfaction in restaurants Stevens et al. (1995). Additionally, it explores the mediation effects of satisfaction on customers' intention to return and their likelihood to share favourable -WOM. Adopting a quantitative, explanatory approach, this study collected and analyzed survey data from restaurant patrons in the Zlín region using Partial Least Squares Structural Equation Modelling (PLS-SEM) SmartPLS. The goal is to generate insights that are not only academically robust but also practically applicable for hospitality managers aiming to elevate the customer experience. By mapping the interconnected roles of service quality, satisfaction, and consumer behaviour, this research underscores the strategic importance of service excellence in achieving customer-centric outcomes. The findings contribute valuable knowledge for restaurant operators in the Czech context who are looking to refine their service offerings and stay competitive in a rapidly shifting market.

Based on the determined research gap and the aim of this study, research questions were formulated as follows:

- **RQ1:** How do the five DINESERV service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy) influence customer satisfaction in Czech restaurants?
- **RQ2:** Which service quality dimension has the most considerable impact on customer satisfaction?
- **RQ3:** How does customer satisfaction affect revisit intention?
- **RQ4:** How does customer satisfaction affect electronic word of mouth (e-WOM)?

OBJECTIVES AND METHODS OF THESIS DEVELOPMENT

The main objective of the master's dissertation is to assess the impact of service quality towards customer satisfaction, and the effect of customer satisfaction on revisit intention, and electronic word of mouth in the Czech Republic using DINESERV model. The main objective is supported by specific objectives such as:

1. To assess the impact of service quality dimensions towards customer satisfaction.
2. To determine which dimension of service quality has the greatest impact on customer satisfaction.
3. To examine the effect of customer satisfaction on revisit intention.
4. To evaluate the effect of customer satisfaction on electronic word of mouth.
5. To propose recommendations for the restaurant businesses to enhance service quality and customer satisfaction.

The study was carried out by applying an explanatory, quantitative research model, and survey method using the self-administered questionnaire to collect primary data designed to measure key variables relevant to the research objectives. The overall logical flow chart of the research process given in Figure 0.1.

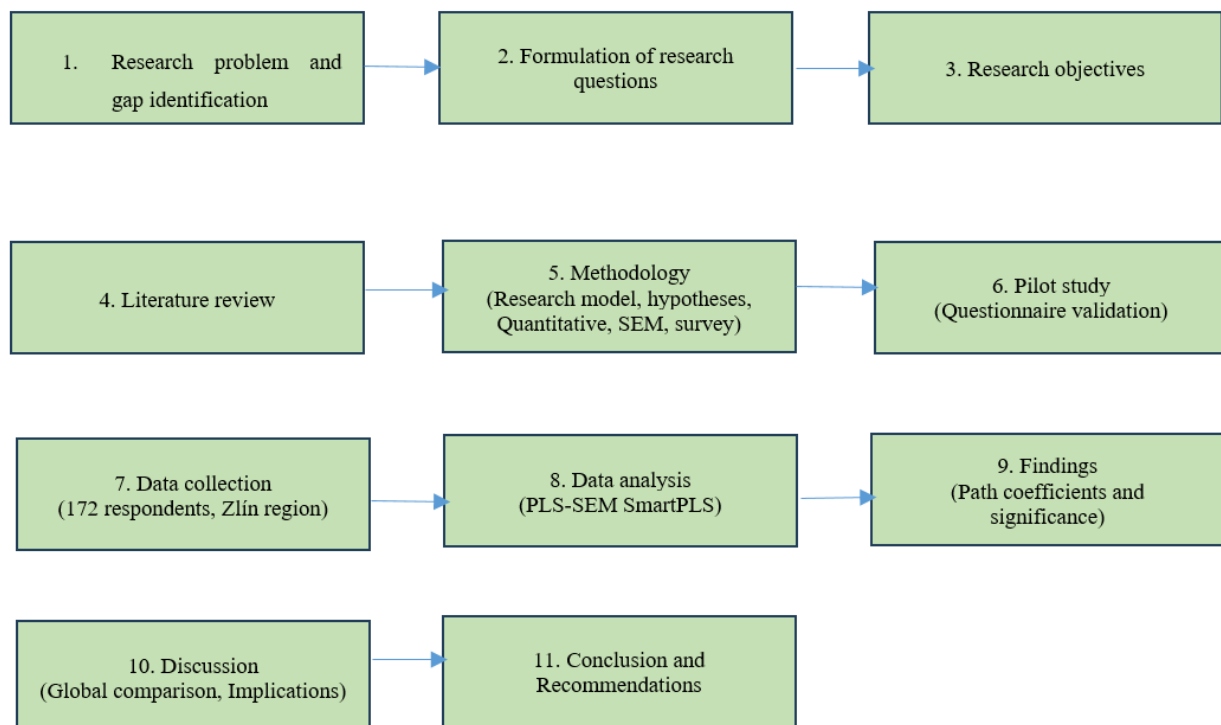


Figure 0.1 The logical flow chart of the research process

I THEORETICAL PART

1 SERVICE QUALITY, CUSTOMER SATISFACTION, AND BEHAVIOURAL OUTCOMES IN HOSPITALITY INDUSTRY

Service, specifically in the hospitality and restaurant industry can be defined as an intangible experience which comprises of interpersonal engagement and value creation (Lilien et al. (2022)). However, Customers' demands are changing rapidly due to exposure to various dining environments and experiences, constant reading of online reviews, and listening to friends' recommendations about different restaurants. These factors have contributed to a higher expectation of an excellent service in terms of food quality, attention to customers, and exciting dining vibes (Aureliano-Silva et al. (2021)). As a result, there has emerged a progressively intense rivalry among restaurants for superior service delivery (Tang and Ai Chin (2024)), where restaurants focus on experiential dining environment to maintain an exceptional service delivery that directly influences customer satisfaction, fosters loyalty. Thus, it is necessary to focus on higher service quality, as it is crucial for businesses aiming for customer satisfaction, loyalty, and profits and, in return, to gain a competitive advantage (Kankam (2023)). However, some scholars argued that perceived price fairness (Konuk (2019)), innovation (Truong et al. (2020)), and branding (Ismail et al. (2022)) are more critical in shaping the customer's than service quality. Nevertheless, studies, for instance, (Ofosu-Boateng and Acquaye (2020)), showed that a 52.4% increment in customer loyalty was observed because of improved service quality, and in another study, price contributed 34.5% to the decision of foodservice purchase, while high service quality at 16.5% (Noh et al. (2023)). However, since the latter study was done on university students, it would be reasonable to prefer price over quality for university students. On the other hand, aiming at better service quality without understanding the service is unwise and often tends to be ineffective (Yingfei et al. (2022)). As a result, the following section briefly clarifies the definition of the basic terminologies and phrases like quality, service, service quality, model, and service quality model.

1.1 The Concept of Quality: A multidimensional perspective

1.1.1 Etymology and Origins

The idea of quality is hard to define, often leading to several attempts to characterize it in scholarly articles (Solin and Curry (2023)). The terminological definition can be seen from philosophical and linguistic aspects. According to the Online Etymology Dictionary (n.d) the term traces its roots to the Latin word ‘qualitas’, meaning a quality, property, nature, state, or condition, and mentions its association with the original Aristotelian philosophy. The Oxford’s dictionary defines Quality(n): “the standard of something when it is compared to other things like it; how good or bad something is.” (OED, 2025). These foundational definitions provide a baseline from which theoretical and practical interpretations have evolved.

1.1.2 Classic Industrial Definitions

In the manufacturing era, the definition of quality was systematically extended to incorporate the concept of production. Two pioneers in this aspect were Philip B. Crosby and Joseph M. Juran:

- Crosby (1979)) defined quality as “conformance to requirements,” emphasizing a zero-defects philosophy. This approach was accentuated in the ISO 9001 standard, where quality is seen as adherence to specified requirements.
- In contrast, Juran and Godfrey (1999) introduced the idea of quality as “fitness for use,” focusing on meeting customer needs, and customer satisfaction, thereby expanding the scope beyond technical compliance.

In summary, these early conceptualization of Quality became significant for quality control and assurance systems in manufacturing Industry.

1.1.3 Customer-Centric Approaches

As service economies evolved, the concept of Quality began to incorporate the area of service systems. In this aspect, the major contributor was (Parasuraman et al. (1988)), who introduced the SERVQUAL model, defining quality as the gap between customer expectations and perceptions. This approach underscored:

- The impermanence of the definition of quality because it changes when the expectation of the customer changes.
- Quality demands the interaction between the provider and customer where both parties shape the outcome, a concept referred to as co-creation.

Similarly, Chakrapani (1998) asserted that quality exists when the customer's enjoyment exceeds the value of the money paid, and in competitive markets, the product or service offering the most enjoyment represents the highest quality.

1.1.4 Multidimensional Frameworks

An instrumental theoretical foundation was proposed by Garvin (1987), whose work outlined eight dimensions of quality, offering a comprehensive model applicable across industries:

- Performance: The product's primary operational capability.
- Features: Supplementary attributes that enhance functionality.
- Reliability: The ability to perform consistently without failure.
- Conformance: Adherence to standards and specifications.
- Durability: The usable lifespan and utility of the product.
- Serviceability: Accessibility and responsiveness of support services.
- Aesthetics: Sensory appeal and user preference.

- Perceived Quality: Indirect cues and brand perception influencing judgment. This definition was crucial as it helped to expand the definition of quality by embracing its complexity and context-driven concept.

1.1.5 Contemporary Perspectives

The contemporary literature acknowledges the contextual nature of quality. Schneider and White (2004) proposed three frameworks for understanding quality:

- Philosophical: An intuitive, subjective view:- “you know it when you see it.”
- Technical: Objective measurement of conformance or deviation.
- User-Based: Emphasizing customer needs and satisfaction.

In a more pragmatic synthesis, Kenyon and Sen (2015), in their book *The Perception of Quality*, define quality as “the degree of a product’s ability to meet the average customer’s expectations.” The overall growth of the conceptual understanding of Quality provides an insight in to the nature of consumer behavior and the need for a standardized approach to meet the need of customer’s expectation.

1.2 The concept of service

Throughout various times the concept of service has undergone transformations. In its earliest interpretations, service was broadly understood as “one person doing something for another” Lovelock and Wirtz (2017). This simple definition captured the idea of transaction in everyday socioeconomic interaction of its time. In the comprehensive book *Services Marketings: People, Technology, Strategy*, Lovelock and Wirtz (2017) traced the term’s origins back to the servant-master relationship, where service was originally tied to acts performed by servants for their masters. Over time, this definition expanded in both scope and societal relevance. As conceived in more modern lexicons, service came to be defined as “the action of serving, helping, or benefiting; conduct tending to the welfare or advantage of another.”

However, over the past three decades, the definition of service has laid a better conceptual foundation. Some of the most cited definitions of services are:

- One of the earliest and most cited definitions is offered by Grönroos (1984), who described service as: "An activity or a series of activities of a tangible or intangible nature that normally take place in interactions between the customer and the service provider." Grönroos (1984)
- This definition laid an instrumental insight about the inter-relational aspect of service. subsequently, Parasuraman et al. (1988) narrowed the definition, emphasizing the experience. "An intangible, perishable, and inseparable economic activity or process involving interactions between customers and service providers (or resources/systems), where the outcome does not result in ownership of a physical product." Parasuraman, et.al, (1985).
- Just then, Lovelock and Wirtz (2017) offered a concise and widely accepted definition: "a deed, a performance, or an effort that cannot be physically possessed" Lovelock and Wirtz (2017).
- In conclusive, a more contemporaneous view of the service which incorporates its experiential aspect was suggested as: "An experience involving the performance of certain tasks by a service provider intended to meet the needs or desires of the customer" Soteriou and Chen (2008).

