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An investigation on the use of digital marketing towards the customer satisfaction and brand loyalty of restaurants in Saudi Arabia

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C H R O N I C L E

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A B S T R A C T

The goal of this study is to evaluate the way digital marketing (DM) works in increasing customer satisfaction (CS) and brand loyalty (BL) at the Saudi Arabian Restaurants. The study uses 7 variables for analysis such as Service quality satisfaction (SQS) Digital engagement satisfaction (DES) Recommendation Likelihood (RL) Digital Promotions (DP) Online Presence Perception (OPP) Promotions Effectiveness (PE) Social Media Engagement (SME). Data from customers using digital media has been gathered through questionnaires. 410 respondents provided the data, which was then examined using SPSS and AMOS. The study will give management the knowledge they need to modify procedures and train employees in order to satisfy customers and promote BL. Future research can be done across several corporate sectors and cultural contexts. The premise for this study is provided by this paper, which also offers managers useful guidance regarding how to train employees to increase consumer satisfaction and BL.

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1. Introduction

Recent years have seen tremendous growth in Saudi Arabia's restaurant industry, driven by factors like the country's growing population and rising standard of living. It continues to evolve, adapting to changing consumer demands and market trends (Gunduz, 2023; Liu et al., 2020; Ahmed et al., 2023; Bhandari & Sin, 2023). With the government's focus on tourism development and entertainment, the industry is expected to witness further growth and diversification, providing both locals and visitors with a wide range of dining options and experiences (Binsawad, 2020; Putri & Alvin, 2023; Ginting et al., 2023; Singh et al., 2022). With this growth, competition among restaurants has become intense, making it crucial for businesses to effectively engage with customers and cultivate BL. In this context, DM has emerged as a powerful tool for enhancing CS and fostering BL (Hariyanto, 2018; Xia & Zhang, 2022; Xu et al., 2022).

DM encompasses various online strategies and channels that allow restaurants to connect with their target audience, build BL, and create meaningful customer experiences. By leveraging digital platforms such as websites (Han et al., 2015; Diputra & Yasa, 2021), social media (Sornsaruht, 2020), mobile applications (Ginting et al., 2023; Kurdi et al., 2020), and online advertising, restaurants can engage with customers in real-time, deliver personalized messages, and provide seamless interaction (Deb, 2022). DM has become increasingly prevalent in the restaurant sector in Saudi Arabia (Iglesias et al., 2019; Wantara & Tambrin, 2019; Muharam et al., 2021; Prasetyo et al., 2021). Overall, DM visual appeal, engagement features, and wide user base make it an effective tool for restaurants in Saudi Arabia. By leveraging DM functionalities, restaurants can showcase their brand, engage with customers, and ultimately drive foot traffic and customer loyalty (Myo et al., 2019). To maximize the impact of DM, restaurants should focus on creating high-quality visuals, engaging with their audience, collaborating with

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influencers, and leveraging various features to provide a seamless and delightful experience for their customers (Zibarzani et al., 2022; Keni & Japiana, 2022; Kim et al., 2021; Delima et al., 2019).

The primary objective of this study aims to assess the effectiveness of DM in enhancing BL and CS of Saudi Arabian Restaurants. This study gathers data by online survey. The survey included a well-designed questionnaire related to the resturant industry's satisfaction. Overall, the study's findings indicate that customers are satisfied with the restaurant's ambiance and overall quality. The research provides valuable insights into the effectiveness of DM strategies and their impact on BL and CS at the Restaurants of Saudi Arabia.

The remaining portions of the investigation are as follows: Part 2 covers the related works, Part 3 describes the techniques, Part 4 describes the outcome and discussion, and Part 4 concludes the study.

2. Related works and problem

Fernandes Sampaio et al. (2020) analyzed the relationship among market orientation and firm performance via the mediating role of customer loyalty. Empirical analysis using a Western European hotel sample research shows that market orientation improves corporate success directly and indirectly through client loyalty. Market orientation improves client loyalty, which boosts corporate performance. These findings reveal huge hotel sector ramifications.

The aim of the study by Yu (2020) was to ascertain public perceptions of robots operating as front-line hotel personnel based on online evaluations on YouTube. In their study, the two most popular videos about using robots in hotels were subjected to data mining algorithms. Based on the dimensions, a thematic analysis of the content was conducted. The findings show that potential users typically have negative perceptions while discussing humanoid robots.

