

Impact of DINESERV, Customer Involvement and Customer Variety-Seeking Behavior on Customer Satisfaction

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DOI: <https://doi.org/>

Keywords

DINESERV, Customer Involvement, Customer Variety-Seeking Behavior, PLS and Karachi.

Article History

Received on 10 Dec 2025

Accepted on 10 Jan 2026

Published on 22 Jan 2026

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Abstract

The study has aimed to study the effects of DINESERV, customer involvement and customer variety-seeking behavior on customer satisfaction. The research approach is quantitative while its purpose is explanatory. This study has targeted customers of restaurant industry in Karachi city of Pakistan to collect data using survey method and quantitative questionnaire. The sample size of the study is 314. This study has utilized partial least square Smart PLS version 3.2.8. Customer involvement has significantly positive relationship with customer satisfaction while DINESERV has positive and significant relationship with customer satisfaction. Similarly, variety-seeking behavior has positive and significant impact on the customer. The results of this study revealed many significance outcomes of developing the customer satisfaction in regards to the restaurants of Karachi. This study helped at a great level to increase the knowledge of the managers to further enhance their services and improve their quality and give some recommendations. Firstly, managers need to develop a scenario of taking feedback from the customers. Secondly, regarding empathy is to provide the customers with more valuable care and if in any phase the customers feel any kind of problem in their services, the managers should provide the extra deals or activities to share empathy with the customer.

INTRODUCTION

Background of the study

With growth of economies, the type of interaction between producers and customers change incrementally (Clemes et al., 2018). As a result consumers and businesses change. Population in general no are going in an era of experience marketing where businesses provide their customers a memorable hedonic consumption so that they can appeal their target market. However, there is an intangible phenomenon involved in the experience that was not really considered before the era of 1990s (Baker, Jordan, & Funk, 2018). Generally for an experience economy, the primary examples are dining events and they are particularly for the experience marketing. One common belief is that these days dining is considered as a fantasy event and for customers, the moderate and high quality restaurants generate novel values by providing more tangible items (Shin, Kim, & Severt, 2019). There is another concept that, the idea for investigation of human experience is developed through the grouping of products and services with the human association and the relationships of dining events (Zhang et al., 2016). Dining event can be a hedonic and memorable experience positioned on a range that has aesthetic as well as utilitarian elements (Baker et al., 2018). Thus the research does not have a comprehensive model to study the behavior of consumers in restaurants (Koschate-Fischer et al., 2018). Adding to the information at this level, it is good to provide some examples in order to find out models' elements of specialized contexts. For instance, for experience economy, an integrative review can provide a holistic model if the models are generated in the shopping, entertainment and dining context. On the basis of these factors, it is necessary to make efforts to construct a theory or model related to dining experience are necessary (Chen et al., 2017) Though dining is one of the most important

expenditure of daily routine, researchers give little focus to the aspects of dining experiences. On the other hand, researchers have investigated utilitarian aspects widely through some mechanistic scales, such as DINESERV or SERVQUAL, over-focusing on just service quality (Shah, Shafi, & Khan, 2018; Wang, Lin, & Tsai, 2018). Recently, researchers have given more attention to hedonic dining. These researches discussed the issues, like: high satisfaction (Shahzadi et al., 2018), ultra-fine dining (Clemes et al., 2018), fine cuisine and good company (Nguyen et al., 2018), nutrition and weight control in dining (Jalil, Fikry, & Zainuddin, 2016; Rusdin & Rashid, 2018), and word of mouth (Kim, Ng, & Kim, 2009). In total, these papers seek to clarify a specific feature related to dining experience, which adds to the literature. In this competitive world today, marketers take consumer experience as the most interesting and important topic (Cheng et al., 2019). In the context of restaurants, many studies have been conducted on the element of consumer experience. Restaurants are the places that offer products as well as services to their customers. In restaurants, people meet and get them socialized (Shahzadi et al., 2018; Wang et al., 2018). Thus, particularly the dining elements and operation of restaurant are open for the people's experiences. The consumers are ready to pay to have good experiences and if the consumers are satisfied greatly, they are ready to pay premium price too for it (Nguyen et al., 2018). On the other side, this element of dining' value judgment element can generate dissatisfaction (Liu & Tse, 2018). Furthermore, many studies have ignored the issue of over pricing, though consumers are greatly dissatisfied due to this effect. For this, it can be said that the concept's complexity can be a cause of this shortage. This complexity is there due to the differences in individual consumers, the hedonic elements that are not easy to measure and define while

the interaction among these elements is also very complicated. (Xuhui, Muhammad, & Ayyub, 2018; Zhang et al., 2016).

