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Factors Influencing Customer Satisfaction in the Food and Beverage Industry: A Case Study of Fish Grill Company

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Abstract

The food and beverage industry is a major driver of Indonesia's economic growth, yet many new ventures in this sector struggle to achieve long-term sustainability. Research shows that approximately 60% of startups fail within their first five years, often due to their inability to maintain customer satisfaction, a key factor for business survival. This study aims to investigate how four critical factors—delivery, product in hand, perceived benefits, and customer support—affect customer satisfaction at Fish Grill, a student-run venture. Grounded in the Expectation-Confirmation Theory, the research explores how these factors align with customer expectations to influence satisfaction. A quantitative method was employed, gathering data from 87 respondents through a purposive sampling method. Structural equation modeling with partial least squares was used to analyze the data. The results reveal that while delivery does not significantly impact customer satisfaction, product in hand, benefits, and customer support have a substantial positive effect. These findings suggest that in the food and beverage industry, product quality and service elements are more critical to customer satisfaction than logistical concerns. This study highlights the need for businesses like Fish Grill to focus on delivering high-quality products and excellent customer support to enhance customer satisfaction and achieve long-term success in a competitive market.

Keywords: consumer satisfaction, delivery, product in hand, benefit, customer support

OPEN ACCESS

e-ISSN [2548-3552](https://journal.uc.ac.id/index.php/rome)

p-ISSN [2548-3536](https://journal.uc.ac.id/index.php/rome)



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INTRODUCTION

The food and beverage industry is a significant driver of Indonesia's economic growth, contributing to the country's gross domestic product (GDP) steadily increasing over the years. In 2022, the sector contributed IDR 1.23 quadrillion, representing 38.35% of the non-oil and gas processing industry's total GDP. This highlights the strategic importance of the food and beverage industry in supporting national economic stability and development. As the industry grows, it becomes a promising area for new business ventures, with many entrepreneurs eager to capitalize on the growing demand. However, despite the sector's potential, new businesses often face significant challenges in achieving sustainability (Nunes et al., 2022; Trautwein, 2021).

One of the primary challenges new entrants face in the food and beverage sector is the high failure rate of startups. Data shows that approximately 60% of new businesses in Indonesia fail within the first five years (Munawaroh et al., 2023). A key factor contributing to this failure is the inability to maintain customer satisfaction, which is crucial for securing repeat purchases and building a loyal customer base (Arslan, 2020; Honora et al., 2023; Zulganef et al., 2023). In a competitive market, where customer loyalty is often the difference between success and failure, businesses that cannot meet or exceed customer expectations struggle to survive. Addressing this issue has become increasingly urgent as the food and beverage industry continues to expand, with new players needing effective strategies to thrive amidst intensifying competition. This underscores the need for new ventures to focus on understanding the factors influencing customer satisfaction as a foundation for long-term growth and sustainability (Islam et al., 2021; Kurdi et al., 2020; Pei et al., 2020).

For new businesses such as Fish Grill, a student-run food and beverage venture, achieving high customer satisfaction is essential for establishing a competitive advantage. Customer satisfaction fosters customer loyalty and serves as a critical determinant of business performance and market reputation. In the food and beverage sector, where consumers are highly selective and sensitive to service quality, factors such as the product's condition upon receipt (product in hand), the benefits derived from the product, and the quality of customer support are critical (Ellitan et al., 2023; Naim, 2023; Sharif et al., 2024). These factors influence customers' overall perceptions of the business, shaping their willingness to return and recommend the service to others. With the increasing sophistication of consumer preferences and the high expectations in the sector, failure to meet these demands can quickly erode a business's competitive edge. Therefore, understanding these vital drivers of customer satisfaction is essential for Fish Grill to succeed in this competitive industry.

Given the high stakes associated with customer satisfaction, this study aims to explore the specific factors that affect customer satisfaction at Fish Grill. The study will examine variables such as product quality (product in hand), benefits, and customer support, representing the tangible and intangible aspects of the customer experience. These elements are critical for influencing how customers perceive the business and determine their likelihood of making repeat purchases. Failure to address these critical factors could significantly hinder a business's ability to achieve sustainability, especially in a market as competitive as food and beverage. By analyzing these factors, this research seeks to provide actionable insights that can help new companies like Fish Grill enhance customer satisfaction, thereby improving their competitive position and ensuring business sustainability in the long run.