The evolution of the growth of conceptual understanding of service has incorporated both service quality and customer satisfaction, which are the inseparable logical chains of cause and effect in business Prakash (2019).

However, unlike goods or products, which have fixed properties, the nature of a service is ever-changing and not repeatable. The reason is that service has fundamental characteristics: intangibility, perishability, heterogeneity, and customer co-creation. Consequently, it causes a real-time challenge for marketers and service providers Prakash (2019).

1.3 Characteristics of Service

Distinctive attributes separate services from goods, influencing marketing strategies and service management. Literature broadly agrees on four fundamental characteristics: intangibility, inseparability, heterogeneity, and perishability Wilson et al. (2021); Zeithaml et al. (2020).

Intangibility : Described as the inability to physically grasp or measure a service, poses challenges in service evaluation, as customers often rely on perceived quality indicators Zeithaml et al. (2020). The intangible nature of services makes standardized evaluation difficult, significantly impacting customer expectations and perceptions Keller and Kotler (2022).

Inseparability: Denotes the simultaneous delivery and consumption of services, where production and usage occur simultaneously. This characteristic underscores the significance of direct interactions between service providers and customers Wilson et al. (2021). Consequently, service providers must be proficient not only technically but also in interpersonal skills, affecting overall service quality perception Lovelock and Wirtz (2017).

Heterogeneity: The characteristic of heterogeneity reflects variability in service delivery, primarily due to human involvement. Service outcomes vary according to individual service providers' performance, external circumstances, and customers' involvement, making consistent quality challenging to achieve Parasuraman et al. (1988). As emphasized by Wilson et al. (2021), addressing heterogeneity requires robust training programs, service standardization, and quality control measures.

Perishability: Refers to services' inability to be stored for future use or sale. This characteristic forces service providers to manage demand dynamically, as unsold services represent lost revenue opportunities. Strategies like dynamic pricing, promotional offers, and service delivery optimization are essential to manage perishability effectively Keller and Kotler (2022). Overall, comprehensively understanding these service characteristics provides practical advantages. It informs effective service design, enhances customer experience, and supports tailored marketing and pricing strategies Lovelock et al. (2020); Prakash (2019). Despite these advantages, effectively designing and consistently delivering high-quality service remains challenging due to inherent service attributes, particularly heterogeneity and intangibility Zeithaml et al. (2020). Hence, robust conceptual frameworks to systematically evaluate and manage service quality remain critical and will be further explored in subse-

quent sections.

1.4 Service Quality

The profitability of a business strongly depends on service quality, because it results in increased customer loyalty, user attraction, higher profits, cost reduction, and an enhanced reputation Utkirov (2025). However, the definition of service quality is complex and continually evolving. Parasuraman et al. (1988) define service quality as “the difference between customer expectations and perceptions of the actual service received.” In contrast, Cronin Jr and Taylor (1992) argued that service quality should be measured based on performance, not customer expectations. Later, Grönroos (1984) proposed a multidimensional view encompassing technical, functional, and image quality. Service quality remains a critical driver of organizational success and customer commitment in traditional and digital environments Tan et al. (2019). Since the foundational work by Parasuraman et al. (1988), the concept has continued to evolve and adapt across various service contexts, including web-based and fully digital platforms. Unlike traditional service economies, digital platforms have unique characteristics that influence consumer perceptions of service quality, making it an increasingly important area of academic inquiry Saleem et al. (2024). The definitions of service quality are presented in Table 1.1.

1.5 The Service Quality Model

In theoretical and empirical studies, the conceptual framework, or model, can be used as a pattern, often representing and simplifying the complex system. It usually works through simple and visual approaches, creating a common understanding between different parties. It often incorporates numerous data, depicting the features of complex systems, and outlining the general aim, inputs, outputs, key points, assumptions, and simplifications. As mentioned earlier in this work, the attributes of service pose a challenge in measuring service quality, leading to subjective evaluation Yarimoglu (2014). Accordingly, the service quality model may serve as a simple and objective tool that is used to reliably measure the service quality. After Parasuraman et al. (1988), together with Zeithaml et al. (2020), first attempted to construct a service quality model in 1985, the service quality model has been evolving, often

Table 1.1 Definitions of Service Quality

Author	Year	Definition
Nightingale	1979	An evolving personal construct of values and expectations against which an individual evaluates a product or service.
Gronroos	1984	The outcome of an evaluation process, where the consumer compares his expectations with the service he perceived he had received.
Parasuraman et al.	1988	A form of attitude related but not equivalent to satisfaction and results from a comparison of expectations with perceptions of performance.
Gummesson	1991	Many product quality principles could be applied to the study of service quality, as long as the “L-factor: love, compassion, empathy, sense of humor, tacit knowledge, knowledge by acquaintance, and insights” are taken into account.
Johns	1992	Quality consists of a series of subqualities or quality attributes.
Oliver	1993	The customer’s perception of what service ought to be (i.e., ideal) may differ from what they believe they will likely receive (i.e., desired). Ideal expectations drive quality, whereas desired expectations drive satisfaction.
Brady and Cronin	2001	Service quality is formed by three attributes: interaction quality, physical environment quality, and outcome quality; and nine sub-attributes: attitude, behavior, expertise, ambient conditions, design, social factors, waiting time, tangibles, and valence.
Lopez-Fernandez and Serrano-Bedia	2004	Quality is associated with the delivery of service according to client expectations more than to the establishment category.
Presbury et al.	2005	A gap between customer expectations and the service they actually receive.
Narangajavana and Hu	2008	Service quality results from comparing a consumer’s real experience with his or her expectation of service.

Source: Torres, E.N., 2014

tailored to specific industries.

1.5.1 SERVQUAL Model

The SERVQUAL model was the first attempt that was done to measure service quality using the gap between the expectations, often called normative expectation, and perception of the customer Wider et al. (2024). Hence, it is called the GAP model. The term SERVQUAL is simply a blend of two words, “SERVice and QUALity,” which stands for a model to measure the service quality. It was an extension of the functional attributes mentioned earlier done in the Grönroos model around 1984 Ramanathan et al. (2017) The model was widely accepted. It initially included ten dimensions of service quality. (like, tangibility, reliability, responsiveness, communication, credibility, security, competence, courtesy, appreciation, and ac-

cess). Later, it was refined into five key dimensions of service quality, such as tangibility, responsiveness, reliability, assurance, and empathy as given in Table 1.2.

Table 1.2 SERVQUAL Dimensions of Service Quality

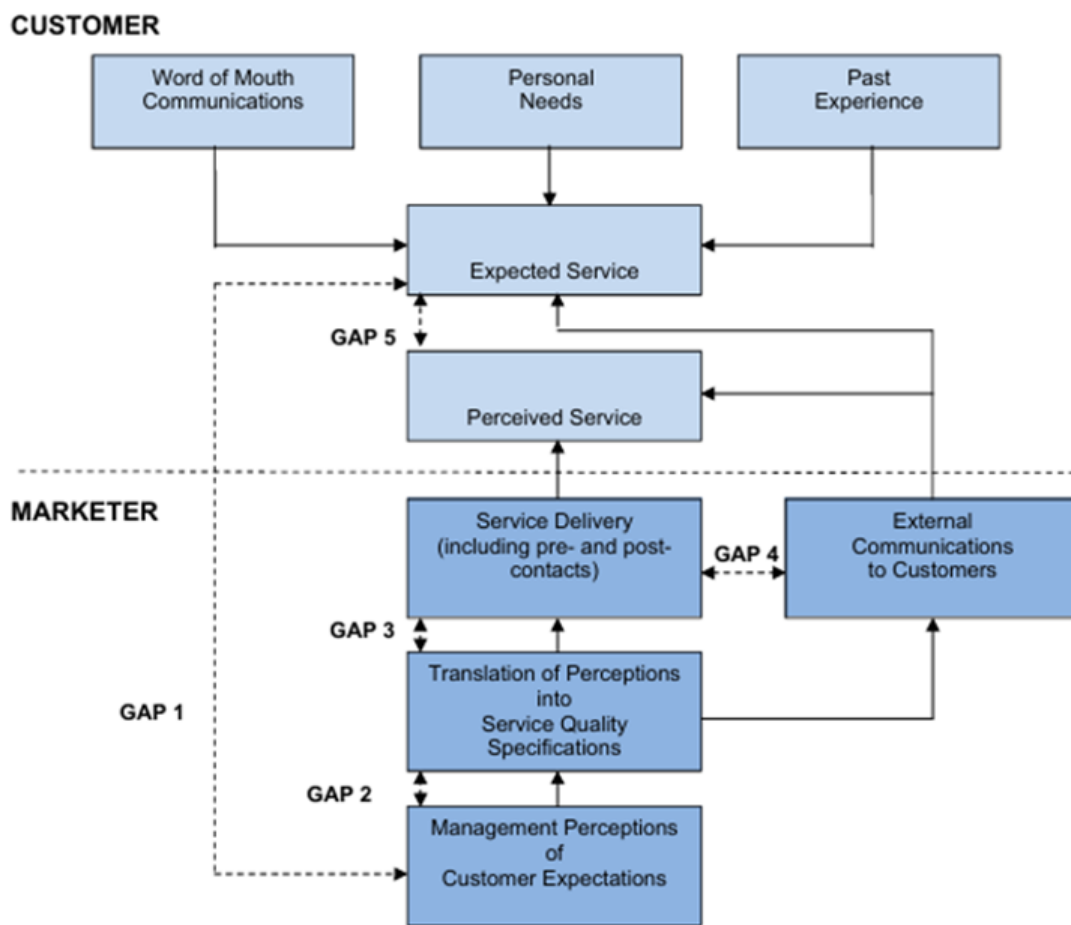
Dimension	Description
Tangibles	Physical facilities, equipment, and appearance of personnel
Reliability	Ability to perform the promised service dependably and accurately
Responsiveness	Willingness to help customers and provide prompt service
Assurance	Knowledge and courtesy of employees and their ability to inspire trust and confidence
Empathy	Caring, individualized attention the firm provides its customers

Source: Parasuraman et al., 1985.

Overall, the GAP model tries to depict the customer-service delivery interaction by highlighting the key factors of the essential aspects of high service quality. It proposes five quality dimensions gaps that can result in poor quality, with the fifth one being the gap between the customer's expectation against the perception of service received Kukanja et al. (2017). The gaps can be identified as:

- Gap 1: customer expectation -management perception gap.
- Gap 2: management perception -service quality specification gap.
- Gap 3: service quality specification - service delivery gap.
- Gap 4: service delivery -external communication gap.
- Gap 5: expected service -perceived service gap Ramanathan et al. (2017).

