

# Customer Loyalty and Profitability in Improving the Restaurant Industry: The Role of Employee Participation

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## Abstract

Service quality is an essential component of success in food and beverage establishments, where customer expectations must be met or exceeded to build long-term loyalty. While it is well established that customer satisfaction influences loyalty, limited research has specifically addressed how staff behaviors and hygiene directly impact customer loyalty in casual dining settings. For this study, it aims to connect the gap by discovering the role of employees in the restaurant in the context of service delivery (service quality, waiting time, accuracy), staff attitudes and hygiene (communication skills, professionalism, cleanliness, grooming), and product knowledge (accuracy, confidence, situational awareness) in fostering customer loyalty. The research identifies key issues such as the influence of staff attentiveness and hygiene on customer satisfaction, an area that has been understudied in the context of casual dining. A random sampling approach was employed, gathering data from 118 dine-in customers at The Case Restaurant to capture real-time perceptions of service quality and staff interactions. The findings of this study are valuable for business owners aiming to optimize their service strategies, employees seeking professional development, and customers desiring improved dining experiences. Additionally, the study supports broader goals of promoting sustainable practices and economic resilience in the food and beverage industry by demonstrating the utility of targeted employee training and engagement.

**Keywords** Service Delivery, Staff Attitudes and Hygiene, Product Knowledge, Staff Attentiveness, Staff Loyalty

## Introduction

This study will discuss staff attentiveness. Being attentive to the staff is crucial because it can exceed customer expectations and build the basis for a long-term business relationship. Unfortunately, in the current competitive industry, some service firms or restaurants have less pay attention to the aspect of staff. This issue might affect the perception of the customer regarding the service firm or restaurant in terms of customer satisfaction that in the end will affect customer loyalty. According to Wu, et al (2020), it has been noted that dining culture

has evolved, leading to higher standards for food service quality. Attentiveness should be experienced by every customer when they dine in to the restaurants, whereby the waiters will listen carefully to the needs of their customers and to follow up after the exchange is over to make sure their needs have been met. The action of listening is not just about hearing, but it is about understanding what is really being said by the customers. In addition, the influence of employees' attitude towards customers satisfaction have received considerable attention in the world of marketing and it has been practiced in recent years. Moreover, there is a possibility that an employee's personal attitude and their behavior will affect the customer. The importance of staff attentiveness has been discussing in previous research but there is occasionally research about staff attentiveness that held at food and beverage service in Malaysia.

The role of staff attentiveness in the hospitality sector, particularly in enhancing customer loyalty and business profitability, remains a pivotal yet underexplored area. In today's competitive food and beverage (F&B) landscape, casual dining establishments face increasing pressure to meet rising customer expectations, including personalized service, high food quality, and memorable dining experiences. These demands emphasize the importance of employee behavior, hygiene, and service delivery as critical factors influencing customer satisfaction and loyalty. While much research has focused on customer satisfaction in general, limited attention has been given to the specific impact of staff attentiveness and hygiene within casual dining restaurants. These elements directly shape customers' perceptions of service quality, which is critical for fostering repeat patronage and long-term loyalty. Furthermore, the dynamic nature of the F&B industry in Malaysia, with its rich cultural diversity and growing casual dining sector, necessitates a deeper understanding of how staff attentiveness contributes to sustained business success. This study holds significance for multiple stakeholders. For restaurant managers and operators, it provides actionable insights into training and managing staff to enhance customer loyalty. For policymakers, it highlights the potential of improved service quality to boost economic growth in the hospitality sector. Academically, the research bridges a gap by focusing on the largely neglected influence of staff hygiene and attentiveness in Malaysia's casual dining context.

### **Research Objectives**

The study aims to explore how staff attentiveness impacts customer perceptions and loyalty at The Case Restaurant, providing a framework for similar establishments to enhance service delivery and profitability.