This research is grounded in the Expectation-Confirmation Theory, which provides a theoretical framework for understanding customer satisfaction. According to this theory, customer satisfaction is determined by the degree to which customer expectations align with their experience (Oliver, 1980). When the service or product meets or exceeds expectations, customers will likely feel satisfied and

remain loyal to the business. Conversely, when expectations are unmet, dissatisfaction ensues, leading to customer churn. The variables examined in this study—product quality, benefits, and customer support—are directly related to this theory, as they represent critical touchpoints where customer expectations are either confirmed or disconfirmed. With increasing market pressures, aligning offerings with customer expectations has become more critical than ever for new businesses seeking to secure a foothold in the market. By applying this theory, the research aims to shed light on how Fish Grill can align its offerings with customer expectations, ultimately enhancing customer satisfaction and improving business outcomes.

LITERATURE REVIEW

Grand Theory

Expectation-Confirmation Theory (ECT), proposed by Oliver (1980), serves as a foundational framework for understanding consumer satisfaction by examining the relationship between customer expectations and their actual experiences. According to ECT, customer satisfaction is influenced by the confirmation or disconfirmation of expectations upon product consumption (Oliver, 1980). In the context of the food and beverage industry, the theory underscores the importance of various factors—such as delivery, product quality (product in hand), benefits, and customer support—in shaping customer expectations and subsequent satisfaction levels. When customers expect timely and efficient delivery, a high-quality product, substantial benefits from their purchase, and practical customer support, meeting or exceeding these expectations can lead to heightened satisfaction and loyalty.

Research has demonstrated that each variable is critical in the ECT framework. For instance, timely delivery can significantly impact customer satisfaction, as it aligns with customer expectations for convenience and reliability. Similarly, the quality of the product received (product in hand) directly affects satisfaction levels; customers who receive fresh, well-prepared meals are more likely to feel satisfied. Furthermore, benefits—such as taste, nutritional value, and overall value for money—contribute to customers' experience assessments. Adequate customer support also enhances satisfaction by addressing concerns and reinforcing customers' perceptions of the business's commitment to quality service. By managing these expectations and ensuring positive experiences across these variables, businesses like Fish Grill can leverage ECT to enhance customer satisfaction and foster long-term loyalty, highlighting the significance of aligning service delivery with customer expectations.

Customer Satisfaction

Customer satisfaction is vital for success in the food and beverage industry, as it directly influences customer loyalty and brand reputation. Defined as the degree to which customers' expectations are met or exceeded by a product or service, customer satisfaction plays a crucial role in determining consumer behavior (Ginting et al., 2023; Khairawati, 2019; Sharma et al., 2020; Syafarudin, 2021; Wulandari, 2022); according to Lee et al. (2021) Utami et al. (2023), satisfaction arises when consumers perceive that their experiences align with their initial expectations. This relationship indicates that businesses must continuously evaluate and enhance their offerings to meet evolving consumer preferences. Research shows that higher levels of customer satisfaction lead to increased brand loyalty and repeat purchases, ultimately driving profitability and market share (Agag et al., 2024; Lee et al., 2021).

Moreover, customer satisfaction in the food and beverage industry is shaped by various factors, including product quality, service delivery, and overall experience. Studies have demonstrated that

consumers evaluate their satisfaction based on the taste, presentation, and perceived value of food and beverage products (Wahab et al., 2022; Putra et al., 2020; Sabbağ & Arica, 2020). Emotional connections with brands also significantly influence customer satisfaction, fostering deeper loyalty (Ghorbanzadeh & Rahehagh, 2020; Shin et al., 2020). In an industry characterized by intense competition and numerous alternatives, understanding the drivers of customer satisfaction is essential for businesses aiming to differentiate themselves and achieve sustained success (Eggert et al., 2020; Kim et al., 2020). Thus, prioritizing customer satisfaction is not just advantageous but crucial for long-term viability and growth in the food and beverage sector (Aldunate et al., 2022; Sharma et al., 2020).