Service quality gap identification is illustrated in Figure 1.1. Even though SERVQUAL was widely used to measure service quality, it didn't escape criticism. The main area of concern was that it is a generic model, and, in effect, it lacks adaptability for various service industries. (Mendocilla, M., et.al 2021). Consequently, the SERVPERF model appeared as one of the remedies that was used for four industries, namely: fast food, dry cleaning, banks, and pest control. As a result, the SERVPERF model accounts for a greater amount of variance



Source: Parasuraman *et al.* (1985:44)

Figure 1.1 Service quality – identification of gaps

in service quality compared to SERVQUAL (Cronin, 1992, as cited in Pon-naiyan, S., *et al.*, 2021). The term SERVPERF is a coined word that stands for the “SERVICE PERFORMANCE”. In short, the SERVPERF model is the perception aspect of SERVQUAL. There are also other industry-specific models tailored from SERVQUAL. For instance, in hospitality, lodging, and restaurant industry, like DINSERV, LODGSERV, TANGSERV, DINESCAPE, DinEX, Hierarchical, and so on. However, the objective of our study is not to determine which model is superior. The importance of service quality in the restaurant caught significant attention when the DINESERV model was constructed by Stevens, Knutson, and Patton in 1995 (Kukanja *et al.*, 2017). The 29-item DINESERV questionnaire comprises specific restaurant service quality indicators that fall into the five SERVQUAL quality dimensions. Several attempts have been made. For instance, Keith and Simmers (2011) modified the original DINESERV questionnaire by adopting the performance approach to quality measurement and developed a new measurement tool named Dineserv.per (Kukanja

et al. (2017). For the study purpose, I have adopted the DINESERV. per. model. It is the modified DINESERV model as mentioned above which assesses the performance of restaurant service through the experiential evaluation of the customers.

1.5.2 DINESERV Model

The customer's overall evaluation of service quality is a determinative factor in the success of the service industry. According to Alam et al. (2015), the intense competition among restaurant firms to surpass customer evaluations through various changes makes service quality assessment increasingly complex and demanding. Hence, it is essential to establish a scale that can effectively measure the service quality of restaurants. DINESERV is an instrument used to measure the service quality of restaurants. It is specifically designed to assess the customer's perception of the service they received. Developed by Stevens et al. (1995) and adapted from the generic SERVQUAL and LODGSERV models, it has proven to be suitable (Uslu, A. and Eren, R., 2020; Noh, I., et.al., 2023). It was later modified into a performance-based quality assessment tool called DINESERV.PER Kukanja et al. (2017), cited in Kukanja et al., 2017) focuses solely on the perception component of the SERVQUAL model, emphasizing the customer's perceived performance of the restaurant. It has been extensively applied in various restaurant contexts, including fine dining, casual dining, fast food, food courts, chain restaurants, and school dining (Hansen .2014, Wang, C.H. et al., 2018; Adeinat, I., 2019; Abezie .2019, Apostol, E.M., et.al., C.D. 2023). The model initially consisted of 40 statements, which were later reduced to 29: 10 related to tangibility, 5 to reliability, 3 to responsiveness, 5 to assurance, and 5 to empathy. However, this distribution does not reflect the relative importance of each dimension. To ensure fairness, the developers calculated the average of each dimension separately. Table 1.3 shows the DINESERV Per dimensions and Items.

Table 1.3 DINESERV Per Dimensions and Items

No.	Statement	Dimension
TAN 1	Has visually attractive parking areas and building exteriors.	Tangibles
TAN 2	Has a visually attractive dining area.	Tangibles
TAN 3	Has staff members who are clean, neat, and appropriately dressed.	Tangibles
TAN 4	Has a decor in keeping with its image and price range.	Tangibles
TAN 5	Has a menu that is easily readable.	Tangibles
TAN 6	Has a visually attractive menu that reflects the restaurant's image.	Tangibles
TAN 7	Has a dining area that is comfortable and easy to move around in.	Tangibles
TAN 8	Has rest rooms that are thoroughly clean.	Tangibles
TAN 9	Has dining areas that are thoroughly clean.	Tangibles
TAN 10	Has comfortable seats in the dining room.	Tangibles
REL 11	Serves you in the time promised.	Reliability
REL 12	Quickly corrects anything that is wrong.	Reliability
REL 13	Is dependable and consistent.	Reliability
REL 14	Provides an accurate guest check.	Reliability
REL 15	Serves your food exactly as you ordered it.	Reliability
RES 16	During busy times, has employees shift to help each other maintain service speed and quality.	Responsiveness
RES 17	Provides prompt and quick service.	Responsiveness
RES 18	Gives extra effort to handle your special requests.	Responsiveness
ASU 19	Has employees who can answer your questions completely.	Assurance
ASU 20	Makes you feel comfortable and confident in your interactions.	Assurance
ASU 21	Has personnel who are both able and willing to give you information about menu items, ingredients, and preparation methods.	Assurance
ASU 22	Makes you feel personally safe.	Assurance
ASU 23	Has personnel who seem well-trained, competent, and experienced.	Assurance
ASU 24	Seems to give employees support so that they can do their jobs well.	Assurance
EMP 25	Has employees who are sensitive to your individual needs and wants, rather than relying only on policies.	Empathy
EMP 26	Makes you feel special.	Empathy
EMP 27	Anticipates your individual needs and wants.	Empathy
EMP 28	Has employees who are sympathetic and reassuring when something is wrong.	Empathy
EMP 29	Seems to have the customers' best interests at heart.	Empathy

Although DINESERV has gained universal acceptance, as we will examine below, the significance of each dimension varies depending on the context of a given country. Moreover, as cultural contexts deeply influence dining habits, further studies are necessary to explore the applicability and effectiveness of the DINESERV model across diverse cultural settings (Apostol et al., 2023).

Tangibility: Tangibility refers to the physical facilities, equipment, and appearance of personnel (Setiono, B.A. and Hidayat, S., 2022; Noh, I. et al., 2023; Abezie, 2019). Research shows that tangibility has a strong correlation with overall customer satisfaction (Apostol et al., 2023; Putta, S.S., 2023); hence, great attention must be given to the physical environments in restaurants (Wahid, S.N.S. et al., 2017). For instance, in developed countries like Sweden, tangibles such as clean interiors and excellent décor made a strong impression on customers at Pizza Hut (Abezie, 2020). Similarly, in the Netherlands, Generation Z was attracted to ambience (Journal of Foodservice Business Research, 2023). However, in countries like Czechia, tourists in Prague prefer tangibility, while local customers value responsiveness and empathy (Richterová, 2016). According to Stevens et al. (1995), tangibility in restaurants includes: (1) visually attractive parking areas and building exteriors, (2) a visually appealing dining area, (3) clean, neat, and appropriately dressed staff, (4) decor that aligns with the restaurant's image and price range, (5) an easily readable menu, (6) a menu that reflects the restaurant's image, (7) a comfortable and spacious dining area, (8) thoroughly clean restrooms, (9) clean dining areas, and (10) comfortable seating.

Reliability: Reliability refers to the restaurant's dependability, accuracy, and consistency in service provision. According to Sukarsa et al. (2022), reliability is strongly important in fast food service and is a critical factor for customer satisfaction and revisit intention (Diab et al., 2016). In the Philippines, Apostol et al. (2023) found that regularity in service, precision, and speed left a strong impression. Customers were highly satisfied with services that had fewer errors and met their expectations. However, in emerging countries like Bangladesh, Dhaka-based restaurants have faced challenges with service consistency due to operational issues (Matin et al., 2021). In developed countries like Czechia, particularly in urban areas, consistency in service was especially valued in business-lunch settings (Kvasnička, 2018). According to Stevens, Knutson, and Patton (1995), this dimension includes: (11) the restaurant serves you on time as promised, (12) quickly corrects anything wrong, (13) is depend-

able and consistent, (14) provides an accurate guest check, and (15) serves your food exactly as you ordered it.

Responsiveness: Responsiveness refers to the willingness to help customers and provide prompt service. According to Apostol et al. (2023), in the Philippines, customers were highly satisfied when staff took preventive measures to avoid errors, corrected mistakes immediately, and acted with caution. In contrast, a study by Abezie (2020) showed that customers in Sweden preferred privacy and distance while dining. In countries like Czechia, where customer culture has traditionally been more reserved, service is now evolving into a friendlier and more engaging approach (Richterová, 2016). However, a study conducted in India across 30 restaurants found that while tangibility was the main factor influencing customer satisfaction, responsiveness ranked among the least important (Putta, S.S., 2023). According to Stevens, Knutson, and Patton (1995), this dimension includes: (16) employees helping each other maintain service speed and quality during busy times, (17) the restaurant providing prompt and quick service, and (18) employees making extra efforts to handle special requests.

Empathy: Empathy refers to the caring and individualized attention given to customers. According to Putta, S.S. (2023) and Tuncer, I. et al. (2021), empathy is the least influential factor associated with customer satisfaction. However, another study suggests that in collectivist cultures like the Philippines, friendliness and individualized attention leave a strong impression on customers (Apostol et al., 2023). This approach, however, was not evident in developed countries like Sweden and Czechia (Abezie, 2020; Richterová, 2016). According to Stevens, Knutson, and Patton (1995), the attributes of empathy include: (25) employees being sensitive to individual needs rather than relying solely on policies, (26) the restaurant making customers feel special, (27) anticipating individual needs and wants, (28) being sympathetic and reassuring when something is wrong, and (29) having the customers' best interests at heart.

Assurance: Assurance refers to the knowledge and courtesy of employees and their ability to convey trust and confidence. According to the Netherlands Food and Consumer Product Safety Authority (NVWA, 2023), customers were not surprised by confident service; it became most relevant in matters of food safety and allergy information. A study conducted in

Sudan's fine dining sector found that assurance had a strong positive association with customer satisfaction (Diab et al., 2016). According to Stevens, Knutson, and Patton (1995), the attributes of this dimension include: (19) employees can answer your questions completely, (20) make you feel comfortable and confident in your interactions, (21) are knowledgeable and willing to provide information about menu items, ingredients, and preparation methods, (22) the restaurant makes you feel personally safe, (23) employees seem well-trained, competent, and experienced, and (24) the restaurant supports employees to perform their jobs well. Overall, it can be said that while the DINESERV model is successful in measuring the service quality of restaurants, and its dimensions and attributes are strongly associated with customer satisfaction, the significance of each dimension varies according to the restaurant's setup or type, geo-political context, culture and economical status of a given country. Hence, we cannot generalize the strength of the dimensions. In the context of the Czech Republic, although DINESERV has not been extensively studied, research by Richterová (2016) and Kvasnička (2018) observed that tourist-heavy areas were influenced by tangibles, while responsiveness and empathy are evolving through competition among restaurants. This study aims to empirically assess the effect of DINESERV dimensions on customer satisfaction among restaurants in Czechia.