The primary goal of the research by Mak and Chang (2019) was to discover more about the eco-friendly practices now used by Taiwan's hotel sector. In addition, force field analysis method, to determine what factors encourage or discourage the adoption of environmental strategies within the business sector.

Kitsios et al. (2021) analyzed and contrasted the positive and negative elements of hotel stays in Greece. In order to analyze hotel visitors' comments and investigate their connection to visitors' overall pleasure, text analytics was used. It is intended to aid hotel managers in pinpointing the exact features of their products and services that contribute to visitor satisfaction or dissatisfaction as well as recognizing how the hotels' market positioning and strategy influence guests' perceptions of those attributes.

In the study of Bernarto and Purwanto (2022), consumer satisfaction at Japanese restaurants in Jakarta, Indonesia, will be analyzed in relation to perceived risk, brand image, and perceived pricing fairness. Snowball sampling was the method utilized for sampling. A questionnaire that was circulated online through Google Form was used to gather the data. "PLS-SEM, or partial least squares structural equation modelling", was used to evaluate the data with the WarpPls 7.0 program. CS is not affected by perceived risk. Brand image improves consumer satisfaction. Pricing fairness boosts consumer satisfaction. CS increases with Japanese restaurant food prices.

In a study by Raduzzi and Massey (2019) the objectives were to (1) identify the factors that contribute to consumer satisfaction and (2) analyze the connection between CS and BL. They looked at how the marketing mix affected CS and BL in Moroccan McDonald's outlets. With a survey research design, a quantitative approach was applied in the study. The study's findings demonstrate that the marketing mix has a significant impact on BL and CS.

The purpose of study by Kwon et al. (2021) was to experimentally investigate the connection between advertising communication and consumer engagement (CE), BL, and trust. They use structural equation modelling analysis to evaluate a hypothesis. To further generalize and support the findings of the statistical study, hierarchical analysis was additionally performed. And that requires the most efficient marketing communication channels for the restaurant industry.

In study by Majeed et al. (2022), the quantitative-deductive goal is to investigate the relationship between social media involvement and repurchase intention in the hotel sector. Because social media is the most rapidly expanding media in history. The data were analyzed using the (PLS-SEM) technique utilizing SmartPLS software. The findings demonstrate a favorable and significant relationship between CS and the components of customer engagement.

Rather et al. (2019) offered an integrated model that investigates the effects of effective commitment, CS, and brand trust on the emergence of "customer behavioral intention of loyalty (CBIL)" in the hospitality industry. "Confirmatory factor analysis and structural equation modelling" were both used for the analysis of the data. CBI directly and indirectly affects CBIL through emotional commitment, customer happiness, and brand trust, according to the findings.

Sürücü et al. (2019) studied the impact of "customer-based brand equity (CBBE) on customer loyalty" as well as the mediating functions of trust and CS in the hotel sector. According to study findings, CBBE raises CS and trust. Additionally, research shows that to encourage customer loyalty, hotels should raise client satisfaction levels, foster trust, and improve CBBE.

Lee et al. (2020) examined hotel visitors' levels of satisfaction and demonstrated the utility of business analytics techniques within the hospitality sector and academic study. For their investigation, they used business analytics and big data. Hotels may benefit from big data and business analytics by using the information to enhance the visitor experience. The top three criteria determining guest satisfaction are service, room, and value ratings. All factors except brand type and negative emotions positively influenced guest satisfaction.

Chen et al. (2020) determined whether the opinions of customers as expressed in social media evaluations shift throughout the COVID-19 epidemic and suggested a new method of data collecting that requires less intimate interaction with customers. To identify CS variables from unstructured online customer reviews, LASSO and DT are used in a text mining scheme. The text mining approach was tested using three real-world review sets.

CS and loyalty to Indonesian fast-food restaurants are examined by Hidayat et al. (2019). Relationships within variables are analyzed quantitatively. They used Structural Equation Model to analyze online surveys from respondents. Convenience sampling was used. CS increased with perceived service superiority, product quality, and pricing justice. Kumar et al. (2020) evaluated Malaysian restaurant customers' social media purchases. Restaurants were selected using purposive sampling and non-convenience random selection. Data analysis was done with PLS-SEM.

2.1 Problem statement

Every successful organization, especially those in the restaurant sector, must place a high priority on CS. In that sense, every company should try to develop positive relationships with its clients to increase loyalty and profitability. Additionally, with greater market competition offering more tactical marketing methods, the demand of clients in each store has decreased since the implementation of the VAT. Examining the effect that DM has on BL and CS at the restaurants of Saudi Arabia is the main goal of this study.