Therefore, the first question this research aims to answer is *What are the perceptions of customers toward service attention?* Then to connect with customer loyalty, the second research question of this study is *What are the factors influenced by staff attentiveness towards customers' loyalty?*

## Theoretical Framework

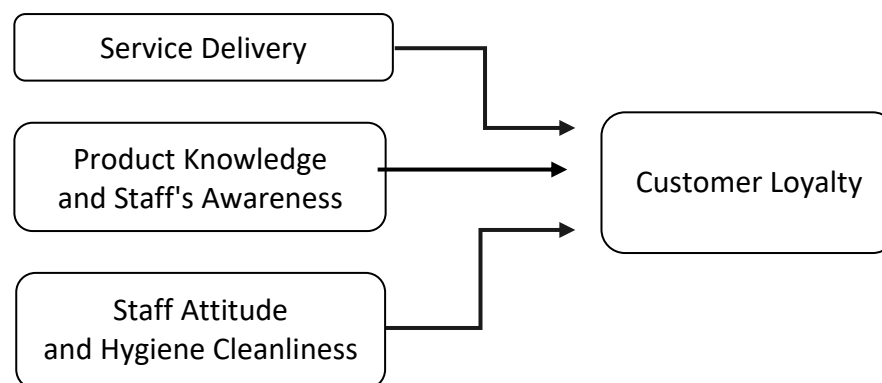


Figure 1: Created by the author

## Review of Literature

Each of the independent variables is examined thoroughly in sub-dimensions that help to explain the study and provide more insight. There are three independent variables, service delivery, product knowledge, and staff attitude and hygiene.

### *Service Delivery (IV\_1)*

For the service provider, service delivery is to get services as effectively and quickly as possible to the customers. In the hospitality industry, delivering quality service is one of the major challenges that managers will be facing. In this complicated and advanced environment, quality-of-service delivery is a principal in gaining customer loyalty. People nowadays are looking for values that they spend rather than paying luxurious but getting the poor delivery service. Once they get a poor experience of dining, the business will lose customers by having spreads bad image to the public via 'word of mouth' of unsatisfied customer and through digital platforms. Saaidin, Hamid, & Norbayaah (2018) indicate that in the restaurant industry, service providers have increasingly focused on enhancing service quality by offering a pleasant dining experience for consumers. The perception of getting the quality in the service delivery is a part of the competitive weapon in recent phenomenon.

### *Service Quality*

An excellent service quality is assessed by how well the employees in the restaurants delivered the service to the customer as this represents the assessment of high and low expectations when the customers get experience in the restaurants. For service providers they often assess the quality of service provided to their customers by improving the service, attempt quickly to identify problems, and to better assess the satisfaction of the customers. Service quality is being assessed via the performance of products and services from the customer's perspective. In addition, (Wu, et al, 2020) explain that satisfaction is a key dimension for companies to gauge customer perceptions of service performance in relation to service quality attributes. Quality can also mean consistency in the product or services. More specifically, according to Dabholkar, Thorpe, and Rentz (1996) and King, Weber, Meiselman, and Lv (2004), discuss that since restaurant environments play a critical role in customer perceptions of restaurant quality, the research findings found that the physical service quality should be separated and distinct from overall service quality. Following the

previous study, Xia and Ha (2021), it is well acknowledged that both actual and perceived service quality positively impact customer satisfaction, especially within the restaurant setting.

#### *Service Accuracy*

For service providers such as restaurants, hotels and travel agencies, service accuracy is defined as the ability of the providers to serve the customers or guests with the actual value perceived by them. The service accuracy can be reached when staff deliver the service efficiently. The performance of staff is inefficient if the management is not concerned about the necessity. As mentioned by Ma et al., (2014); Zhong & Moon, (2020), restaurants and other service organizations can gain customer satisfaction and loyalty by providing quality services, fairness in prices, and a friendly environment. When the employees are concerned with the customers, this indicates the success of the business and the employee's performance is appreciated. Despite that, according to (Khadka & Maharjan, 2017), satisfied customers tend to repurchase the same goods/services, become loyal customers, and are actively involved in recommending others. When customers are satisfied, they tend to become loyal to the product or service. The restaurants employees, who represent the organization in the customers' eyes, can significantly influence the company's image and reputation. Restaurant executives should be focused on their standard of service, price, and physical environment to compete and produce more substantial revenue (Ali, Alam, & Bila, 2021).

#### *Waiting Time*

Hassan, M., & Hassan, R. (2020) discuss waiting time is the amount of time a customer has to wait to receive a product or service. However, while waiting, individuals may become impatient and abandon the product/service (Li et al., 2018). Waiting time or delays have adverse effects on overall service evaluation (Stidham, 2009; Taylor, 1995, as cited in Hassan & Hassan, 2020), whereas an effective response to the wait influences service satisfaction (Li et al., 2018; Hui & Tse, 1996, as cited in Hassan & Hassan, 2020).