Theoretical Background

Expectation-Confirmation Theory

The most common satisfaction theory is the Expectation-Disconfirmation or the Expectation-Confirmation Theory (Andreassen & Lindestad, 1998a, 1998b; Oliver, 1980; Spreng, MacKenzie, & Olshavsky, 1996), that was developed from the Expectation-Disconfirmation model (Patterson, Johnson, & Spreng, 1996). This theory is utilized in the literature of consumer behavior to examine the post-purchase behavior, consumer satisfaction and the service meeting (Bhattacharjee & Premkumar, 2004). This model of satisfaction can be utilized in the business to business and also in business to consumer contexts. However, the research on satisfaction in the business to business or industrial areas is not developed well as it is done in the consumer goods or services (Patterson et al., 1996). The satisfaction model is function of expectancy disconfirmation and expectations (Oliver, 1980). In this model, the main elements are disconfirmation, perceived performance, expectations and the consumer satisfaction. Expectations involve the expected behavior with the delivered attributes of product (Gong & Yi, 2018). Consumers have expectations and they use it for the performance evaluation and also to develop a judgment of disconfirmation. The construct of disconfirmation is the perceived variations between the received and expected (Patterson et al., 1996). If other things remain the same, when there is higher level of expectations, there is a less possibility that it could meet or exceed the expectations and this phenomenon would generate a negative association between the disconfirmation and the expectation. On the other side, when there is a higher level of perceived performance, the expectations increase that results in the

positive

association between disconfirmation and perceived performance (Kuo, Chen, & Cheng, 2018; Oh & Kim, 2017; Rusdin & Rashid, 2018).

DINESERV and customer satisfaction

In current scenario, the competition level is increasing and the element of customer satisfaction is important to earn the competitive advantage that leads towards the growth of the organization (Gong & Yi, 2018). In the context of service quality, it is important to enhance the service quality in order to achieve the benchmark of customer satisfaction (Nguyen et al., 2018). Moreover, it is observed that loyalty with organization and repeat purchase are derived through the indicator of customer satisfaction (Pai, Yeh, & Tang, 2018). As Rusdin and Rashid (2018) said that, satisfaction works as the level of someone's disappointment or pleasure and these feelings are derived through the final results of the product or quality of serving (Gong & Yi, 2018). The concept of customer satisfaction entirely depends upon the personal responses in the direction of the specific service or product (Shin et al., 2019). Similarly, (Lee & Cheng, 2018) observed that the element of satisfaction can be measured through various constructs, and these constructs varies with the businesses and industries that are providing particular product or service. In the same manner (Kuo et al., 2018; Wang et al., 2018) proposed that all in all satisfaction of the consumers depends upon the characteristics of the core good or service. Along with the same lines, (Kuo et al., 2018) addressed that measurement of the satisfaction level among the consumers revolves around the aspect of service quality. Hence, the study proposes the Hypothesis that:

H1. DINESERV has significant impact on customer satisfaction.

Customer involvement and customer satisfaction

As Chang et al. (2018) promoted that the customer involvement advances the organization to develop, enhance, innovate and re-design their product line or services by effectively utilizing the consumers. In the same vein, involvement of the customers got the capability to enhance the operations of the firm by using the outdoor information because it helps to acquire, assimilate and transform the gathered knowledge to improve the performance of the organizations (Cui & Wu, 2018; Han & Hyun, 2018). The customer involvement helps to improve the flow of information from customer to firm and vice versa, this interchange of information permits the organizations to satisfy the present needs and future as well (Han, Lee, & Hwang, 2018). Therefore, the present study addresses that the organizations possessing higher flexibility in their operations can create high level of customer involvement that may leads towards the improved profit level through the delivery process and service production (Anning-Dorson et al., 2018). As a matter of fact, these kinds of organizations own the abilities to direct the consumers to enhance the process of value creation, which consequently enhances the non-financial operations such as customer satisfaction (Shah et al., 2018). Instead of this, the involvement of consumers is related to the improvement in the performance of the organizations (Oh & Kim, 2017; Terblanche, 2017). The intention behind this debate is that the aspect of involvement improves the processes of value creation of the service industries, which is positively related to the performance of the organization (Kim, Park, & Glovinsky, 2018; Oyner & Korelina, 2016). Therefore, this study focuses to examine the importance customer involvement to achieve the customer satisfaction and proposes the hypothesis:

H2. Customer

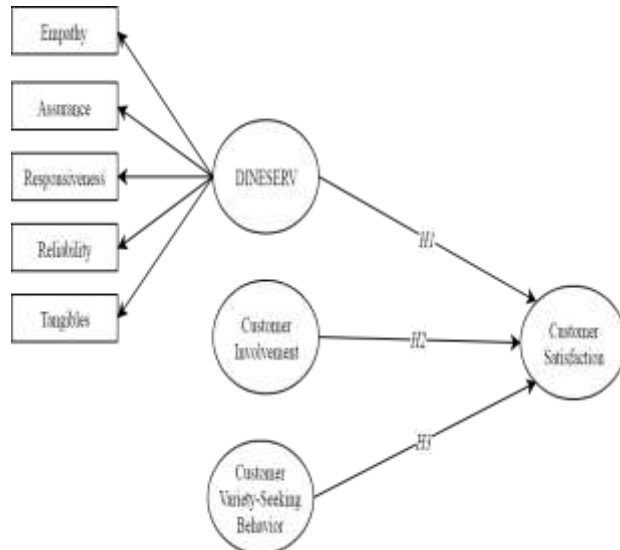
Involvement has significant impact on customer satisfaction.

Customer variety seeking behavior and customer satisfaction

There are several theories of the marketing, such as psychological theory, consistency theory, self-perception theory, brand loyalty theory and cognitive dissonance theory, addressed that the behavior of the consumers acts consistently according to his past behavior. There are wide range of researches which suggested that consumers seeks variety with in the products means in their decisions as well (Ellis & Mattison Thompson, 2018). Hidaka, Kim, and Akiyama (2018) explained that variety seeking behavior is similar to the exploratory behavior and non-purposive behavior because it leads towards the uneven purchasing patterns, which is not related to the model of information processing. Moreover, the behavior of exploration tends to motivate the consumers by experiential and hedonic purchasing, rather than utilitarian purchasing (Xuhui et al., 2018). In the state of variety seeking behavior, customers tend to switch the brands as the customers value their experiential behavior rather than product (Xuhui et al., 2018). That is why, it is required to know about the variety seeking behavior as it is inherited within the consumers or depends upon the external elements, like tends to avail the promotions, induce the consumers to switch (Koschate-Fischer et al., 2018). Similarly, Udunuwara, Sanders, and Wilkins (2018) proposed that variety seeking of the consumers vary from the actual concept of the variety seeking behavior, as it is possible that consumer may choose the product on the basis of its functionalities or instrumental value of the product (Baker et al., 2018). Therefore, this study proposes the hypothesis:

H3. Customer variety seeking behavior has significant impact on customer satisfaction

Conceptual Framework



Methodology

Quantitative research works on the basis of amount or quantity measurement. It is used in the phenomena that can be shown in quantity terms. On the other hand, Qualitative research is related with the qualitative phenomenon, i.e., phenomenon that involves kind or quality. The research which indicates the wider perspective which is based on practice and observation of individual which contribute descriptive data should be known as Qualitative. The research data which is utilized for analyzing variables and clear method for interpret are considered as quantitative (Cavana, Delahaye, & Sekaran, 2001). This research has developed superior study for determination of high concentration of variable impact on our learning. Therefore, our research is aligning with quantitative approach method. Descriptive, exploratory and explanatory are the types of research (Lewis, 2015). The aim of the research is explanatory according to its nature of research. It basically postulates re-examining the known phenomenon in such manner that can contribute to the latest (Donald & Pamela,