1.6 Customer Satisfaction

Customer satisfaction is at the heart of all business, and it has led to the widespread use of surveys. (Torres, E.N., 2014, Cankül, D., et.al., 2024). The concept of customer satisfaction has evolved inseparably with service quality. The earliest definition of customer satisfaction is found in Cardozo, R.N., 1965 experimental work, where he described customer satisfaction as being affected by the effort and expectations, which alludes to the higher perceived customer satisfaction as the effort in purchasing increases. However, his work mainly focuses on the product rather than the service. Customer satisfaction can be defined as a subjective judgement that a customer comes to conclusion comparing the pre- and post-purchase experience of a given service he received (Tsao & Hsieh, 2012; Khanchanapong T. and Taweessuk, P., 2021). Customers often feel a sense of fulfillment when their emotional reactions to buying and using a product or service align with, or exceed, what they expected. This satisfaction stems from how they mentally compare what they hoped for with what they actually expe-

rienced (Adekunle & Jones, 2018). When customers are pleased with a service, they're not only more inclined to return, but they're also more likely to recommend it to others, unlike those who leave dissatisfied. This makes customer satisfaction a critical factor, as it directly affects how likely people are to come back and what they expect from future visits (Che Wu et al., 2015). Many elements contribute to how satisfied a customer feels like how competent the staff are, how dependable the service is, its cost, the environment in which it's offered, and the comfort level it provides. All of these aspects can lead customers to speak positively about their experience to friends, colleagues, or other potential customers (Taghizadeh et al., 2013; Laksana & Ekawati, 2020)

1.7 Behavioural Outcome

1.7.1 Revisit Intention

As human behaviour is dynamic and unpredictable, understanding its core elements is crucial in consumer behaviour research. Consumer demand is subjective and often expressed through individual beliefs and perceptions. One practical reflection of consumer satisfaction is their revisit intention. Revisit intention can be defined as a form of cumulative satisfaction (Bellamkonda, R.S., et al., 2024) and is often described as the consumer's tendency to return to the same place, with satisfaction serving as an antecedent (Rajput, A. & Gahfoor, R.Z., 2020; Laksana, I.P.G.J. & Ekawati, N.W., 2020). When customers are highly satisfied, they are more likely to develop a habit of revisiting the same location and may even become brand advocates (Cole & Scott, 2004; Mannan et al., 2019, as cited in Sirimongkol, T., 2022). Moreover, since revisit intention stems from satisfaction, it can also include recommending the place to others—reinforcing loyalty through informal word-of-mouth promotion (Chien, M.C., 2017). Beyond consumer behavior itself, competitive service availability in the market poses a significant challenge for business operators. In this context, customer satisfaction as discussed earlier plays a vital role (Yan, X., et al., 2015). It is essential not only for encouraging revisit intention but also for gaining a competitive advantage. Retaining existing customers is more cost-effective than acquiring new ones; in other words, customer loyalty is more profitable than new customer acquisition (Pun, L.B., 2022). Put differently, satisfied customers not only return but also trigger a ripple effect by attracting new customers through

personal recommendations.

1.7.2 Electronic Word of Mouth

Word-of-mouth communication plays a crucial role in consumer behavior and the decision-making process. (Senanayake, K. and Mudiyanse, T.L., 2022). It refers to the conversation between the customer and the receiver where the receiver perceives no commercial motive about the brand or service (Yen, C.L.A. and Tang, C.H.H., 2019; Alrwashdeh, M., et.al., 2019). However, the downside of it is that it demands a face-to-face interaction (Pandey, A. and Sahu, R., 2020). Hence, it is ineffective when it comes to reaching a large audience. Through the progress of technology and the emergence of Web 2.0, the WOM has been converted into eWOM, which allows a vast number of users to share their experiences and opinions about the service they received without geographical constraint (Yen, C.L.A. and Tang, C.H.H., 2019; Pandey, A. and Sahu, R., 2020). Electronic word of mouth(eWom) can be defined as a continuous process of information exchange between consumers of any category about a service or company online (Ismagilova et al. 2017). It involves an informal conversation regarding a product, service, or brand (Brian Lee & Li, 2018; Khanchanapong & Taweasuk, 2021). (What are counterarguments, potential objections, and answers for it? Why answer). This communication of the view customer can lead the receiver to or against the product or service (Khanchanapong & Taweasuk, 2021). It is also reported that eWOM is more reliable than marketing in influencing purchasing decisions (Varkaris & Neuhofer, 2017). Thus, promoting positive eWOM is crucial to the success of any business. Study shows that satisfied customers tend to share a positive eWOM, fostering the brand reputation and attracting potential buyers (Ahmadi, 2018). As a result, strengthening customer satisfaction and the eWOM can be a successful strategy to succeed in any business and gain a competitive advantage.

Based on the theoretical framework discussed in the preceding literature, the proposed hypotheses have been systematically formulated, and the research model has been carefully designed to guide the subsequent empirical sections of the study.

Based on the theoretical framework, the following hypotheses were formulated:

- H1: Tangibility has a significant positive effect on the customer's satisfaction.
- H2: Reliability has a significant positive effect on the customer's satisfaction.
- H3: Responsiveness has a significant positive effect on the customer's satisfaction.
- H4: Assurance has a significant positive effect on the customer's satisfaction.
- H5: Empathy has a significant positive effect on the customer's satisfaction.
- H6: Customer satisfaction has a significant positive effect on revisiting intentions.
- H7: Customer Satisfaction has a significant positive effect on the electronic word of mouth.
- H8: Customer Satisfaction mediates the relationship between tangibility and revisit intention.
- H9: Customer Satisfaction mediates the relationship between reliability and revisit intention.
- H10: Customer Satisfaction mediates the relationship between responsiveness and revisit intention.
- H11: Customer Satisfaction mediates the relationship between assurance and revisit intention.
- H12: Customer Satisfaction mediates the relationship between empathy and revisit intention.
- H13: Customer Satisfaction mediates the relationship between tangibility and electronic word of mouth.
- H14: Customer Satisfaction mediates the relationship between responsiveness and electronic word of mouth.
- H15: Customer Satisfaction mediates the relationship between reliability and electronic word of mouth.
- H16: Customer Satisfaction mediates the relationship between assurance and electronic word of mouth.

H17: Customer Satisfaction mediates the relationship between empathy and electronic word of mouth.

The Proposed research model is given in Figure 1.2.

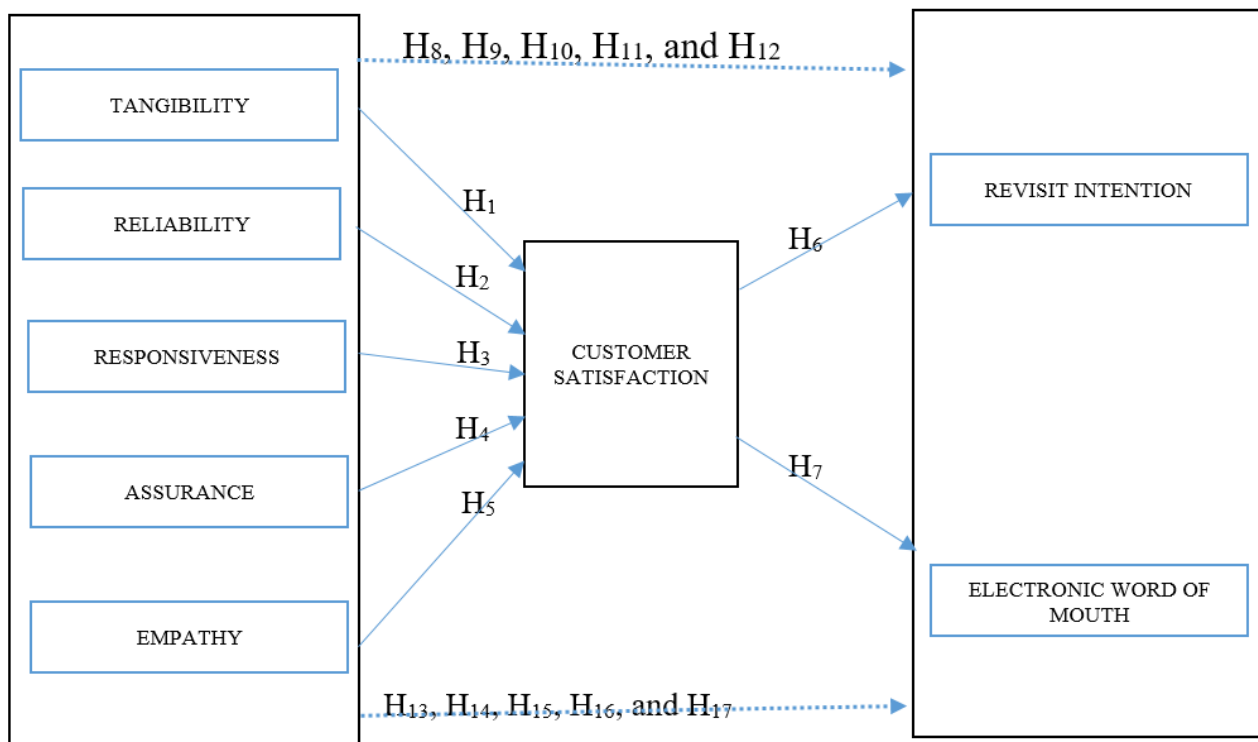


Figure 1.2 Research Model

II PRACTICAL PART

2 RESEARCH METHODOLOGY

To achieve the main objective of the master's thesis, I have adhered to the following scientific approaches:

- A brief overview of the restaurant industry in the Czech Republic was conducted to establish contextual relevance.
- The research philosophy, approach, and design were identified, and a structured questionnaire was developed based on the DINESERV model.
- A pilot study was conducted to refine the instrument, followed by full-scale data collection in the Zlín Region.
- The collected data were analysed using PLS-SEM SmartPLS, and findings were presented in line with the research hypotheses.
- The results were interpreted and discussed, followed by practical recommendations for the restaurant sector.

2.1 A brief overview of the definition of restaurant and the context of the restaurants in the Czech Republic

The restaurant industry is one of the hospitality industry's primary service sectors that offers its customers food and beverages, typically in exchange for money. However, it is also a complex sector due to its multifaceted functions (Abishov et al., 2024). Besides the food and beverage service, it serves as a space for socialization, entertainment, and cultural immersion while reflecting national traditions and cuisines. Since it is a highly competitive industry, it demands effective management across key areas such as customer experience, marketing, and finance-which strengthens its role as both a business and social institution (Stamat 2022). Generally, restaurants can be grouped based on their concept, and overall service system. The categories can be identified as:

Traditional typology: this includes:

- Quick service restaurants(QSR): also known as fast food, offering speedy service with limited table service.
- Fast casual restaurants (FCR): a hybrid of fast food and casual dining, typically offering higher quality food with limited service.
- Casual dining restaurants (CDR): provide full table service in a relaxed atmosphere with moderate pricing.
- Fine dining restaurants (FDR): offer upscale cuisine and service in a formal setting (McMahon et al., 2015).

Concept restaurants: this includes themed dining establishments designed to deliver a unique experience based on a central idea, such as a specific culture, movie, or period. Categories include:

- Food and beverage-themed (e.g., chocolate cafés).
- National/ethnic-themed (e.g., Italian, Thai).
- Pop culture or fictional themes (e.g., Harry Potter cafés).
- Historical or event-based themes Şenel and Yılmaz (2020).

Customer-Perceived Attributes: Another approach to classification is based on price/value and customer perceptions, such as:

- Budget eateries.
- Mid-range casual restaurants.
- Premium gourmet spots This typology was validated using customer reviews and sentiments from platforms like TripAdvisor Nghiêm-Phú and Watanabe (2021).