### **Product Knowledge and Staff's Awareness (IV\_2)**

#### *Accuracy of Products*

Employees are likely to have skills and experience that can be used as an asset. Having staff that are knowledgeable can be invaluable in setting the firm apart from competitors. Service firms or restaurants should make sure that their employees' knowledge and skills are passed on to their colleagues and successors wherever possible, e.g. through brainstorming sessions, training courses and documentation. Yulisetiari (2014), mentioned that employees take crucial role to satisfy the customers in restaurant business. Things such as friendliness, reliability, promptness, providing comprehensive and valid information, assurance, as well as empathy are needed to close the gap between customer expectation and restaurant service.

#### *Confident Level*

According to Raja (2015, as cited in Abbas, 2024), stress is the same as electricity. In the workplace, when people are getting the right energy, it will make the person do work well and perform to the limit. Similarly, if stress is properly challenged, it brings job satisfaction, creativity, and improves the work performance of individuals. In the service industry,

employees who have direct contact with people experience more burnouts compared to those who have less contact with people. The problem arises when stress is not properly managed. It harms individual performance as well as personal health. Hamas & Khezendar, 2021, as cited in Abbas, 2024, mention that the job satisfaction helps employees to perform better, effective communication between employees and managers, work as a team, respect each other, keeping employees motivated. Confidence can only be discovered in the employees when they believe in their capabilities in handling challenging tasks more effectively.

#### *Situation Awareness*

Situation awareness in the restaurant when the employees are aware of what is happening in the environment, such as information, activities, and actions which will impact the goals and objectives of the restaurants. According to Xia and Ha (2021), services have a higher proportion of intangible aspects in their consumption experience, the customer also interacts with the tangibles in the environment.

#### **Staff Attitude and Hygiene Cleanliness (IV\_3)**

Global market is now a highly competitive environment; building brand is no longer optional but it is essential. Companies should be able to guide critical business decisions as well as determine suitable and talented employees as well as the experience in handling the food to be served to the customers in restaurants. In the restaurants sector, it is the main problems that the foodborne disease occurs when it comes to the raw materials delivery which explained that the raw materials come from unsafe and unchecked sources, inadequate heat treatment of food, inadequate food storage temperatures, inconsistent defrosting procedures, unawareness of contaminated equipment, poor hygiene practices or employee illness, and improper food handling by staff have all been identified as contributing factors (Bolton et al., 2004; Bolton et al., 2008; Adesokan et al., 2015; Jankovic et al., 2017). In supporting the previous research, Martinez, Ahmed, & Hernandez, (2024) concluded that the highest mean of 3.88 was recorded in their study, for the belief that hands should be washed before working, indicating the importance of personal hygiene in food handling.

#### *Communication Skills*

Communication can happen intentionally or unintentionally. It might use conventional or unconventional signals, can take linguistic or non-linguistic forms, and may occur through spoken language or other methods. According to Agarwal (2021), communication abilities are regarded as the primary eligibility requirements for picking any candidate in the hospitality management and human resource sectors and also it is because service providers must persuade customers of the value of their offerings, oral communication is more common in the tourism industry than written communication. In order to make all employees work together as a team, work productively and professionally, communication skills are an essential component in the workplace. Moreover, in the service industry, employees with more than one language will benefit the organization and also the employees as this would help the business to be more effective. Swati (2018, as cited in Agarwal, 2021) explains that English language proficiency is a prerequisite for employment in the hospitality business.

### *Staff Cleanliness*

Knowledge, attitude, and conduct of food handlers are critical determinants in preventing foodborne illness, according to several worldwide research (Insfran-Rivarola et al., 2020; Honua, 2018). Research has shown that food handlers should be knowledgeable about ensuring food safety for public consumption and the consequences of eating contaminated foods (Kwol et al., 2020, as cited in Martinez, Ahmed, & Hernandez, 2024). According to Sabbithi et al. (2017), which states that food handlers are knowledgeable about the core concepts of safe food handling and Kwol et al. (2020) highlights that improper food safety practices can lead to numerous foodborne diseases, emphasizing the importance of adhering to proper hygiene standards. Maintaining clean and presentable staff is essential and could lead to the prevention of negative impact on business performance.