2003). In this scenario, the current study has explanatory nature as it aims to re-examine the impact of DINESERV, customer involvement and customer variety-seeking behavior on customer satisfaction towards restaurants in Karachi, Pakistan. It becomes explanatory in nature because the phenomenon and factors were already identified and well-versed in the past literature; ample empirical evidences were also available. Therein, the study has categorically and decisively used explanatory research purpose.. The correlational research design helps the study to examine the correlational dimension of the study and find the existence of correlation among variables for suitable analysis of the collected data in accordance to meet the research objective and to possibly responsive towards research questions (Miller & Salkind, 2002). In order to collect first-hand primary data, this study has targeted customers of restaurant industry in Karachi city of Pakistan to collect data using survey method and quantitative questionnaire. Data was collected from sample through survey method. There are two basic distinctive categories of sampling techniques including non-probability convenience sampling that emphasize on known population and equal chance of participation to all the items of the population. The selection of PLS-SEM technique includes generally a discussion of researchers related to comprehensive analysis. The most common reasons are the non-normal data, small sample sizes and the usage of latent variables that are formatively measured. Other reasons for selecting PLS-SEM e.g., use of available data to estimate coefficients that maximize the R-square values of the dependent constructs. PLS-SEM works great with small samples and with complex models. It makes no practical assumptions related to the data. Thus it can be used in a wide range of research institutions (Hair et al., 2016). Hence, this study has utilized partial least square

structural equation modeling (PLS-SEM) decisively and purposefully through using SmartPLS version 3.2.8.(Henseler et al., 2016). PLS SEM does not require data to be normally distributed (Hair. et al., 2014).

Data Analysis

Measurement Model

Outer Loadings

Following table 3 provides result of measurement model including factor loadings of indicators to their particular constructs.

Table 2:

Factor Loadings Significant

Items	Factor Loadings	Adapted Source
(ASSUARANCE)	CR= 0.733, AVE = 0.582	
Customer service personnel requirements are handled well. The restaurant has employees who can answer your questions completely.	0.846	(Kuo, Chen, & Cheng, 2018)
The restaurant has personnel who seem well-trained, competent, and experienced.	0.669	
Customer involvement	CR0.885=, AVE = 0.721	
The restaurant activity is continuously interest to me.	0.811	(Cheung & To, 2011)
I am highly in reading info about the restaurant.	0.929	
The restaurant ask feedback for purpose of	0.802	

improvement.

CUSTOMER SATISFACTION CR,0.731 AVE =0.579

Based on my experience, I have positive (Caruana, 2002)

experience with the service quality of this restaurant.

In general, I am satisfied with this restaurant. 0.833

EMPATHY CR= 0.899, AVE = 0.691

The restaurant anticipates your individual needs and wants. (Kuo, Chen, & Cheng, 2018)

The restaurant has employees who are sensitive to your individual needs and wants, rather than always relying on policies and procedures. 0.773

The restaurant makes you feel special. 0.918

The restaurant seems to have customers' best interests at heart. 0.773

REALIBILIY CR= 0.794, AVE = 0.660

The restaurant quickly corrects anything that is wrong. (Kuo, Chen, & Cheng, 2018)

The restaurant serves your food exactly as you ordered it. 0.765

Responsiveness CR= 0.779, AVE = 0.540

During busy times, the restaurant has employees help each other to maintain the speed and quality of service. (Kuo, Chen, & Cheng, 2018)

The restaurant has staff members who are always happy to help. 0.758

The restaurant provides prompt and quick service. 0.694

The restaurant provides prompt and quick service. 0.750

Tangible CR= 0.901, AVE = 0.820

The restaurant has a very clean and comfortable dining environment. (Kuo, Chen, & Cheng, 2018)

The restaurant has staff members who are clean, neat, and appropriately dressed. 0.870

The restaurant has staff members who are clean, neat, and appropriately dressed. 0.940

Variety seeking behavior CR= 0.898, AVE = 0.816

I would prefer to try something new rather than stick with this restaurant. (Ellis & Thompson, 2018)

I am very cautious in trying new or different restaurants. 0.875

I am very cautious in trying new or different restaurants. 0.930

Construct validity determines if the test is measuring what it is supposed to measure. It means that the test is actually measuring the

construct it claims it's measuring. The loadings of a construct shows if it poor, moderate or strong. The loading of the construct is strong if it is greater than 0.70. The loading of the construct is moderate if it ranges from 0.70 to 0.40. The loading of a construct is poor if it is less than 0.40 (Hair et al., 2017; Hair et al., 2016; Hair, Ringle, & Sarstedt, 2011, 2013; Hair et al., 2014). In the above table, all the indicators have factor loadings higher than 0.60 and therefore, considerable construct development has been achieved for the model.

Convergent Validity
Following table 4 provides result of convergent validity.