The Effect of Delivery on Customer Satisfaction

Delivery refers to the process by which a product or service is transferred from the seller to the buyer (Li et al., 2020; Saad, 2020). In the food and beverage industry, delivery encompasses various aspects such as timeliness, accuracy, and product condition upon arrival (Kaur et al., 2021; Saad, 2020). Efficient delivery services ensure the product reaches the customer as promised, without delays or damage, which is crucial in maintaining service quality (Kraugusteeliana & Violin, 2024; Mehmood, 2021). With the rise of online food services and delivery platforms, the expectations around speed and reliability in delivery have increased (Annaraud & Berezina, 2020; Belarmino et al., 2021). Customers now demand rapid delivery and a seamless and hassle-free experience from order placement to the receipt of the product (Belarmino et al., 2021; Dsouza & Sharma, 2021).

The relationship between delivery and customer satisfaction is primarily driven by the customer's expectations regarding speed, convenience, and product quality at the time of delivery (Masyhuri, 2022; Mofokeng, 2021). When a product is delivered on time and in good condition, it confirms the customer's expectations, positively influencing their satisfaction. Conversely, delayed or damaged deliveries can lead to dissatisfaction, disrupting the customer's experience and tarnishing the business's reputation (Gupta et al., 2019; Kaplan et al., 2023; Yan et al., 2021). According to ECT, when the delivery meets or exceeds the customer's expectations, their satisfaction level increases. Therefore, in food businesses like Fish Grill, ensuring timely and accurate delivery is essential to maintaining high customer satisfaction. Therefore, the first hypothesis proposed is H1. Delivery positively affects customer satisfaction.

The Effect of Product in Hand on Customer Satisfaction

Product in hand refers to the physical product the customer receives, including its quality, packaging, and presentation (Akmal et al., 2023; Hallencreutz & Parmler, 2021; Hongdiyanto & Liemena, 2021). In the food and beverage industry, the product's condition at the point of receipt is critical in determining whether the customer's expectations are met. For example, a well-packaged, fresh, and properly cooked meal aligns with what customers anticipate when they place an order. The "product in hand" reflects the culmination of the production and delivery process, making it a pivotal moment in the customer experience (Kacprzak & Hensel, 2023; Kim et al., 2024). Any issues with the product at this stage, such as poor packaging, incorrect orders, or compromised quality, can lead to immediate dissatisfaction.

The relationship between product in hand and customer satisfaction stems from the fact that this is the final point of contact between the business and the customer. Suppose the product quality is high and consistent with customer expectations; satisfaction levels rise, reinforcing customer loyalty and repeat purchases (Bansal & Sharma, 2023; Kusumawati & Kustiawan, 2023; Ma et al., 2022). When the

product meets the promised quality, customer satisfaction increases, potentially resulting in negative feedback or loss of future business. According to ECT, when the product in hand exceeds or matches the customer's anticipated quality, their satisfaction is enhanced. In the case of Fish Grill, ensuring that the product delivered meets the customers' expectations in terms of quality and presentation is crucial for positive customer experiences and overall satisfaction. Therefore, the second hypothesis proposed is H2: Product in hand positively affects customer satisfaction.

The Effect of Benefits on Customer Satisfaction

Benefit refers to the perceived value customers derive from a product or service relative to the costs incurred (Kusumawati & Sri Rahayu, 2020; Paulose & Shakeel, 2022). In the food and beverage industry context, benefits may encompass various dimensions, including taste, nutritional value, convenience, and overall satisfaction derived from the product. Customers evaluate the benefit of a product based on how well it meets their needs and expectations. A product that offers a unique flavor, health benefits, or time-saving features can create a strong value proposition, encouraging customers to choose it over alternatives. Understanding the benefits that customers seek is crucial for businesses to tailor their offerings and marketing strategies effectively (Gremler et al., 2020; Varadarajan, 2020).