2.1.1 Overview of the status of the restaurants in the Czech Republic

In the recent times, Czech Republic has shown a striking transition in the restaurants setting. This change has various motivating factors including policy change, shifting of economic structure, complexity of consumers preferences. Regarding regulations, two particularly notable regulatory milestones—the Electronic Record of Sales (EET) introduction in 2016 and the nationwide smoking ban implemented in 2017—played a key role in modernizing the sector and aligning it more closely with broader European standards (GlobalData, 2018). As of 2022, the hospitality industry was a significant employer, providing jobs to nearly 200,000 people and operating more than 21,000 restaurants nationwide (USDA Foreign Agricultural Service, 2023). However, by 2023, the sector experienced a modest contraction, with a 2% drop in restaurants. This decline was most pronounced in smaller municipalities—those with fewer than 5,000 residents. Meanwhile, regions such as Moravia bucked the trend and reported growth (CIJ Europe, 2024). The Czech restaurant sector is typically divided into two broad categories: profit-driven and cost-oriented operations. Within the profit segment, full-service restaurants (FSRs) remain dominant, followed by quick-service restaurants (QSRs), pubs, and cafés. International chains like McDonald's and KFC have demonstrated strong resilience, largely thanks to their ability to adapt rapidly to digital trends and evolving consumer behavior (GlobalData, 2021). On the economic front, the Czech food service market was valued at approximately \$10.8 billion in 2020. In terms of economic value, the Czech food service market was projected to reach \$10.8 billion by 2020. Forecasts at the time predicted a robust compound annual growth rate (CAGR) of more than 15% through 2025 (GlobalData, 2021). Notably, by relying more on online ordering and delivery, the COVID-19 pandemic altered consumer expectations and accelerated the industry's transition to more technologically sophisticated solutions. The beginning of 2025, the number of dining establishments in the Czech Republic had reached an estimated 29,833, distributed across 14 regions and 98 districts. The capital, Prague, stood out with 5,390 venues—accounting for 18.1% of the national total—followed by Brno, home to 1,386. These figures include full-service restaurants, fast food outlets, coffee shops, and pubs. It should be noted that different totals may result from differences in definitions and data sources. For example, Rentech Digital's 2025 report lists only 3,750 restaurants, most likely because of more stringent classification standards. The future of the Czech food service sector is bright despite recent

setbacks. Rising disposable incomes, ongoing urbanization, and a thriving tourism industry are anticipated to be the main drivers of growth. With an estimated yearly growth rate of 2.6%, revenue is expected to reach €11.3 billion by 2028 (ReportLinker, 2024). Success in this industry will depend more and more in the coming years on being able to adapt to the demands of customers for varied dining options, easy digital integration, and convenience.

2.2 Research Philosophy-Positivism

The study is framed within the positivistic research philosophy, as the author believes reality is objective, observable and measurable (Saunders et al., 2019). This research philosophy utilizes standardized methods and statistical tools to test supposed hypothesis and identify the causal relationships. Accordingly, this study employs quantitative techniques to determine the impact of the service quality dimensions on the customer's satisfaction and in effect the behavioral outcome in the restaurants context using the DINESERV model. According to the positivistic philosophy, the researcher should abstain from subjective interpretation, and be able to validate the theoretical model Easterby-Smith et al. (2018).

2.3 Research Approach-Deductive

The research has endorsed deductive approach, where by the hypothesis will be tested after it is developed from the existing theoretical framework and models Creswell (2018). This approach best fits the positivistic and explanatory study because it allows the researcher to move from the general theory to specific observation using standardized methodology (Saunders et al., 2019). Correspondingly, the study begins with the DINESERV model which embraces the service quality dimensions. The hypothesis were formulated to test the service quality dimensions effect on the customer satisfaction, and how customer satisfaction affects the revisit intention and e-wom.

2.4 Research Strategy- Survey with SEM

For the purpose of the study, survey strategy was employed where by measurable data were gathered systematically from a large population in a very short time. Carefully structure ques-

tionnaires was used to collect the responses on the customer satisfaction, revisit intention and e-wom. The survey-strategy is common in hospitality industry (Hair et al., 2022). To analyze the data Structural Equation Modeling (SEM) was applied. This modeling is an essential statistical tool to test the complex relationships between observed and latent variables (Hair et al., 2022).

2.5 Research Design-Explanatory, Cross-sectional, Quantitative

The study adopts the explanatory research design to identify and measure the causal relationship between variables (Saunders et al., 2019). It explores the effect of service quality dimensions on the customer's satisfaction, and the customer's satisfaction effect on the revisit intention and e-wom as well. The study is Cross-sectional, as data was collected at a single point in time from sample of restaurant customers in the Czech Republic. The design is quantitative because data is analysed using SEM to provide a conclusive and statistically sound findings.

2.6 Data Collection Method

The study applied a quantitative data collection method using structured questionnaires. This approach is ideal for positivistic and explanatory research as it a systematic collection and analysis of quantifiable data Karunarathna et al. (2024). the questionnaire was distributed both physically and electronically to effectively address all types of customers and above all to increase the accessibility.

2.7 Common Method Bias

To reduce common method bias (CMB), which can affect the accuracy of results when all data comes from a single source, several practical steps were taken. A pilot study with 25 participants helped ensure the clarity of the questionnaire and reduced ambiguity in wording. The survey was self-administered and anonymous, which helped minimize social desirability and interviewer bias. No personal data was collected, and all responses were stored securely. These steps align with suggestions from Podsakoff et al. (2012) to manage CMB in survey-

based research.

2.8 Sampling Technique and Selection of the Respondents

The research utilized a non-probability purposive sampling technique, aiming at customers in Zlin region who dined at quick service , or full service restaurant in the last three months. This sampling technique is effective when the researcher targets to collect data from respondents with a specific experience, like restaurants service quality satisfaction (Taherdoost, 2021).

2.9 Inclusion Criteria

Refers to the specific criteria that respondents must fulfill to be eligible for the study participation (Taherdoost 2021; Creswell (2018)). The criteria is set to ensure that data is important, valid, and in line with the objective of the study. Accordingly, the inclusion criteria for the study was established to ensure that participants had a relevant experience necessary for the objective. As such, respondents are eligible (1) Had dine in the full-service restaurant in Zlin within the last three months (2) If age 15 and above, (3) Gave their consents to participate. The time bound criteria reduces the recall bias.

The Proposed research model is given in Figure 2.1.

2.10 Choice of Location : Zlin Region

The Zlin region of the Czech Republic is selected for the study primarily due to feasibility and accessibility of data collection, as the researcher is a student who resides in Zlin region. This allowed for efficient distribution and collection of survey responses through both online and offline channels, in line with common recommendations for location-based sampling in student-led research (Saunders et al., 2019). Besides, Zlin offers diverse mix of restaurants-ranging from quick-service to full service restaurants which will make it contextually appropriate for the study.

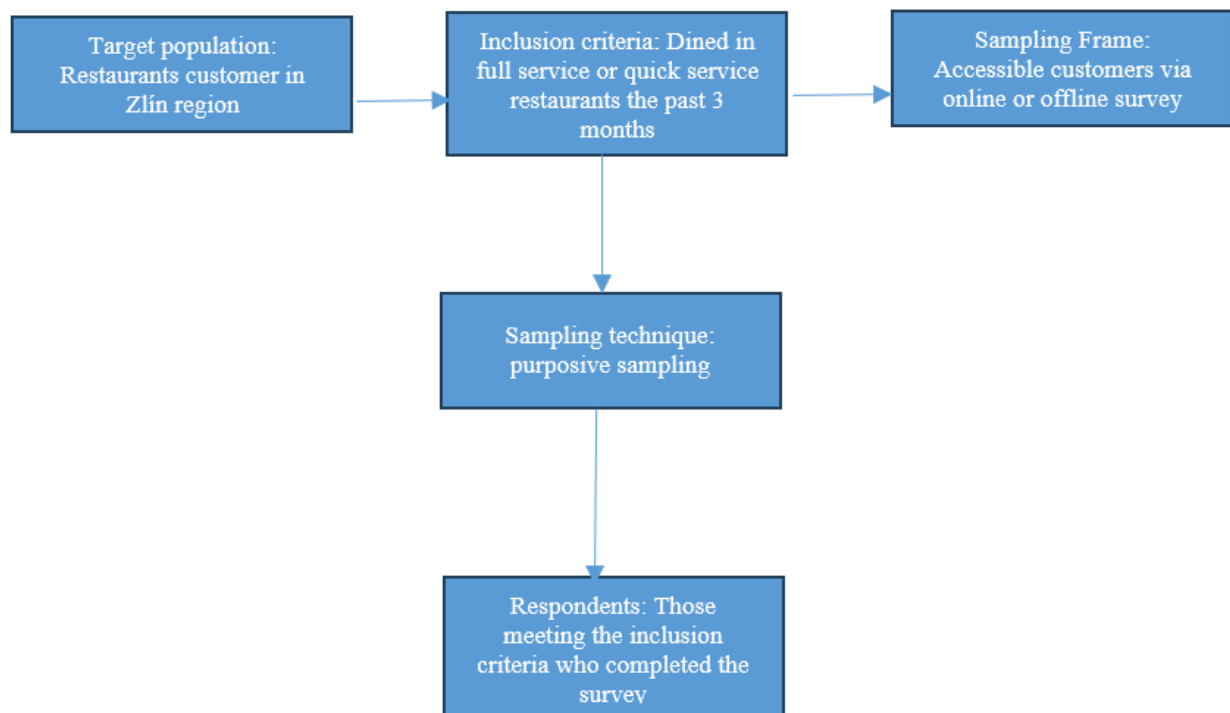


Figure 2.1 Samplin Logic flow: Purposive sampling process

2.11 Self-Completion Questionnaire

The study used a self-completion questionnaire (Appendix-1) with a 1-5 likert scale items measuring customer perceptions of the service quality dimensions, customer satisfaction, and e-wom. Self-administered questionnaires are cost effective, minimizes interviewers bias, and can reach larger population (Moore, Harrison& Hair, 2021). Since the respondents completed the questionnaire independently, social desirability bias is also minimized. The questionnaire was developed based on the existing literatures. The questionnaire consisted of close-ended questions divided into section one and two.

- **Demographic data:** The questionnaire starts with demographic files of the respondents which addresses the gender, age, education, occupation, marital status, and income. Additionally, the dining frequency of the respondents per week is also included.
- **The predictor and dependent variable:** This part of the questionnaire included enclosed ended statements adapted from various studies. The constructs and literature sources are given in 2.1.

Table 2.1 Constructs and Literature Sources

Construct	Operationalization (Scale)	Literature Sourced
Tangibility (TAN)	TAN 1: The restaurant has a visually attractive dining area	Stevens et al. (1995) Serra-Cantallops et al. (2020)
	TAN 2: The restaurant's staff members are dressed well and clean	Cronin and Taylor (1992) Abezie (2020)
	TAN 3: The restaurant has up-to-date dining equipment	Murthy and Kumar (2023) Akbaba (2006)
	TAN 4: The restaurant has an easily readable menu	
Reliability (REL)	REL 1: The restaurant provides an accurate guest check	
	REL 2: The restaurant serves your food exactly as you ordered it	
	REL 3: The restaurant quickly corrects complaints from customers	
	REL 4: Serves you in the time promised	
Responsiveness (RES)	RES 1: The restaurant provides quick service	
	RES 2: The restaurant gives extra effort to handle your special order	
	RES 3: During busy times, employees shift to help each other maintain the speed and quality of service	
	RES 4: The restaurant's employees are always available when needed	

Continued on next page

Construct	Operationalization (Scale)	Literature Sourced
Assurance (ASS)	ASS 1: The behaviour of the restaurant employees inspires trust in customers ASS 2: The restaurant's employees are well trained, experienced, and efficient ASS 3: The restaurant has personnel who are both able and willing to give you information about menu items, their ingredients, and methods of preparation	
Empathy (EMP)	EMP 1: The restaurant's employees are polite and respectful EMP 2: The restaurant offers a friendly and comfortable environment EMP 3: The restaurant employees give individual attention to the customer	
Customer Satisfaction (CS)	CS 1: I am pleased to dine at this restaurant CS 2: I am satisfied with this restaurant CS 3: The overall feelings I got from this restaurant put me in a good mood CS 4: I have made the right decision choosing this restaurant	Serra-Cantallops et al. (2020) Mannan et al. (2019)
Revisit Intention (RI)	RI 1: Soon, I would like to visit this restaurant RI 2: I intend to visit this restaurant with my friends and family soon RI 3: Prefer this restaurant over other restaurants	Mannan et al. (2019)

Continued on next page

Construct	Operationalization (Scale)	Literature Sourced
Electronic Word of Mouth (EWoM)	EWoM 1: I am proud to tell others I am this restaurant's customer EWoM 2: I am excited to comment in social networks that I am in this restaurant EWoM 3: I have written positive comments about this restaurant on social networks EWoM 4: I recommend this restaurant to friends through mobile or social media	Goyette et al. (2010) Serra-Cantalops et al. (2020)

Source: Author's own.