### *Self-Grooming*

Grooming outward appearance is the window of your personality to the world. External appearance is important because that gives the first impression to others about the employees' personality. Markovic, Raspor and Segaric (2010) notes that an error-free served order, clean rest rooms, clean, neat and appropriately dressed staff, and clean dining areas significantly influence customer expectations of service quality, whilst clean dining areas, accurate bills, easily readable menus, and clean, neat and appropriately dressed staff, all significantly influenced customer perceptions of service quality.

### *Customer Loyalty*

According to (Mulady & Sumadi, 2023), customers who are comfortable with the value and service they receive can become loyal. The loyalty behavioral of the customers is expressed as repeated transactions which and can sometimes be measured quite simply with observational techniques at the restaurants. To support the point of customer loyalty, Griffin, 2013 mentioned the indicators of customer loyalty include repeat purchases, using line products, recommending to others and being immune to competitor's offers. Yulisetiari (2014), notes that loyalty occurs from satisfaction which causes positive image toward service; yet it will result in an opposed condition when dissatisfaction occurs. As perceived service is equal to expected service, then the service quality is good or positive; moreover, when perceived service is greater than expected service, the service quality is considered as ideal.

## **Methodology**

The research employs primary and secondary data collection and analysis. Primary data is original data obtained along the research study. Secondary data refers to the available information, books, previous research, journals and organization information. Prior to the actual survey, permission from The Case Restaurant owner was obtained.

### *Instruments Development*

The questions are based on service delivery, staff attitude and hygiene, and product knowledge. Respondents were asked to answer the questions based on their experiences while visiting The Case Restaurant. The questions were used 5-point Likert scale ranging from 1 "Unsatisfied" to 5 "Very Satisfied". Another section of questions is focused on a dependent variable where most of the questions are based on the level of customer loyalty. Items were ranged on a 5-point Likert scale ranging from 1 "Strongly Disagree" to 5 "Strongly Agree".



## Results And Discussion

### *Analysis Procedures*

For experiential studies, some research examines differences between the perceived performance of service attributes and importance of it when want to identify which aspects need improvement by using statistical methods such as means and medians (Chen et al., 2018; Liu et al., 2014; Manikandan & Chidambaranathan, 2018; Matzler et al., 2003; Murali et al., 2016). There are other methods, including importance-performance analysis (IPA), the Kano Model, multiple regression, and quality function deployment (QFD), are also being used to assess and improve service quality (Basfirinci & Mitra, 2015; Dehe & Bamford, 2017; Erdil & Arani, 2019; Riquelme et al., 2009; Trappey et al., 1996). In this study, the data collected, 118 respondents involved in this study were to analyse with staff attentiveness that included service delivery, staff attitude and hygiene, and product knowledge as the independent variables used in the analysis. The customer loyalty scores were given as mean score measure.

### *Analysis of the Service Delivery (IV\_1)*

The independent variable of service delivery is divided into three sub-dimensions. It is waiting time, service accuracy, and service quality. Whether a service is tangible or intangible, service quality is the level of performance that the consumer experiences. Accuracy is crucial in any restaurant; service accuracy is about serving the customer with the appropriate standard technique. Waiting time is the most important factor to manage in the food and beverage industry. Four survey items that represent the service delivery subdimension were employed in this study.

Table 1

*Number, Mean and Standard Deviation for Service Delivery*

No.	Item	n	Mean	Standard Deviation
1.	The quality of services provided	118	4.24	0.663
2.	The level of consistency for the services provided	118	4.17	0.645
3.	The speed of the services provided	118	4.02	0.795
4.	The efficiencies of the staffs	118	4.09	0.816

Because the standard deviation is less than 1.00 and the mean score for each of the four criteria is greater than 4.00, table 1 indicates that patrons are happy with the service they receive at The Case Restaurant. According to the table, the respondents are happy with The Case Restaurant's overall level of service quality (m=4.24, Std Deviation = 0.663). This is consistent with the staff's service efficiency mean score (m=4.09, standard deviation = 0.816). It is reasonable to presume that the employees providing customer service have received training and are performing their jobs effectively to satisfy the needs of the customers. Given that the mean score for each of the four criteria is greater than 4.00 and the standard deviation is less than 1.00, table 1 indicates that patrons are happy with the level of service received at The Case Restaurant. The respondents are pleased with The Case Restaurant's overall level of service quality, according to the table (m=4.24, Std Deviation = 0.663). This is

consistent with the average score for staff service efficiency ( $m=4.09$ , standard deviation = 0.816). It can be presumed that the employees providing customer care have received training and deliver quality work to satisfy the customer.