The relationship between benefit and customer satisfaction is integral to customer decision-making processes. When customers perceive a high level of benefit from a product, their satisfaction levels increase correspondingly. This is because benefits align with customers' needs and expectations, validating their purchasing decisions (Evelina, 2022; Kusumawati & Sri Rahayu, 2020; Lim et al., 2020). According to ECT, if the benefits realized from the product exceed what customers anticipated, their satisfaction will be positively influenced. In the case of Fish Grill, ensuring that the menu items deliver substantial benefits—such as taste, quality, and nutritional value—can significantly enhance customer satisfaction and encourage repeat patronage. Therefore, the third hypothesis proposed is H3: Benefits positively affect customer satisfaction.

The Effect of Customer Support on Customer Satisfaction

Customer support refers to the assistance a business provides to its customers before, during, and after purchasing (Gelbrich et al., 2021; Oh & Kim, 2017). Effective customer support in the food and beverage industry encompasses prompt responses to inquiries, handling complaints efficiently, and providing guidance on product offerings. Good customer support is essential for enhancing the overall customer experience and addressing any issues that may arise. A responsive and helpful customer support team can positively influence customers' perceptions of the business and contribute to a positive overall experience. As customer expectations for service quality increase, the importance of customer support becomes even more pronounced (Gopi & Samat, 2020; Kusumawati & Sri Rahayu, 2020).

The relationship between customer support and customer satisfaction is vital, as adequate support can significantly enhance customers' trust and loyalty toward a business. When customers receive timely and helpful support, it reassures them that the company values their experience and is committed to resolving any issues (Gelbrich et al., 2021; Oh & Kim, 2017). According to ECT, high-quality customer support that meets or exceeds customer expectations increases satisfaction. For Fish Grill, prioritizing exceptional customer support can create a positive atmosphere that encourages customer retention and builds a loyal customer base. Satisfied customers are likelier to share their positive experiences, further promoting the business. Therefore, the third hypothesis proposed is H4: Customer support positively affects customer satisfaction.

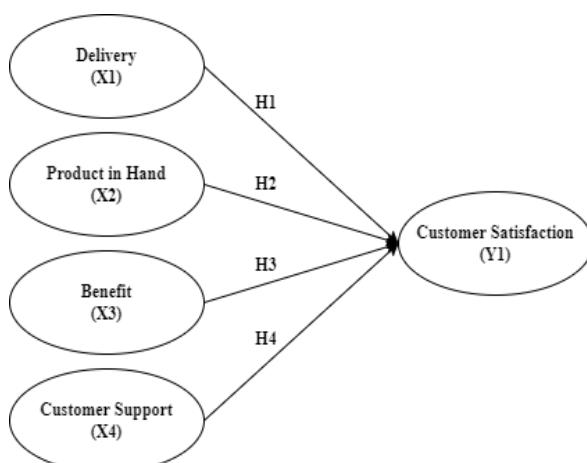


Figure 1. Research Framework

METHODS

The sample for this study consisted of consumers who had direct experience with the Fish Grill company. These consumers were selected based on specific criteria, including their familiarity with the company and willingness to participate in the survey. The selection ensured that participants were individuals who had made purchases within the past three months. The sample also represented a range of demographic characteristics, providing a broad perspective on customer satisfaction. The goal was to gather insights from a diverse customer base to understand better the factors influencing their dining experience.

The sampling method was convenience sampling through an online questionnaire distributed over one month from July to August 2024. The questionnaire was designed to collect data on customer satisfaction and related variables, ensuring that responses were gathered from regular customers who had experienced the Fish Grill's services during this timeframe—the data collection process aimed to capture a broad view of customer experiences.

The data analysis for this research was conducted using the Structural Equation Modeling (SEM) technique, specifically with the SmartPLS 3 software (Hair et al., 2021). SmartPLS is used because it allows for the simultaneous analysis of both measurement and structural models, making it ideal for models with latent constructs like the one presented. PLS-SEM also handles non-normal data and small sample sizes more effectively, providing more robust insights. Therefore, SmartPLS offers a more comprehensive and appropriate method for analyzing the complex cause-and-effect relationships suitable for this research. This method was chosen due to its ability to handle complex relationships between latent variables and indicators, providing a robust framework for examining measurement and structural models. The analysis of the outer model focused on assessing the reliability and validity of the constructs, including tests for convergent and discriminant validity through factor loadings, Average Variance Extracted (AVE), and Cronbach's Alpha.