2.12 Pilot Study

A pilot study was conducted with 25 participants, which represents approximately 15% of the final sample size (n=172). This approach is inline with the standard which recommends from 10-30 participants are sufficient for identifying design issues, questionnaire clarity, and assess tools reliability (Saunders et al., 2019). Comments from the pilot participants was used to refine the clarity and structure of the questionnaire before full-scale data collection.

2.13 Data Analysis

The data collected from respondents were subjected to Partial Least Squares Equation Modeling (PLS-SEM) in SmartPLS. This method allows the cause-effect relationship between the observable and latent variables, and ideal for exploratory and confirmatory purposes of research in hospitality industry Hair et al. (2022). The descriptive statistics was analyzed using SPSS, and followed by measurement model validation (reliability, validity) and structural model analysis (path coefficients, significance levels).

2.14 Ethical Consideration

The study is conducted by strictly following the ethical standards of business researches (Badu, E., O'Brien, A.P., & Mitchell, R. 2019). The participants were well aware of the nature, purpose, and procedure of the study. No personal identifiable data were collected and data were stored securely in encrypted files. The study followed institutional ethical review protocols and the ethical guidelines outlined by the European Commission on research involving human subjects.

3 QUANTITATIVE RESEARCH RESULTS

The statistical programs SPSS and SMART PLS-SEM 4 were used to analyze the collected data using descriptive statistics and structural equation modeling (SEM).

3.1 Demographic Profile

Descriptive statistics were used to study the characteristics of the sample, including respondents' gender, age, highest education degree obtained, employment status, marital status, and income as given in the Table 3.1.

Table 3.1 Demographic Data, Frequency, and Percentage Table (N=172)

Variable	Category	Frequency	Percentage of Valid Response
Gender	Male	94	54.65
	Female	78	45.35
Age	15–24	98	56.98
	25–34	43	25.00
	35–44	20	11.63
	45–54	7	4.07
	55–64	2	1.16
	65 and above	2	1.16
Education	High School	59	34.30
	Bachelor	60	34.88
	Masters	47	27.33
	PhD	6	3.49
Work	Student	118	68.60
	Employee (Private)	18	10.47
	Employee (Public)	27	15.70

Continued on next page

Variable	Category	Frequency	Percentage of Valid Response
Marital Status	Own Business	6	3.49
	Retired	3	1.74
	Single	84	48.84
	In a Relationship	59	34.30
	Married	23	13.37
	Divorced	5	2.91
	Widow/Widower	1	0.58
Income per month (CZK)	0–20,000	119	69.19
	20,000–40,000	33	19.19
	40,000 and above	20	11.63
Dining Frequency (per week)	1–2 times	102	59.30
	3–6 times	54	31.40
	6–10 times	9	5.23
	11 and above	7	4.07

Source: Author's own

Sample characteristics: The participants were grouped based on various demographic variables such as gender, age, work, marital status, and income Malhotra et al. (2020). While the targeted sample size for the study was 200, an overall number of 172 valid responses were obtained. Participants were selected using a random sampling technique from restaurant customers and passersby to ensure that individuals had an equal chance of participation. The respondents represent approximately 86% of the targeted sample size, which exceeds the minimum requirement of the multiple regression criteria Green (1991) and falls within the acceptable range for structural equation modeling Kline (2015). Due to the proposed model's moderate complexity, the data quality can be considered sufficient for the empirical study. As mentioned above, the research sample consists of 172 respondents. The data analysis result indicates that around 94 respondents are male, accounting for 54.65%, and 78 are female, with 45.35% ensuring a balanced representation of both genders. The respondents

included an evenly distributed age cohort, with the majority representing young adults, with the age group 15-24 accounting for 98, which is 56.98%, providing an insight into this age group's experience. Subsequently, the age group 25-34, consisting of 43, or 25%. Subsequently, the age category 35-44 was observed to represent 20, which is 11.63%, and the age category 45-54 amounts to 7, which is 4.07%. Age categories 55 and above account for the smallest portion of respondents, around 4, or 2.32%. This will logically follow that in terms of education, bachelor's and high school represented the largest cohort, then master's and PhD, accounted in descending order, 60(34.88%), 59(34.30%), 47(27.33%), and 6(3.49%) respectively. Likewise, the reasoning regarding work, marital status, and income remains valid. Students comprise 118, or 68.60%, followed by public employees, who account for 27, or 15.70%, and private employees, who account for 18, or 10.47%. The last two groups are respondents with their own business, consisting of 6, or 3.49%, and retired, 3, or 1.74%. Regarding marital status, most are single, constituting 84 or 48.84%. This was followed by respondents in relationship accounting, 59, which is 34.30%. Subsequently, the married group comprises 23, or 13.37%, followed by divorced, consisting of 5, or 2.91%, and widow/widower, 1, or 0.58%. The other category is income, with 0- 20,000 CZK/month being the majority, accounting for 119, 69.19%. This is followed by the income range of 20,000-40,000 CZK/month, comprising 33, which is 19.19%, and the remaining 40,000 CZK and above per month accounts for 20, or 11.63%. Lastly, in the dining frequency, 1-2 times accounts for most cohorts, which is 102, or 59.30%, followed by 3-6 times, consisting of 54, or 31.40%, then 6-10 times accounts for 9, which is 5.23%, and 11 and more comprises of 7, or 4.07%. By incorporating a wide range of sample characteristics, this sampling procedure ensures the validity and reliability of the study.

3.2 Empirical Data Analysis Results from SmartPLS

3.2.1 Data analysis and procedure

This research implements the partial least squares structural equation modelling (PLS-SEM) to verify both the measurement and structural models. The data analysis was executed in SmartPLS 4.0 Becker et al. (2021) which offers excellent algorithms for consistent PLS estimation and better significance testing Hair et al. (2022). The model is particularly well-suited

for studies with complex constructs and moderate sample sizes and allows for simultaneous assessment of measurement properties and structural relationships (Sarstedt & Cheah, 2021).

Measurement Model: In measurement model, a two step-test procedure is recommended Hair et al. (2022). Adhering to the recommendations of literatures, I have first evaluated construct reliability and validity. Composite Reliability (CR) and Cronbach's Alpha were computed for each latent construct, with CR values exceeding the 0.70 threshold and Alpha above 0.70 indicating adequate internal consistency (Becker, Rai, Ringle, & Schuber, 2021). Convergent validity was assessed via Average Variance Extracted (AVE), with all constructs surpassing the 0.50 cutoff (Sarstedt et al., 2022). Discriminant validity was examined using the Fornell-Larcker Heterotrait-Monotrait ratio (HTMT), ensuring all HTMT values fell below 0.85, in line with contemporary guidelines Henseler et al. (2016)

Structural Model: In the second stage, path coefficients were estimated and their significance tested via a bootstrap resampling procedure with 5,000 subsamples Hair et al. (2022). Model explanatory power was assessed through R^2 values for endogenous constructs, with values of 0.25, 0.50, and 0.75 interpreted as weak, moderate, and substantial, respectively (Cohen, 2013; see also Becker et al., 2021). Effect sizes (f^2) and predictive relevance (Q^2)—obtained via blindfolding—were reported to gauge the substantive impact of each exogenous latent variable (Sarstedt & Cheah, 2021). Finally, model fit was appraised using the Standardized Root Mean Square Residual (SRMR), with values below 0.08 indicating acceptable fit Henseler et al. (2015).

3.3 Multicollinearity

Multicollinearity represents a high degree of linear intercorrelation between independent variables in a multiple regression model, which can inflate standard errors and distort coefficient estimates, leading to misleading inferences (Yoo et al., 2020; Akinwande et al., 2020; Schreiber-Gregory and Jackson, 2022). Variance inflation factor (VIF) is used to identify the issue with the multicollinearity, where VIF less than 5 indicates that multicollinearity safe zone in the model Hair et al. (2022). If VIF is 5 or above, it indicates that the multicollinearity may be problematic. The study reports that the Variance Inflation Factor (VIF) values

listed in Table 9 range between 1.241 and 2.877, suggesting that multicollinearity is not a concern in the data.

The results of Variance Inflation Factor given in Table 3.2.

Table 3.2 Variance Inflation Factor (VIF)

Indicator	VIF	Indicator	VIF
TAN1	1.925	RES3	1.435
TAN2	1.815	RES4	1.576
TAN3	1.497	ASU1	1.322
TAN4	1.510	ASU2	1.361
REL1	1.332	ASU3	1.501
REL2	1.459	EMP1	1.453
REL3	1.579	EMP2	1.575
REL4	1.297	EMP3	1.331
RES1	1.241	CS1	2.031
RES2	1.490	CS2	2.047
CS3	1.987	REV1	1.747
CS4	2.877	REV2	1.530
E-WOM1	1.296	REV3	1.644
E-WOM2	1.828		
E-WOM3	1.808		
E-WOM4	1.732		

Source: Author's processing from SmartPLS 4.0

3.4 Internal Consistency-Reliability

Ensuring internal consistency is the key area of robust empirical research, particularly in social sciences and behavioral studies where latent constructs are used. Both composite reliability (CR) and Cronbach's alpha can be used to measure internal consistency reliability, where composite reliability is regarded as better due to its ability to account for varying factor loadings among items Hair et al. (2022); Henseler Ringle & Sarstedt, 2015). Moreover, recent studies also suggest the use of Dijkstra–Henseler's rho (ρ_A) alongside Jöreskog's rho (ρ_c) to sort out multidimensional perspective on construct reliability (Sarstedt et al., 2022). These coefficients are applied mainly in Partial Least Squares Structural Equation Modelling (PLS-SEM due to its flexibility with complex models and non-normal data distributions (Hair et al., 2021). The thresholds value 0.7 and above are generally considered acceptable both for

Cronbach's alpha and composite reliability, with ρ_A values preferably exceeding 0.70, and ρ_C values ideally approaching or exceeding 0.90 (Henseler et al., 2015; Hair et al. (2022)). As shown in Table 3.3 of this study below, all constructs surpassed the thresholds internal consistency, with Cronbach's alpha values surpassing the 0.70 benchmark and composite reliability values meeting or exceeding critical thresholds. All constructs exhibited high reliability, reinforcing the measurement model's credibility.