For this reason, the mean score indicates that the respondent is satisfied with the speed of service. Depending on the restaurant, a customer may develop expectations about how long they will have to wait for their food. The Case Restaurant still has room to enhance its customer service, though. Each customer has a unique personality and set of preferences. Some patrons may be understanding of the restaurant concept, while others may demand their food to arrive as quickly as the service.

#### *Analysis of the Product Knowledge and Staff's awareness (IV\_2)*

Product knowledge can be defined as an understanding of a product or service, which may involve learning about its application, function, features, use, or support requirements. Every employee at a restaurant, including the owner, service staff, and culinary staff, should be knowledgeable about the products. In this study, there were three questions in the questionnaire that reflected product knowledge: the staff's product knowledge, their confidence level, and their awareness. Staff product knowledge was defined as the accuracy of information, such as explaining the contents of the dish by the service staff. While staff confidence was defined as their level of confidence when dealing with consumers. Staff awareness

toward the situation in the restaurant is refer to the staff always observe and prepared to serve customers.

Table 2

*Number, Mean and Standard Deviation for Product Knowledge.*

No.	Item	n	Mean	Standard Deviation
10.	The product knowledge of the staffs	118	4.07	0.803
11.	The staffs' level of confident	118	4.05	0.772
12.	The awareness of staff toward the situation in the restaurant	118	4.05	0.804

Table 2 shows that the majority of respondents were happy with the staff's product expertise. It (item 10) has a high mean score (mean=4.07, standard deviation=0.803). Based on this finding, researcher can conclude that The Case Restaurant's management is providing excellent training to all service employees by imparting knowledge about the needs of its customers. It is consistent with the researcher's observations and information, which shows that the personnel effectively loaded the customers with the necessary information. Meanwhile, the majority of respondents gave a positive response to the question about worker confidence (item 11). The results showed that respondents were satisfied with confident personnel (mean = 4.05, SD = 0.772). Self-efficacy in the workplace is defined as the amount to which employees are confident in their ability to organize and execute action within a given context to attain a specific level of performance. In other words, when frontline personnel are confident in their capacity to perform, they provide exceptional service to



customers. Table 3 shows that respondents are satisfied with staff situation awareness ( $m = 4.05$ , standard deviation = 0.804).

Despite the fact that the majority of respondents were satisfied, the researcher feels The Case Restaurant still has room for development. According to the researcher's observations at The Case Restaurant, service staff occasionally fail to pay attention to customers, particularly when they request anything. Management of the Restaurant should come out with a solution to avoid this situation from happening.

#### *Analysis of the Staff Attitude and Hygiene (IV\_3)*

Negative employee attitudes may have an impact on the organization's performance. One of the hard-to-measure, hidden attributes that ultimately play a critical role in a company's performance is attitude, particularly when employees are interacting with customers. For better or worse, employee attitudes can significantly affect a company's productivity, both directly and indirectly, through their influence on other aspects of the job. Therefore, in the food and beverage sector, workplace personal hygiene habits have a big influence on a business's ability to succeed. In addition to keeping employees healthy, proper personal hygiene practices also help prevent foodborne illnesses. Therefore, workers need to maintain a high degree of personal cleanliness during all working hours.

Table 3

*Number, Mean and Standard Deviation for Staff Attitude and Hygiene.*

No.	Item	n	Mean	Standard Deviation
5.	Communication between staffs and customers	118	3.89	0.977
6.	The way of staffs handling customers request	118	4.11	0.825
7.	The friendliness of staffs toward customers	118	4.19	0.745
8.	The attire of the staffs	118	4.22	0.706
9.	The staff cleanliness	118	4.32	0.625

The ninth item in Table 3, "Staff attitude and hygiene," "The staff cleanliness," has a mean score of 4.32 and a standard deviation of 0.62, indicating that customers are happy with the cleanliness of the personnel. The researcher assumes that respondents place a high value on cleanliness. Consumers prefer to observe food handlers who practice safe food handling and take hygiene seriously. Customers are happy with the staff's outfit at The Case Restaurant, according to item number eight, "The attire of the staff," which had a mean score of 4.22 and a standard deviation of 0.706. This is a result of the employees at The Case Restaurant dressing casually for work. With a mean score of 4.19 and a standard deviation of 0.745, item number seven, "The friendliness of staff towards customers," indicates that patrons are satisfied with the staff's friendliness at The Case Restaurant Shop. It is reasonable to suppose that The Case Restaurant's employees get along well with patrons. With a mean score ( $m=4.11$ , standard deviation = 0.825) for item number six, "The ways of staff handling customer request," the customer is satisfied with how the request is handled.