RESULT

Sample Demographic Profile

The study included 87 participants, comprising 44 men and 43 women, indicating a nearly equal gender distribution. Most respondents were students, 86 identifying as such, while one respondent was

an employee. Regarding income, 52 participants reported earning less than IDR 4,000,000, while the remaining 35 had incomes exceeding this amount. These demographic characteristics reflect a diverse sample of Fish Grill consumers, with a slight majority being male and most having a student background. The income distribution further illustrates a broad representation of financial backgrounds among the respondents.

Reliability and Validity

Table 1. Reliability and Validity Test Result

| Variables | Indicator | Loading Factor | AVE | Cronbach's Alpha |
|---------------------------|-----------|----------------|-------|------------------|
| Delivery (X1) | X1.1 | 0.865 | 0.682 | 0.846 |
| | X1.2 | 0.789 | | |
| | X1.3 | 0.764 | | |
| | X1.4 | 0.879 | | |
| Product In Hand (X2) | X2.1 | 0.890 | 0.708 | 0.897 |
| | X2.2 | 0.868 | | |
| | X2.3 | 0.778 | | |
| | X2.4 | 0.840 | | |
| Benefit (X3) | X2.5 | 0.827 | 0.740 | 0.823 |
| | X3.1 | 0.779 | | |
| | X3.2 | 0.909 | | |
| | X3.3 | 0.887 | | |
| Customer Support (X4) | X4.1 | 0.900 | 0.834 | 0.950 |
| | X4.2 | 0.925 | | |
| | X4.3 | 0.906 | | |
| | X4.4 | 0.935 | | |
| Customer Satisfaction (Y) | X4.5 | 0.900 | 0.739 | 0.821 |
| | Y1.1 | 0.905 | | |
| | Y1.2 | 0.873 | | |
| | Y1.3 | 0.797 | | |

The results presented in Table 1 provide evidence for the validity and reliability of the measurement model. Factor loadings indicate the strength of the relationship between observed indicators and their latent constructs. They follow the guidelines of Hair et al. (2021), and a factor loading greater than 0.70 is generally preferred. In this case, all constructs demonstrate adequate factor loadings, with values ranging from 0.764 to 0.935, indicating strong relationships between indicators and constructs. These values suggest that all indicators strongly correlate with their respective constructs, supporting the construct validity of the measurement model.

The AVE values provide further confirmation of convergent validity. Fornell & Larcker (1981) recommend that AVE exceed 0.50 to ensure that the construct captures more variance from its indicators than from measurement error. The AVE values for all constructs in the model surpass this threshold, indicating good convergent validity. Delivery has an AVE of 0.682, product in hand is 0.708, and benefit is 0.740. customer support exhibits the highest AVE at 0.834, and customer satisfaction shows an AVE of 0.739. These values indicate that the constructs effectively explain a substantial portion of the variance in their respective indicators, further supporting the robustness of the measurement model.

Cronbach's Alpha is used to assess each construct's internal consistency and reliability. Nunnally and Bernstein (1994) recommend a minimum Cronbach's Alpha of 0.70 for acceptable reliability. All constructs in the model exceed this benchmark, confirming high internal consistency. Delivery has a Cronbach's Alpha of 0.846, product in hand is 0.897, and benefit registers 0.823. The

highest reliability is found in customer support, with a Cronbach's Alpha of 0.950, while customer satisfaction also demonstrates good reliability, with a value of 0.821. These results indicate that the constructs are measured with high reliability and that the indicators consistently represent their respective latent variables.