Table 3.3 Construct Reliability and Validity

Construct	Cronbach's α	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)	AVE
ASU	0.703	0.711	0.835	0.628
CS	0.872	0.876	0.912	0.723
E-WOM	0.795	0.801	0.865	0.616
EMP	0.723	0.733	0.843	0.643
REL	0.732	0.765	0.831	0.553
RES	0.741	0.776	0.835	0.561
REV	0.782	0.784	0.873	0.696
TAN	0.807	0.808	0.874	0.634

Source: Author's processing

Factor Loadings

Factor loadings answer the question: *How well does this indicator reflect the underlying construct?* Individual item loadings on their constructs should ideally be ≥ 0.70 (Hair et al., 2021). However, loadings ≥ 0.60 may be acceptable, particularly if composite reliability and AVE are adequate. Accordingly, **RES1** was dropped due to a low value of **0.597**. All other indicators were acceptable as given in Table 3.4.

Table 3.4 Outer Loadings List

Indicator	ASU	CS	E-WOM	EMP	REL	RES	REV	TAN
ASU1	0.770							
ASU2	0.764							
ASU3	0.842							
CS1		0.836						
CS2		0.830						

Indicator	ASU	CS	E-WOM	EMP	REL	RES	REV	TAN
CS3		0.827						
CS4		0.905						
E-WOM1			0.750					
E-WOM2			0.806					
E-WOM3			0.784					
E-WOM4			0.799					
EMP1				0.764				
EMP2				0.842				
EMP3				0.797				
REL1					0.647			
REL2					0.769			
REL3					0.839			
REL4					0.707			
RES1						0.597		
RES2						0.769		
RES3						0.777		
RES4						0.832		
REV1							0.856	
REV2							0.805	
REV3							0.841	
TAN1								0.839
TAN2								0.825
TAN3								0.759
TAN4								0.759

Source: Author's processing

Convergent validity

refers to the extent to which the indicators of the construct converge or share a high proportion of variance in common (Hair, J. F., et al., 2021, p. 115). It is the key component of measurement model assessment in SEM. In this study, convergent validity was evaluated

through:

- Average Variance Extracted (AVE): Reflects the average amount of variance that a construct explains in its items. $AVE \geq 0.50$ indicates adequate convergent validity. The table 9 above, shows that all constructs in the model demonstrated satisfactory to excellent convergent validity. Every construct surpassed the AVE threshold of 0.50, indicating that each construct explains more than half of the variance in its indicators.
- Constructs like Customer Satisfaction (CUS), $AVE=0.723$, and Revisit Intention (REV), $AVE=0.696$ exhibited very strong convergent validity.
- Responsibility (RES) showed borderline performance due to one indicator loading below 0.60; however, the construct's overall AVE still meets the recommended level, supporting its inclusion in the model.

These results confirm that the items reliably converge to measure their respective latent constructs, thereby validating the reflective measurement models.

Discriminant Validity : Fornell-Larcker Criterion

Discriminant validity assesses whether each construct is distinct from the other. It captures the independent measuring capacity or uniqueness of each construct in the model. It is very important aspects of the measurement model assessment in the structural equation modelling. The Fornell-Larcker Criterion is widely accepted for testing the discriminant validity testing. According to Fornell-Larcker's criteria: The square root of the Average Variance Extracted (AVE) for each construct should be greater than the highest correlation it has with any other construct in the model. (Fornell & Larcker, 1981; Hair et al. (2022)). As the table below indicates, the discriminant validity was tested using the Fornell-Larcker's Criterion, where the square root of AVE for each construct must be greater than its correlations with other constructs. Accordingly, all constructs fulfill the criteria indicating satisfactory discriminant validity.

Structural Model and Hypotheses Testing

The next step in examining the model involves evaluating a path analysis within the structural model, which is essential for assessing the hypothesized relationships among constructs.

Table 3.5 Discriminant Validity – Fornell-Larcker Criterion

	ASU	CS	E-WOM	EMP	REL	RES	REV	TAN
ASU	0.793							
CS	0.614	0.850						
E-WOM	0.650	0.543	0.785					
EMP	0.741	0.721	0.555	0.802				
REL	0.644	0.651	0.437	0.666	0.744			
RES	0.664	0.617	0.576	0.592	0.636	0.749		
REV	0.662	0.787	0.627	0.722	0.597	0.635	0.834	
TAN	0.684	0.631	0.527	0.678	0.668	0.632	0.642	0.796

Source: Author's processing

This analysis provides empirical support for the causal links or associative paths proposed in the research framework, thereby validating the theoretical assumptions underlying the study (Hair et al., 2021).

Direct Effect

The direct effect assesses the immediate impact of an independent variable on the dependent variable. This can be done through path coefficients (β), by bootstrapping. Consequently, statistical results such as path coefficient (β), t-value or z-value, and p-value should be reported. The results confirm the direct effects, or hypothesized relationships and support the causal structure of the model (Hair et al., 2021).

Table 3.6 shows that, out of 17 hypotheses, 7 are supported. Namely: ASU $\rightarrow$ E-WOM, CS $\rightarrow$ REV, EMP $\rightarrow$ CS, EMP $\rightarrow$ REV, REL $\rightarrow$ CS, RES $\rightarrow$ CS, RES $\rightarrow$ E-WOM.

Indirect Effect

Indirect effects assess the influence of one construct on another through a mediating variable. Bootstrapping techniques are used to test the statistical significance of indirect effects. A significant indirect effect ensures that the relationship is mediated, revealing deeper insights into the underlying causal mechanisms of the structural model Hair et al. (2022).

The results from the Table 3.7 show that customer satisfaction successfully mediated constructs: empathy with revisit intention, reliability with revisit intention, and responsiveness

Table 3.6 Direct Effect

Path	O	M	STDEV	T	P	Decision
ASU → CS	-0.027	-0.023	0.095	0.282	0.778	Not Supported
ASU → E-WOM	0.416	0.420	0.092	4.502	0.000	Supported
ASU → REV	0.116	0.118	0.077	1.500	0.134	Not Supported
CS → E-WOM	0.182	0.168	0.111	1.634	0.102	Not Supported
CS → REV	0.479	0.472	0.081	5.887	0.000	Supported
EMP → CS	0.425	0.417	0.090	4.736	0.000	Supported
EMP → E-WOM	0.055	0.057	0.104	0.526	0.599	Not Supported
EMP → REV	0.197	0.201	0.086	2.295	0.022	Supported
REL → CS	0.187	0.189	0.084	2.217	0.027	Supported
REL → E-WOM	-0.170	-0.168	0.099	1.713	0.087	Not Supported
REL → REV	-0.062	-0.056	0.070	0.877	0.381	Not Supported
RES → CS	0.191	0.187	0.083	2.312	0.021	Supported
RES → E-WOM	0.224	0.230	0.089	2.527	0.012	Supported
RES → REV	0.131	0.131	0.073	1.788	0.074	Not Supported
TAN → CS	0.115	0.122	0.092	1.259	0.208	Not Supported
TAN → E-WOM	0.062	0.062	0.099	0.628	0.530	Not Supported
TAN → REV	0.084	0.080	0.075	1.130	0.259	Not Supported

with revisit intention with p-values 0.001, 0.027, and 0.030 respectively.

Coefficient of Determination

The coefficient of determination (R^2) evaluates the explanatory power of the structural model. The value of R^2 indicates the proportion of variance in a dependent variable that is explained by its independent (predictor) variables in the structural model. According to Hair et al. (2021), R^2 values of 0.75, 0.50, and 0.25 can be described as substantial, moderate, and weak, respectively.

As shown in the Table 3.8, the five service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance, and Empathy) collectively explain 60.2% of the variance in customer satisfaction. Customer satisfaction accounts for 69.7% of the variance in revisit intention and 48.7% of the variance in electronic word of mouth (E-WOM). The adjusted R^2 values for each dependent construct are slightly lower than the corresponding R^2 values, reflecting adjustments based on the number of predictors included in the model.

Structural Model Path coefficients indicate the strength and direction of the relationship between constructs, reflecting the estimated effect of an independent construct on a depen-

Table 3.7 Mediation Analysis (Indirect Effect)

Path	O	M	STDEV	T Statistic	P Value
ASU → CS → E-WOM	-0.005	-0.004	0.019	0.256	0.798
EMP → CS → E-WOM	0.077	0.073	0.053	1.446	0.148
ASU → CS → REV	-0.013	-0.009	0.045	0.287	0.774
REL → CS → E-WOM	0.034	0.031	0.026	1.297	0.195
RES → CS → E-WOM	0.035	0.032	0.027	1.303	0.193
EMP → CS → REV	0.203	0.198	0.060	3.409	0.001
TAN → CS → E-WOM	0.021	0.018	0.021	1.021	0.307
REL → CS → REV	0.090	0.088	0.040	2.214	0.027
RES → CS → REV	0.092	0.089	0.042	2.165	0.030
TAN → CS → REV	0.055	0.055	0.041	1.336	0.182

Source: Author's processing from SmartPLS 4.0

Table 3.8 R^2 Values

Construct	R^2	Adjusted R^2
CS	0.602	0.590
E-WOM	0.487	0.468
REV	0.697	0.686

Source: Author's processing from SmartPLS 4.0

dent construct. These standardized values range between -1 and +1, with higher absolute values reflecting stronger estimated associations. Statistical significance of path coefficients is typically evaluated using bootstrapping procedures, which provide corresponding t-values, p-values, and confidence intervals (Hair et al., 2021). As shown in the Figure 3.1, the path coefficient from Empathy to Customer Satisfaction was $\beta = 0.425$. The coefficient from Assurance to Customer Satisfaction was not statistically significant. The path coefficient from Customer Satisfaction to Revisit Intention was $\beta = 0.479$, and from Customer Satisfaction to Electronic Word of Mouth (E-WOM) was $\beta = 0.182$.

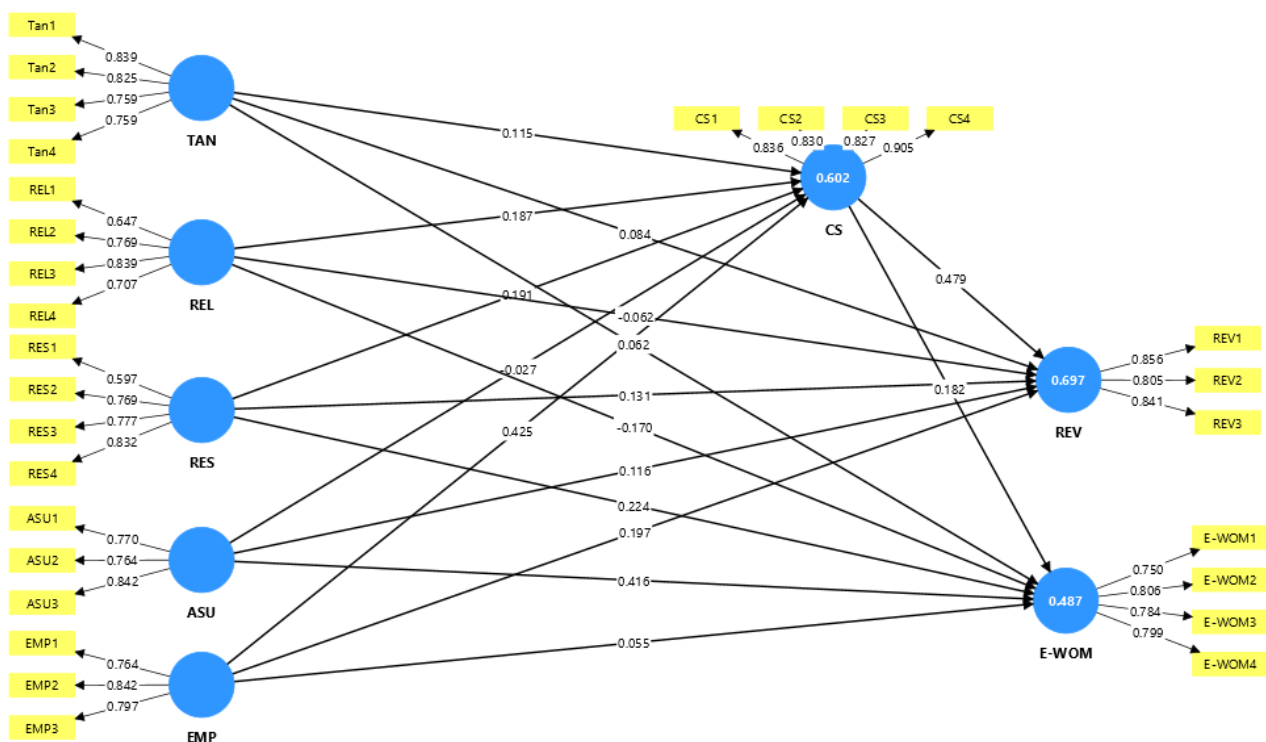


Figure 3.1 Path coefficients

4 DISCUSSION OF RESULTS

The restaurant industry in the Czech Republic plays a pivotal role both in the national economy and sociocultural activities, especially as tourism and dining experiences continue to grow. Although service quality has been widely studied in the global context, there is, however, a dearth of research empirically conducted to scrutinize the strengths of service quality dimensions on customer satisfaction and behavioural outcomes.