Based on the outcome, it can be concluded that professionalism is a difficult talent to master and typically requires years of experience. The patron is somewhat content with communication between staff and customers, as indicated by item number five, "Communication between staff and customers," which has a mean score of 3.89 and a standard deviation of 0.977. According to research, this could occur as a result of the restaurant's large proportion of international employees.

#### *Analysis of the Respondents' Intention of Re-Patronization*

In this section, the statistic result was indicated the mean score and standard deviation that was applied in investigating the reasons of respondent re-visit to the restaurant. Table 4 reflect the reason of why costumer re-patronize to The Case Restaurant.

Table 4

*The Mean Score and Standard Deviation Value for Customer Loyalty Question.*

No.	Item	n	Mean	Standard Deviation
1.	I will come to this restaurant because of the staff attentiveness	118	3.92	0.87
2.	I will come to this restaurant because of the accessibility and convenience of the restaurant	118	3.87	0.790
3.	I will come to this restaurant because of the service quality	118	4.00	0.847
4.	I will come to this restaurant because of the meal price	118	3.79	0.895
5.	I will only stay in this restaurant if I do not have any options	118	2.8	1.293

Table 4 shows the statements from the Customer Loyalty Questionnaire. The majority of respondents said they would return to The Case Restaurant because of the high quality of service they received. This was clearly stated from the mean score (mean= 4.00), and it was demonstrated that service quality influences the opinion of customers to return to the restaurant. Aside from service quality, a large number of respondents (mean=3.92) stated that they would return to the restaurant because of the staff's attentiveness, followed by the business's accessibility and convenience (mean score of 3.87). Finally, the statistical value of Table 4 indicates that respondents will return due to meal pricing and if they have no other options, with mean scores of 3.79 and 2.8, respectively. It can be assumed that respondents are willing to purchase food from The Case Restaurant because of the food's quality, despite the fact that the prices are high. According to some responders, there are few other restaurant options in the area outside The Case Restaurant.

#### **Implications**

##### *Service Delivery*

Customers are happy with the speed of service provided. But even customers are happy with the speed of service. There is still space for restaurant management to improve the service. In The Case Restaurant, the researcher finds that customers must wait at least twenty minutes for their steak meal. This is common waiting time for the steak in restaurant. But every customer has different character and different preference. Some customers may

expect food to come as fast as possible, some customers are understanding and patient with the cooking time. Findings have shown that most respondents are satisfied with the efficiency of staff. Based on the observation during day, the researcher found that there are only five numbers of staff worked in the front of house. The number of staff cannot control effectively the service especially during high peak time. Thus, the level of awareness tendency becomes low. Lack of awareness can be related to inefficient staff when handling the customers during peak hours.

### *Product Knowledge*

It has been demonstrated in earlier research that employee confidence affects customer satisfaction. The current study's findings indicate that respondents are satisfied. From the standpoint of the researcher, however, there are certain aspects that may be strengthened with reference to the staff's degree of confidence. According to the researcher's observations, some of the service staff at The Case Restaurant do not make eye contact with customers, and their speaking tones are low. Making eye contact with your audience also helps you establish a closer relationship with them. The staff's level of confidence can be inferred from their tone of voice and eye contact. The staff's level of confidence needs to be reinforced at this point.

The next point that can be covered in this section is staff product knowledge. The Case Restaurant employees have attained a degree of satisfaction among respondents, according to the findings of product knowledge. The majority of respondents expressed satisfaction with the staff's explanation of the menu item's level of doneness. Nonetheless, some individuals also draw attention to the service staff's shortcomings. The respondents anticipate that service personnel will be able to go into greater detail about the meal, including ingredients and meat components. Through the service personnel, respondents wish to learn more and more about the food offered by The Case Restaurant.