Table 4
Convergent Validity

	Composite Reliability	Average Variance Extracted (AVE)
Assurance	0.733	0.582
Customer Involvement	0.885	0.721
Customer Satisfaction	0.731	0.579
Empathy	0.899	0.691
Reliability	0.794	0.660
Responsiveness	0.779	0.540
Tangibles	0.901	0.820
Variety-Seeking Behavior	0.898	0.816

For measurement model, Hair et al. (2017); Hair et al. (2014); Ringle, Sarstedt, and Straub (2012); Wong (2013) suggested that factor loadings for each indicator should be atleast 0.70 while CR and AVE should be atleast 0.70 and 0.50 respectively. Therefore, in the above table, it has statistically been proven that all the indicators have factor loadings higher than 0.70 in their respective construct

while their CR and AVE have also been found higher than the recommended thresholds. Hence, measurement model has been adequately validates the structural model.

Discriminant Validity

Following table 5 provides result of discriminant validity using Fornell and Larcker (1981) criterion.

Table 5
Fornell and Larcker (1981) Criterion

	A	C	C	E	R	R	T	V
	S	I	S	M	E	E	A	S
	S	S	S	P	L	S	N	B
Assurance	0.73							
Customer Involvement	0.44	0.84						
Customer Satisfaction	0.26	0.44	0.77					
Empathy	0.15	0.08	0.08	0.83				
Reliability	0.54	0.33	0.31	0.33	0.81			
Responsiveness	0.34	0.44	0.55	0.55	0.67	0.77		
Tangibles	0.22	0.22	0.41	0.22	0.22	0.22	0.90	
Variety-Seeking Behavior	0.25	0.04	0.18	0.00	0.01	0.65	0.00	0.99

1 9 1 5 4 4 3

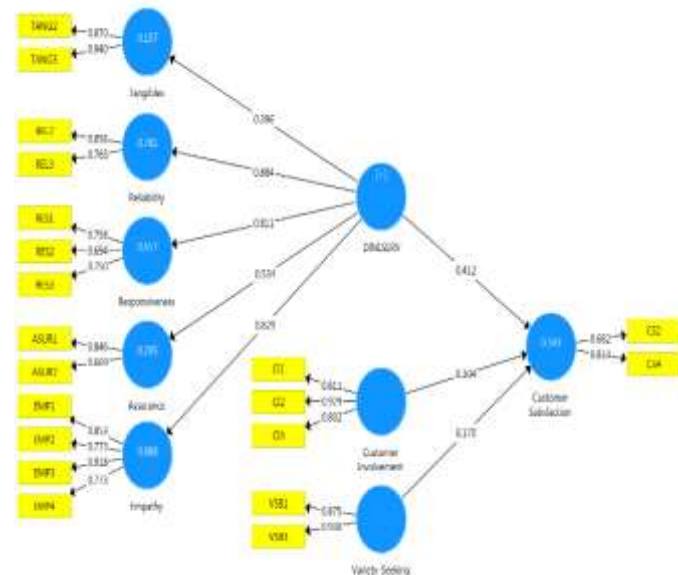
It has been recommended in numerous literature (Barclay, Higgins, & Thompson, 1995; Hair et al., 2017; Henseler et al., 2014; Henseler, Hubona, & Ray, 2016) that for discriminant validity using Fornell and Larcker (1981) criterion has its significance in SEM. In this regards, the diagonal bold values are the square-root of AVE of respective latent constructs, whereas these bold values have been found higher than their corresponding horizontal and vertical correlation coefficients. Therefore, discriminant validity using Fornell and Larcker (1981) criterion has been achieved.

Predictive Relevance

Following table 9 provides result of predictive relevance for all outcomes constructs in the structural model using blindfolding.

Table 9
Predictive Relevance

	R Square	R Square Adjusted	Q-Square
Customer Satisfaction	0.543	0.539	0.304



Structural Model
Higher-Order Construct
Following table 7 provides result of higher-order reflective construct using bootstrapping technique in PLS-SEM.

Table 7
Higher-Order Construct

	Estimates	Conclusion	T-Stats	Prob.
DINESERV -> Assurance	0.534	The aim of this study was to identify and investigate the factors of customer satisfaction. Also, the primary focus was to discover the effects of customer involvement, DINESERV and variety-seeking behavior on customer satisfaction? Moreover, for the	16.900	0.000
DINESERV -> Empathy	0.829		37.848	0.000
DINESERV -> Reliability	0.884		64.467	0.000
DINESERV -> Responsiveness	0.811		39.675	0.000
DINESERV -> Tangibles	0.396		7.889	0.000

As shown in the above table, all the first order constructs of the DINESERV including the assurance, empathy, reliability, responsiveness and tangibles has a significant and positive relationship with DINESERV. Hence, the higher-order constructs of the DINESERV has significantly reflected its first order constructs.