2.2 Variables

1. Service Quality Satisfaction (SQS): This variable measures the satisfaction level of customers with the quality of service provided by the restaurant. It includes factors such as the courtesy of staff, speed of service, accuracy of orders, responsiveness to customer needs, and overall service experience.

2. Digital Engagement Satisfaction (DES): This variable assesses the satisfaction of customers with their digital interactions and experiences with the restaurant. It includes aspects such as website usability, mobile app functionality, online ordering process, and overall satisfaction with digital touchpoints.

3. Recommendation Likelihood (RL): This variable captures the likelihood of customers recommending the restaurant to others. It indicates the extent to which customers are satisfied with their overall experience and willing to endorse the restaurant to friends, family, or colleagues.

4. Digital Promotions (DP): This variable measures the effectiveness and impact of digital promotions used by the restaurant. It includes online advertisements, promotional emails, social media campaigns, and other DM efforts to attract and engage customers.

5. Online Presence Perception (OPP): This variable reflects customers' perceptions of the restaurant's online presence. It encompasses aspects such as the restaurant's website design, online reviews and ratings, social media presence, and overall reputation in the digital sphere.

6. Promotions Effectiveness (PE): This variable assesses the effectiveness of promotional activities carried out by the restaurant, both online and offline. It measures the impact of various promotions, discounts, loyalty programs, and other marketing initiatives on customers' satisfaction and BL.

7. Social Media Engagement (SME): This variable measures the level of engagement and interaction of customers with the restaurant through social media channels. It includes factors such as the number of followers, likes, comments, shares, and overall engagement metrics on platforms like Facebook, Instagram, Twitter, etc.

8. Digital Marketing Satisfaction (DMS): This variable gauges customers' overall satisfaction with the restaurant's DM efforts. It considers various aspects of digital marketing, such as advertising campaigns, email newsletters, social media content, and other online promotional activities.

9. Brand Loyalty (BL): This variable measures the extent to which customers exhibit loyalty towards the restaurant's brand. It reflects customers' repeat purchase behavior, willingness to choose the restaurant over competitors, and overall attachment and commitment to the brand.

By analyzing these variables, we can gain insights into customers' satisfaction levels with various aspects of the restaurant's services, digital presence, and promotional activities, as well as their likelihood to recommend the restaurant and their overall BL.

2.3 Hypothesis development

H_1: *There is a positive relationship between SQS and DMS. Customers who are more satisfied with the quality of service provided by the restaurant are more likely to exhibit DMS and engage in repeat patronage.*

H_2: *DES positively influences DMS. Customers who have a positive DES with the restaurant, such as smooth online ordering processes and user-friendly mobile apps, are more likely to exhibit DMS.*

H_3: *RL is positively correlated with DMS. Customers who are more likely to recommend the restaurant to others are also more likely to exhibit DMS and engage in repeat visits.*

H_4: *DP positively impacts DMS. Effective and engaging digital promotions, such as personalized offers or targeted advertising, can enhance DMS by attracting customers and providing them with value-added experiences.*

H_5: *OPP influences DMS. Customers who perceive the restaurant's online presence positively, including favorable online reviews, active social media presence, and a strong website, are more likely to exhibit DMS.*

H_6: *PE positively affects DMS. Successful promotional activities, both digital and offline, that effectively communicate the restaurant's value proposition and engage customers can enhance DMS.*

H_7: *SME has a positive impact on DMS. Customers who actively engage with the restaurant on social media platforms, such as liking, commenting, and sharing posts, are more likely to exhibit BL.*

H_8: *DMS positively influences BL. Customers who are satisfied with the restaurant's DM efforts, such as engaging content and relevant promotions, are more likely to exhibit DMS.*

H_9: *BL has a stronger influence on customer repeat purchase behavior and overall satisfaction compared to other variables such as SQS, DES, RL, DP, OPP, PE, SME, and DMS.*

These hypotheses provide a starting point for exploring the relationships between the variables and understanding the factors that influence customers' satisfaction and BL towards the restaurant.

3. Research methodology

The primary goals of the research are to assess the impact of DM on brand recognition and CS at the Saudi Arabian Restaurants. The study's objective is to investigate the part performed by DM in developing BL and assessing CS specifically at Restaurants of Saudi Arabian cities. Fig. 1 shows the conceptual framework.