Insufficient product expertise may also result in a loss of confidence among the service personnel. Staff members' confidence level and product expertise are indirectly related. The Case Restaurant's management should now improve the service staff's expertise. The Case Restaurant's service crew is too preoccupied with their current tasks to be sensitive to the situation around them, the researcher realizes. In contrary service staff should always be aware with the presence of customer to show that they are always welcome to the restaurant.

### *Staff Attitude and Hygiene*

According to the results, the majority of respondents expressed a moderate level of satisfaction with the staff-customer contact at The Case Restaurant. The main concern raised by these findings is the communication barrier. The majority of respondents' complaints center on the communication's improper delivery methods. Additionally, a positive relationship between employees and customers can be developed through effective communication. Unfortunately, due to a communication problem, the majority of the front desk employees at The Case Restaurant are not fluent in either national language or English. A potential contributing factor to poor communication is a language barrier. The Case Restaurant may experience negative effects if this issue persists. Ineffective communication between employees and customers will result in subpar customer service. On another part, loyal customers are valuable to the business since they pay for the food and beverages, the

setting, and the services on a regular basis. Ultimately, this money is used to pay employee salaries, raise wages, and support the business's overall success. The Case Restaurant must thus make plans to make these circumstances better. The majority of respondents expressed satisfaction with the staff's cleanliness and dress, according to the data.

### **Limitations**

It would be inaccurate to claim that there were no constraints on the empirical research. Each study has its own drawbacks, and this one is no exception. Only The Case Restaurant is included in the study's respondent coverage. As a result, it is not possible to extend the results to the entire population of any restaurant. To obtain a better and more accurate result, care should be used when extending to a larger population or industry and cultural challenges. Aside from that, the current study has additional limitations pertaining to statistical analysis. Hence, because of time constraints, this study is firmly based on descriptive analyses and simply looking at the mean scores would yield insignificant results. Complex inferential statistics, like multiple regression, should be used during the data analysis process if time permits in order to strengthen and provide greater support for the conclusions.

### **Conclusions**

The results show that nearly half of the patrons had made more than three visits to the restaurant. It demonstrated how successfully The Case Restaurant is retaining its customers. Furthermore, the results also showed that most patrons eat in with friends and family. Customers' opinions on service delivery were analyzed in order to explain their perceptions. The majority of respondents express satisfaction with The Case Restaurant's overall service delivery, citing its high level of quality and consistency. They are also pleased with the staff's effectiveness and the speed at which services are rendered. Apart from that, an examination of respondents' opinions regarding staff demeanor and cleanliness reveals that they are only moderately happy with the way that employees and customers communicate. Respondents, however, expressed satisfaction with the manner in which employees handled customers and their degree of friendliness. Additionally, the staff's cleanliness and dress have also met their expectations. It demonstrated that, based on employee clothing, customers place a premium on performance quality.

Analysis of the customers' opinions about product knowledge of the restaurant environment further supported their thoughts. The outcome indicates that there aren't many differences between the three products. The majority of respondents express satisfaction with the staff's product expertise, confidence, and awareness of the restaurant's circumstances. It is indisputable that the employees are highly skilled at giving customers the product information they need due to their great awareness and confidence. to defend whether or not the staff's attentiveness would have affected the customers' choices to return or to show their devotion. According to the results, most respondents would be open to returning to The Case Restaurant. However, they base their choice on a few considerations. These have to do with the staff's attentiveness, the cost-effectiveness, the ease of access and convenience, the quality of the services, and the availability of choices. The majority of respondents agreed with the restaurant's excellent level of service. The findings also indicate that consumer loyalty is significantly impacted by staff attentiveness.

By focusing on service quality, the hospitality industry plays a significant role in fostering economic growth and decent work, aligning with SDG 8. Investing in employee development, including training in communication, professionalism, and product knowledge, improves overall service delivery, contributing to enhanced customer satisfaction and business performance. This approach not only promotes sustained growth but also ensures that employees are equipped with the skills needed for long-term career success, which directly contributes to economic productivity and full employment (World Economic Forum, 2020; UN, 2015). Aligning with SDG 12, the hospitality sector can contribute to responsible consumption and production by improving operational efficiencies. Enhanced staff training in areas such as hygiene, product knowledge, and customer service not only elevates customer loyalty but also ensures better resource utilization within the business. For example, well-trained staff are better equipped to manage customer expectations regarding food quality and portion sizes, which can minimize waste and optimize resource use, supporting sustainable consumption and production practices in the food service industry (UN, 2015; Dube & Ren, 2020).

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