Path Analysis

For estimating direct relationship between explanatory and outcome latent constructs in the structural model, path analysis has been employed by the study using PLS bootstrapping at 5000 subsamples and 95 percent confidence interval. Following table 8 provides direct effect analysis using PLS-SEM for hypothesis-testing.

Table 8
Hypothesis-Testing using Path Analysis

	Estimates	SSD	T-Stats	Prob.
Customer Involvement -> Customer Satisfaction	0.304	0.085	3.681	0.000
DINESERV -> Customer Satisfaction	0.412	0.079	3.200	0.000
Variety-Seeking Behavior -> Customer Satisfaction	0.170	0.051	3.176	0.002

Above table showed that customer involvement (0.304, p < 0.05) has significantly positive relationship with

customer satisfaction while DINESERV (0.412, p > 0.05) has positive and significant relationship with customer satisfaction. Similarly, variety-seeking behavior (0.170, p < 0.05) has positive and significant impact on the customer satisfaction

customer satisfaction. Moreover, for the process of research this study used the explanatory approach and for data collection the convenience sampling was used to collect the data of 314 samples from the restaurant industry of Pakistan. In addition, after the final sample retrieved the PLS-SEM data analysis technique was used to analyze the sample. The results gathered after data analyzing of this research, it was identified that all the antecedents of customer satisfaction show are significant to develop the level of customer satisfaction. Moreover, the significance of customer satisfaction was enhanced by these factors at an essential rate. Also, the involvement of the customer shows in-depth findings on the enhancement of the satisfaction criteria. Because the increase level of involvement regarding the customer was going to help the customers to improve their understanding and attitude about the brand which eventually develops the customer satisfaction. Further, it was observed that DINESERV was significantly affected on customer satisfaction both positively and significantly. The reason behind this was that, it helped the customers to examine the quality of the service of the restaurant with regards to many characteristics like assurance, reliability and tangibles. Also, the variety-seeking behavior plays a significant role on enhancing the customer satisfaction. This factor helped

on the interest level of the customer, because if the customer was feeling a bit bored about choosing a particular brand of restaurant this factor helped in the development of customer interest and therefore increasing the customer satisfaction.

Managerial Recommendations

The results of this study revealed many significance outcomes of developing the customer satisfaction in regards to the restaurants of Karachi. This study helped at a great level to increase the knowledge of the managers to further enhance their services and improve their quality. Moreover, the immense value of maintaining their services was revealed to enhance the customer satisfaction. Firstly, the role of customer involvement is very important in the restaurants. This factor needs some changes to involve the customer with a more high level of interest the managers can improve the customer involvement by making their restaurants more easily reachable and accessible. This technique can be implemented by making a website of the restaurant with more interesting designs, functions and features. The other recommendation is to develop a scenario of taking feedback from the customers or tell the customers to give their valuable recommendations in order to improve their quality which will result in enhancing the satisfaction. In addition, the second factor is DINESERV which also play an important part in satisfaction. The managers are recommended to increase the characteristics of DINESERV which includes empathy, responsiveness, reliability and assurance. The recommendations regarding empathy are to provide the customers with more valuable care and if in any phase the customers feel any kind of problem in their services, the managers should provide the extra deals or activities to share empathy with the customer. The responsiveness of the DINESERV can improve with the betterment of giving out

response to the customers regarding their questions and it can be done by using a proper website which can be helpful for the customers in asking queries. The recommendations regarding the reliability of the restaurant are that it should provide some reliability in the services. It can be done by the help of hiring high quality of employees which eventually enhance the level of reliability. The recommendations regarding the assurance are that the restaurants should provide encouragement or assurance to the customers in choosing their restaurants over others. It can be done by making enhancement in the process of treating the customers with a good behavior. The environment of the restaurant is also recommended for the assurance. The employees serving the food should be educated, this will provide a boost to assure the customers and food quality is always important to assure the customers. Hence, all these recommendations will further improve these factors which may result in the enhancement of the customer satisfaction.