Hypothesis

Table 2. Hypothesis Test Result

| Hypothesis | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values | Result |
|--|-----------------|-------------|--------------------|--------------|----------|-------------|
| X1 (Delivery) → Y1 (Customer Satisfaction) | 0.001 | 0.000 | 0.051 | 0.024 | 0.981 | Unsupported |
| X2 (Product In Hand) → Y1 (Customer Satisfaction) | 0.399 | 0.400 | 0.037 | 10.924 | 0.000 | Supported |
| X3 (Benefit) → Y1 (Customer Satisfaction) | 0.121 | 0.119 | 0.047 | 2.562 | 0.011 | Supported |
| X4 (Customer Support) → Y1 (Customer Satisfaction) | 0.184 | 0.186 | 0.061 | 2.994 | 0.003 | Supported |

Table 2 show hypothesis testing results use t-statistics and p-values to assess the significance of relationships with customer satisfaction. A t-statistic above 1.96 and p < 0.05 indicate significance (Hair et al., 2021). Delivery has no significant impact (t = 0.024, p = 0.981). In contrast, "product in hand" (t = 10.924, p = 0.000), benefits (t = 2.562, p = 0.011), and customer support (t = 2.994, p = 0.003) all show significant positive effects on customer satisfaction.

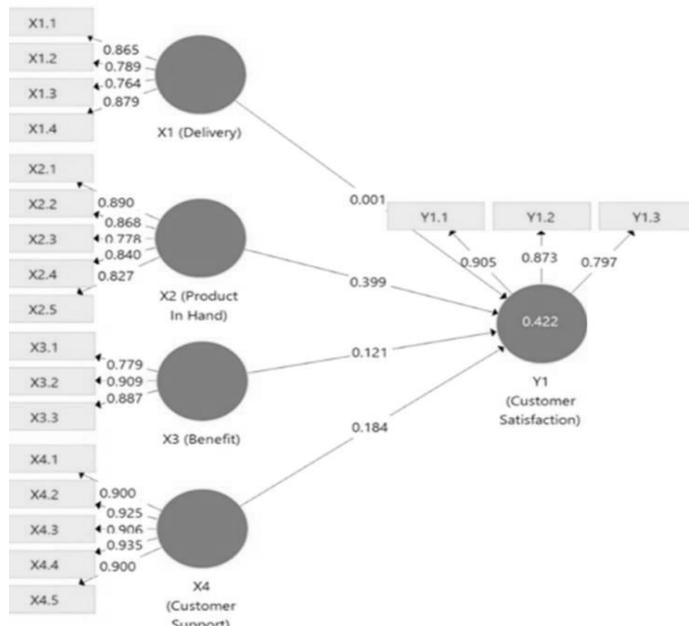


Figure 2. PLS Result

DISCUSSION

The results indicate that delivery does not significantly impact consumer satisfaction, leading to the rejection of the first hypothesis. This could be attributed to the fact that Fish Grill customers may prioritize the core value of their dining experience—namely, the quality and taste of the food—over logistical aspects like delivery speed. Delivery, while essential in the broader food service industry, may play a less critical role in settings where the dining experience focuses on the product itself, particularly for businesses like Fish Grill, which emphasize grilled dishes and fresh ingredients. This finding highlights the contextual dependency of delivery as a satisfaction driver, suggesting that its significance might vary depending on the type of food offered and the expectations of the customer base. In a dining context, customers are likely to assess their satisfaction based on the sensory attributes of the meal, such as taste and presentation, rather than how quickly the meal arrives (El-Said et al., 2021; Yang & Luo, 2021). Research suggests that when dining out, customers expect their meals to meet a certain quality standard, which often overshadows their concerns about delivery timing (Annaraud & Berezina, 2020; Belarmino et al., 2021; Ma et al., 2022; Mavarrei et al., 2022). Therefore, while efficient delivery can enhance the overall experience, Fish Grill should focus on delivering exceptional product quality and taste to ensure customer satisfaction.

The results affirm that the quality of the product in hand significantly influences consumer satisfaction, supporting the acceptance of the second hypothesis. This finding is consistent with the ECT, which posits that the confirmation or disconfirmation of pre-purchase expectations influences customer satisfaction (Oliver, 1980). When patrons of Fish Grill perceive that the grilled dishes meet or exceed their expectations in terms of flavor, presentation, and freshness, their satisfaction levels are likely to increase. This suggests that Fish Grill's success hinges largely on its ability to consistently meet sensory expectations related to its offerings, which further underlines the importance of continual product quality assurance. Failure to maintain these quality standards could lead to a significant decline in repeat customers, as the primary driver of satisfaction lies in the tangible experience of the product itself. Prior research indicates that customers derive satisfaction from their meals' sensory and experiential aspects, such as taste and visual appeal, which are critical in the food and beverage industry (Wahab et al., 2022; Putra et al., 2020; Sabbağ & Arıca, 2020). Fish Grill can significantly enhance customer satisfaction and foster repeat patronage by ensuring that their offerings consistently deliver on these attributes.

