

MASTER'S THESIS REVIEWER'S REPORT

Student's name: Daniel Temesgen Adane

Master's Thesis Reviewer (MT): Sandeep Kumar Dey, Ph.D.

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

Acad. year: 2024/2025

Notes on completing the report:

1. For the evaluation of each criterion, use the following scale: A - fulfilled very well, significantly exceeds the requirements; B – fulfilled with quality; C – fulfilled without reservations; D – fulfilled with minor deficiencies; E - fulfilled but with significant deficiencies; F - not fulfilled.
2. If any criterion is graded F, the thesis must be evaluated as unsatisfactory overall, not meeting the criteria for the MT defence, and such a thesis cannot be recommended for the defence.
3. MT Reviewer must comment verbally on each evaluation criterion!

Assessment criteria:

Assessment

1. Thesis Objectives and Methods	A
<i>The commentary focuses on: clarity of the formulation of the thesis objectives and the methods used in the thesis elaboration; evaluation of the objectives of the thesis following the thesis theme; the methods and procedures chosen to fulfil the thesis objectives.</i> The thesis presents clear and well-defined objectives, aiming to assess the influence of service quality on customer satisfaction, and how satisfaction impacts revisit intention and electronic word of mouth (e-WOM) within the Czech restaurant industry. The research is well-structured, adopting a quantitative explanatory design and utilizing the DINESERV model, which is appropriate for the hospitality context. The chosen research methodology is rigorous: the use of a self-administered questionnaire and Partial Least Squares Structural Equation Modelling (PLS-SEM) via SmartPLS reflects methodological maturity. The sampling (n=172) and the inclusion of a pilot study strengthen the reliability of the research instrument. However, there is a slight mismatch between the ambitious scope of the study and the localized sample, which may limit the generalizability of the findings.	
2. Theoretical Background	B
<i>The commentary focuses on: the content of the critical literature research; the appropriateness of the chosen domestic and foreign literature sources; the method of citing sources in an adequate manner.</i> The theoretical framework is extensive and thoughtfully constructed. The author provides a multidimensional review of service quality, starting from industrial definitions to customer-centric and context-specific interpretations. The discussion of the SERVQUAL and DINESERV models is comprehensive and well-anchored in academic literature. The inclusion of tangibility, reliability, responsiveness, assurance, and empathy as DINESERV dimensions is not only appropriate but also well-integrated with the thesis's hypotheses. Furthermore, the theoretical articulation of behavioral outcomes (revisit intention and e-WOM) demonstrates a clear understanding of consumer behavior theory in hospitality. Nevertheless, certain sections could benefit from more critical synthesis of the literature rather than lengthy descriptive summaries.	

3. Practical Application – Analysis	B
<i>The commentary focuses on: the use of knowledge from theory, its appropriateness of application; sufficient description of the process of application of the methods of work; overall assessment of the current state; sufficient substantiation of the conclusions of the analyses; the difficulty of data collection and processing.</i>	
The practical analysis effectively translates the theoretical framework into empirical evaluation. The author demonstrates competence in data analysis, validating constructs and ensuring reliability and multicollinearity checks. The structural model is clearly visualized and tested through PLS-SEM, yielding insightful findings: reliability, responsiveness, and empathy significantly influence customer satisfaction, while tangibility and assurance do not. This outcome is contextually discussed, referencing cultural dimensions and regional restaurant characteristics in the Czech Republic, which adds depth to the analysis. One minor critique is the over-reliance on statistical tools without a more critical discussion on why certain dimensions (e.g., assurance) were statistically insignificant—this could be enriched with more qualitative or contextual insight.	

4. Practical Application – Project/ Research	A
<i>The commentary focuses on: the connection of the solving part of the thesis to the theory and to the analyses results; supporting the proposals with appropriate arguments; meeting the objectives set. For research-oriented MTs, the focus should be on discussion of the results and their evaluation.</i> The link between theory, analysis, and practical recommendations is logically established. The research objectives are addressed thoroughly, and the proposed managerial implications are relevant and actionable—emphasizing training in empathy, responsiveness, and reliability aligns well with the findings. The mediation analysis is ambitious and enhances the depth of the study. The proposed hypotheses are all addressed, and results are properly evaluated. However, some recommendations would benefit from further granularity—suggesting broad “training” lacks specificity on what competencies or behaviors should be prioritized. Additionally, the limitations section is acknowledged, but a deeper reflection on the potential cultural bias in customer satisfaction measures, or the narrow geographical scope, would provide a more balanced critical appraisal.	
5. Formal Layout	A
<i>The commentary focuses on: logical coherence of the text of the thesis; use of correct terminology; use of the prescribed standard of citation of sources; appropriate linguistic and graphic level.</i> Satisfactory	

Overall thesis assessment*	A
This thesis is a commendable and competent piece of academic work. It demonstrates methodological rigor, theoretical depth, and practical relevance. The use of the DINESERV model is appropriate and adds value to the under-researched context of the Czech restaurant industry. While there is room for greater critical reflection and specificity in certain sections, the thesis successfully meets its stated objectives and contributes meaningfully to both academic literature and industry practice.	

* The final grade is not an arithmetic average of the individual criteria for assessing the thesis.

Questions for the defence:

1. To what extent can the findings of this study be generalised beyond the Zlín region, given the localised sample and the potential cultural, demographic, and service-level differences across the Czech Republic and other markets?
2. How did the author justify the statistical insignificance of the “tangibility” and “assurance” dimensions of the DINESERV model, and could this suggest limitations in the model’s applicability in the Czech context or flaws in the operationalisation of these dimensions in the questionnaire?
3. Given the exclusive reliance on quantitative methods, how does the author account for the possible shades of customer perception and emotional connection, which are inherently qualitative and may not be fully captured by Likert-scale items?

The thesis **fulfils** the criteria for the defence of the MT. The thesis **is recommended** for the defence.

Date 22.05.2025

Signature of MT Reviewer