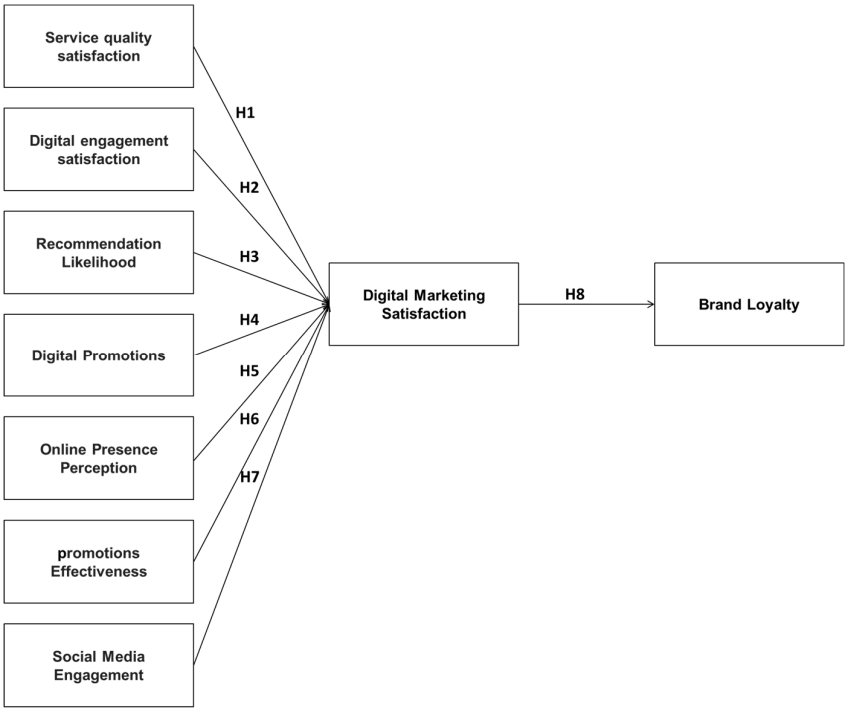

Fig. 1. Conceptual framework

3.1 Demographic Dataset

The respondents were categorized into six age groups: 18-24, 25-31, 32-38, 39-45, 46-52, and above 52. An analysis of the data reveals that the highest percentage of respondents, accounting for 46%, fell within the 18-24 age range. Among these respondents, 100 were female and 90 were male. In the 25-31 age group, 27 % of the respondents participated in the survey, with 50 being female and 60 being male. The 32-38 age range had the lowest percentage of respondents, representing only 3% of the total. Among them, 5 were female and 7 were male.

Moving on to the 39-45 age group, it accounted for 11 % of the respondents, with 20 being female and 25 being male. The 46-52 age range comprised 6% of the total respondents, with 15 females and 8 males. Lastly, the above 52 age category constituted 7% of the respondents, with 15 females and 15 males. Overall, it is evident that there were more female participants than male participants. The female respondents represented a total of 410 individuals, which was higher than the male respondents' count of 187. Table 1 presents the demographic segmentation.

Table 1
Demographic segmentation

Age range		Female	Male	Total population	Percentage (%)
Young adults	18-24	100	90	190	46 %
	25-31	55	55	110	27 %
	32-38	5	7	12	3 %
Middle-aged adults	39-45	25	20	45	11 %
	46-52	18	5	23	6 %
Older adults	Above 52	20	10	30	7 %
Grand total		223	187	410	100 %

3.2 Distribution of Items

The researchers sent an online questionnaire to individuals whose mobile contacts were already saved, allowing for the selection of respondents. The structured questionnaire was administered randomly to the respondents. It included queries designed to assess the effectiveness of DM strategies in creating BL for Saudi Arabian Restaurants. Additionally, the questionnaire aimed to measure CS levels regarding various aspects of the restaurants' services and offerings.

The data collected through the questionnaire will be analyzed to gain insights into the impact of DM on BL and CS at Saudi Arabian Restaurants. The questionnaire employed a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5), to record responses. Table 1 illustrates the distribution of items related to each variable.

Table 1
Distribution of Items for Each Variable

Variable	Number of measuring instruments	Variable	Number of measuring instruments
Service quality satisfaction (SQS)	4	Promotions Effectiveness (PE)	5
Digital engagement satisfaction (DES)	3	Social Media Engagement (SME)	3
Recommendation Likelihood (RL)	3	DMS	5
Digital Promotions (DP)	3	Brand loyalty (BL)	4
Online Presence Perception (OPP)	3		

The present research attempts to assess the influence of different variables on CS and BL towards the Saudi Arabian Restaurants. by concentrating on the function of DM strategies.