The results from this study confirmed that not all service quality dimensions affected the customer's satisfaction. Out of the five dimensions, *Empathy*, *Responsiveness*, and *Reliability* showed statistically significant relationships with the customer's satisfaction, indicating that attention to customer, caution, and promptness play a crucial role in the customer's experience in restaurants. The result aligns with other studies that confirmed empathy and responsiveness to be emerging service quality determinants in shaping the customer experience. It is also observed in the Czech Republic's context by other authors .

Meanwhile, *Assurance* and *Tangibility* were not found to be significant predictors of the customer's satisfaction. The result may suggest that staff's professionalism, confidence, accuracy, and aesthetics are not unexpected in the restaurant dining experience. As such, in certain service settings, including restaurants in Czechia, their statistical influence may be limited or context-dependent.

The data analysis results also confirmed the impacts of customer satisfaction both on the revisit intention and electronic word-of-mouth (e-WOM), reinforcing its mediating role in translating service quality into behavioral outcomes. This will, in turn, foster loyalty and brand advocates.

Further insights were gained from the mediation analysis, which revealed that customer satisfaction mediates the relationship between *Empathy*, *Reliability*, and *Responsiveness* with revisit intention. This confirms that these service elements influence behavioral outcomes primarily by shaping overall satisfaction rather than exerting a direct influence.

This study aimed to evaluate how the service quality of restaurants influences customer sat-

isfaction, and how customer satisfaction, in turn, mediates the relationship between service quality and both revisit intention and electronic word-of-mouth (e-WOM) among customers in the Czech Republic, using the DINESERV model.

5 RECOMMENDATIONS FOR RESTAURANT MANAGERS IN THE CZECH REPUBLIC

Based on the research results and discussion, a number of recommendations are offered for managers of the restaurant in the Czech Republic to improve the service quality thereby ensure the customer satisfaction, loyalty and reputation to establish a competitive advantage.

Strengthen Empathy and Personalized Interaction: Recent study findings confirmed that, empathy is a crucial motivating factor for the customer's satisfaction (Sirimongkol, T.2022, Chen & Chen, 2014). The result from this study revealed that empathy has a strong significance for the customer's satisfaction in the Czech Republic dining environment. The insight gained from the research directs that customers are drawn into a friendly, caring dining environment that focuses on individualized attention. Hence, restaurant managers should focus on staffs training focusing on customer care, attentive to individual needs and wants, rather than relying only on policies. Make the customers feel special and reassuring when something is wrong. Restaurant managers should identify their weaknesses, set a strategy, and reassure their practice to attain a service that has the customers' best interests at heart. **Strengthen the responsiveness and Reliability:** the study revealed that customers give substantial amount of weight for the service that is prompt, cautious, speed and availability. This attitude of customer's is confirmed with other studies (Sirimongkol, 2022; Goenadhi & Novianti, 2022). Hence, restaurant managers should focus on staff's efficiency and attitude as service-related human factors play a critical role in shaping customer satisfaction. This thesis, like many empirical studies, presents a few limitations that may influence the interpretations of studies. To begin with, generalization should be approached

6 LIMITATIONS OF RESEARCH

This thesis, like many empirical studies, presents a few limitations that may influence the interpretations of studies. To begin with, generalization should be approached cautiously since the study is limited to Zlín region, and further studies in other regions are also needed to confirm the findings. Secondly, the sample may not fully represent the diversity of restaurant customers in terms of demographics, dining frequency, or income levels. Lastly, while the study focused on key DINESERV dimensions, it did not explore the influence of other potentially important factors such as brand identity, emotional engagement, ambiance, and cultural expectations, which may also play a role in customer satisfaction and behavioral outcomes.

Hence, to improve generalizability, future research should expand this study to include a variety of regions, especially those with higher densities of restaurants and tourists. Researchers ought to investigate how corporate culture and unseen factors like brand identity and emotional engagement affect customer satisfaction. Investigating cultural norms and atmosphere in various service settings could yield more profound understandings of consumer behavior.

CONCLUSION

The purpose of this study was to assess the impact of service quality on customer satisfaction, and the effect of customer satisfaction on revisit intention and electronic word-of-mouth (e-WOM) in the Czech Republic using the DINESERV model. A survey method was applied using a self-administered questionnaire, distributed both online and in person, among customers of both quick-service and full-service restaurants in the Zlín region, aged 15 and above. The study empirically assessed which service quality dimension most affects customer satisfaction, and how customer satisfaction influences behavioural outcomes. The results of the data analysis revealed that empathy has a significant impact on customer satisfaction among restaurant customers in Czechia. Unlike to the results of numerous previous studies, service quality dimensions such as assurance, tangibility, and reliability were found to have no significant effect on customer satisfaction, while responsiveness showed a moderate level of significance. On the other hand, customer satisfaction was found to have a strong impact on revisit intention and electronic word-of-mouth. Following the results and discussion, recommendations were formulated for restaurant managers in Czechia: to set a strategy focused on customer care and empathy-centred service, and to develop a systematic customer-engagement platform to leverage online reputation and gain a competitive advantage. The author believes that the recommendations proposed, drawn from the insights of this study, can serve as a valuable instrument for the success of restaurants in Czechia.

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CDR	Casual Dining Restaurant
CR	Composite Reliability
CS	Customer Satisfaction
DINESERV	Dining Service Quality Model
E-WOM	Electronic Word-of-Mouth
FCR	Fast Casual Restaurant
FDR	Fine Dining Restaurant
PLS-SEM	Partial Least Squares Structural Equation Modelling
QSR	Quick Service Restaurant
SPSS	Statistical Package for the Social Sciences
STDEV	Standard Deviation
VIF	Variance Inflation Factor
SERVQUAL	Service Quality (SERvice QUALity) model
SERVPERF	Service Performance model (a performance-only version of SERVQUAL)
PLS-SEM	Partial Least Squares Structural Equation Modeling
QSR	Quick Service Restaurant
CDR	Casual Dining Restaurant
FDR	Fine Dining Restaurant
FSR	Full Service Restaurant
SEM	Structural Equation Modeling
CMB	Common Method Bias
CZK	Czech Koruna (currency)

LIST OF APPENDICES

APPENDIX A I: Survey Questionnaire

APPENDIX A I: SURVEY QUESTIONNAIRE

Dear Respondent,

I am a master's student at Tomas Bata University in Zlín, Czech Republic. For my thesis, I am researching *"The Impacts of Service Quality on Customer Satisfaction, Revisit Intention, and e-WOM in Restaurants: A DINESERV Model Application in the Czech Republic."*

I would greatly appreciate your participation in this anonymous survey, which should take about 5–9 minutes to complete. Please answer the questions honestly.

Thank you for your time and support.

Sincerely,

Daniel Temesgen Adane

MBA (Master of Business Administration & Entrepreneurship)

Tomas Bata University

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DEMOGRAPHIC INFORMATION

1. **Gender:**

Male Female Prefer not to say

2. **Age:**

15–24 25–34 35–44 45–54 55–64 65 and above

3. **Education:**

High School Bachelor Masters PhD

4. **Occupation:**

Student Employee (Private) Employee (Public) Own Business Retired

5. **Marital Status:**

Single In a Relationship Married Divorced Widow/Widower

6. **Monthly Income (CZK):**

0–20,000 20,000–40,000 40,000 and above

7. **Dining Frequency per Week:**

1–2 times 3–6 times 6–10 times 11 and above

SECTION 2: SERVICE QUALITY, SATISFACTION, REVISIT INTENTION, AND E-WOM

Instructions: Please indicate the degree to which you agree or disagree with the following statements by circling a number from 1 to 5:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Tangibility

- TAN 1: The restaurant has a visually attractive dining area.
- TAN 2: The restaurant's staff members are dressed well and clean.
- TAN 3: The restaurant has up-to-date dining equipment.
- TAN 4: The restaurant has an easily readable menu.

Reliability

- REL 1: The restaurant provides an accurate guest check.
- REL 2: The restaurant serves your food exactly as you ordered it.
- REL 3: The restaurant quickly corrects complaints from customers.
- REL 4: The restaurant serves you in the time promised.

Responsiveness

- RES 1: The restaurant provides quick service.
- RES 2: The restaurant gives extra effort to handle your special order.
- RES 3: During busy times, employees shift to help each other maintain the speed and quality of service.
- RES 4: The restaurant's employees are always available when needed.

Assurance

- ASS 1: The behavior of the restaurant employees inspires trust in customers.
- ASS 2: The restaurant's employees are well trained, experienced, and efficient.

- ASS 3: The restaurant has personnel who can give information about menu items, ingredients, and preparation methods.
- ASS 4: The restaurant supports its employees to do their jobs well.

Empathy

- EMP 1: The restaurant's employees are polite and respectful.
- EMP 2: The restaurant offers a friendly and comfortable environment.
- EMP 3: The restaurant employees give individual attention to customers.
- EMP 4: The restaurant opening hours are convenient.

Customer Satisfaction

- CUS 1: I am pleased to dine at this restaurant.
- CUS 2: I am satisfied with this restaurant.
- CUS 3: The overall feeling I got from this restaurant put me in a good mood.
- CUS 4: I have made the right decision choosing this restaurant.

Revisit Intention

- REV 1: Soon, I would like to visit this restaurant again.
- REV 2: I intend to visit this restaurant with my friends or family soon.
- REV 3: I prefer this restaurant over other restaurants.
- REV 4: I will continue to choose this restaurant in the future.

Electronic Word of Mouth (e-WOM)

- ELE 1: I am proud to tell others I am this restaurant's customer.
- ELE 2: I am excited to comment on social networks that I am in this restaurant.
- ELE 3: I have written positive comments about this restaurant on social networks.
- ELE 4: I recommend this restaurant to friends through mobile or social media.