The results affirm that benefits significantly influence consumer satisfaction, supporting the acceptance of the third hypothesis. This finding is consistent with the ECT, which posits that the confirmation or disconfirmation of pre-purchase expectations influences customer satisfaction (Oliver, 1980). When customers perceive that Fish Grill's offerings meet or exceed their expectations in terms of taste, nutritional value, and overall meal satisfaction, their levels of satisfaction increase. This highlights the growing importance of perceived benefits in shaping customer satisfaction, particularly in health-conscious markets where nutritional value and unique product attributes become key differentiators. This also underscores the potential for Fish Grill to further position itself as a provider of healthy, high-quality meals, thus capitalizing on the trend toward health-conscious dining. Previous research has shown that when businesses tailor their products to meet customer preferences, it fosters emotional connections and brand loyalty (Evelina, 2022; Fang et al., 2020; Kusumawati & Sri Rahayu, 2020; Saratian et al., 2024). Focusing on the benefits of their grilled dishes—such as unique flavors and quality ingredients—can significantly enhance Fish Grill's customer satisfaction. By aligning its offerings with customer expectations and preferences, Fish Grill can encourage repeat visits and strengthen its position in a competitive market, ultimately driving long-term success.

The results affirm that customer support significantly influences consumer satisfaction, supporting the acceptance of the fourth hypothesis. Adequate customer support is vital in creating positive customer experiences and addressing concerns arising during the dining experience. Customer support not only addresses immediate concerns but also helps build long-term relationships, which are critical for customer retention in the competitive food and beverage industry. When customer concerns are promptly resolved, it enhances their trust in the business and fosters a more loyal customer base. Moreover, excellent customer support contributes to creating an emotional connection between customers and the brand, which can be a significant competitive advantage. Previous studies have shown that attentive and responsive service can significantly enhance customer satisfaction and foster loyalty (Gelbrich et al., 2021; Gopi & Samat, 2020; Kusumawati & Sri Rahayu, 2020; Oh & Kim, 2017). In the context of Fish Grill, providing excellent customer support can help build trust and create a welcoming atmosphere for diners. When customers feel valued and supported, their overall satisfaction with the dining experience improves, encouraging them to return (Bonfanti et al., 2023; Leong et al., 2023). By strengthening customer support, Fish Grill can establish deeper emotional connections with its patrons, ultimately driving repeat business and contributing to long-term success in a competitive market.

CONCLUSION

The study concludes that while delivery does not significantly impact customer satisfaction at Fish Grill, product quality, benefits, and customer support are critical factors that positively influence satisfaction. These findings suggest that Fish Grill should prioritize consistently delivering high-quality, flavorful dishes and maintaining excellent customer support to enhance customer satisfaction and foster loyalty. Managerially, this implies a focus on improving product offerings and attentive service rather than emphasizing delivery logistics to meet customer expectations and drive repeat business. Theoretically, the results align with the ECT, affirming that when customer expectations are met or exceeded in key areas like product quality and customer support, satisfaction increases. This reinforces the importance of aligning product offerings with customer preferences and highlights the role of emotional and experiential factors in sustaining competitive advantage in the food and beverage industry.

LIMITATION

This study on customer satisfaction at Fish Grill is limited by several factors. First, it focuses specifically on a single venture within the student-run food and beverage sector, which restricts the generalizability of its findings to other types of businesses or larger-scale operations in Indonesia's food and beverage industry. Second, the research examines only a limited set of variables—product quality, benefits, and customer support—excluding other relevant factors such as pricing, brand image, and environmental impact, which also influence customer satisfaction. These limitations indicate that while the study provides valuable insights, further research is essential to achieve a more comprehensive understanding of customer satisfaction determinants across various contexts within the food and beverage sector.

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