3.3 Questionnaire's Response Rate

Out of the total 440 questionnaires distributed to the customers, the following response rate was observed:

1. **Usable Questionnaires**: 410 questionnaires were returned and considered usable for the study. This constitutes a response rate of 90.91%.
2. **Non-returned Questionnaires:** 5 questionnaires were not returned by the respondents. These questionnaires were not included in the study.
3. **Incomplete Questionnaires:** The respondents returned 25 questionnaires; however, they did not complete them entirely. 6.82% of the whole distribution is represented by this. These questionnaires were not utilized in the study because they were not fully completed.

In summary, out of the 440 questionnaires distributed, 410 were usable, resulting in a response rate of 90.91%. The non-returned questionnaires and the incomplete questionnaires were excluded from the analysis.

3.4 Data Analysis Tools

The information gathered from the survey replies was examined using "SPSS 16.0 and AMOS 22". These software programs were selected due to their user-friendly interfaces and accessibility. The data were subjected to a number of statistical analyses in SPSS 16.0, including percentage and frequency estimates. These analyses summarize and explain the distribution of responses for each variable. In SPSS, a correlation analysis was also performed to inquire into the connections between the variables. The correlations and strength of the links between the variables under consideration are illuminated by this research. Furthermore, structural equation modelling (SEM) using AMOS 22 was used to evaluate the overall impact and validate the correlations between the variables. SEM enables a thorough investigation of the connections between numerous variables, resulting in a more thorough interpretation of the data. The study seeks to get a deeper knowledge of the effects of numerous variables on DMS and BL as well as to evaluate the validity of the proposed model by utilizing SPSS for descriptive statistics, correlation analysis, and SEM.

4. Result

The descriptive statistics are illustrated in Table 3 below, including mean, which displays the standard deviation (SD), average response of respondents, which illustrates skewness, reliability which displays the normal distribution of the data, and factor-wise dependability.

Table 3
Result of descriptive statistics

Variable	M	SD	Reliability	Skewness
Recommendation Likelihood (RL)	3.8674	.58245	.636	-.789
Digital Promotions (DP)	3.9119	.63849	.626	-.658
Online Presence Perception (OPP)	3.6544	.66298	.608	-.446
Promotions Effectiveness (PE)	3.2794	.94525	.668	-.276
Social Media Engagement (SME)	3.3594	.88907	.796	-.529
Service quality satisfaction (SQS)	3.9064	.56086	.692	-.369
Digital engagement satisfaction (DES)	4.0276	.65367	.687	-1.06
DMS	3.9012	.59389	.747	-6.02
BL	3.7958	.63486	.663	-.266

Table 4 shows the correlation between the different factors. At the 1% threshold of significance, $p<0.001$, the correlation between the variables is both positive and extremely significant. These findings confirm the hypothesis for this study. These results provide support for [H1-H8] of the study.

Table 4
Matrix of Correlation Analysis

	Variable	1	2	3	4	5	6	7	8	9
1	BL	0.402								
2	DMS	.596**	0.456							
3	Recommendation Likelihood (RL)	.455**	.469**	0.362						
4	Digital Promotions (DP)	.263**	.373**	.343**	0.359					
5	Online Presence Perception (OPP)	.457**	.398**	.367**	.277**	0.373				
6	Promotions Effectiveness (PE)	.439**	.398**	.302**	.144**	.406**	0.415			
7	Social Media Engagement (SME)	.459**	.358**	.368**	.072**	.364**	.519**	0.573		
8	Service quality satisfaction (SQS)	.516**	.582**	.485**	.323**	.375**	.379**	.414**	0.303	
9	Digital engagement satisfaction (DES)	.417**	.469**	.532**	.348**	.322**	.233**	.248**	.558**	0.424

[Note: **p<0.001]

4.1 Structural Equation Modeling

Prior to the structural model being placed to the test, "confirmatory factor analysis (CFA)" was used to examine the model's convergence validity using the factor loading (FL) of each question. Each item has a FL of greater than 0.3 and is a component of the associated variable, as illustrated in table 5. Due to low FL and significant correlation with other questionnaire questions, 6 items had to be removed to achieve a good fit. The final path fit summary is then accomplished and is shown in table 6 after the path fit. Each value is closer to the acceptance criterion than the others, indicating a good fit. If the Average variance extracted of a variable is higher than the squares of inter-correlation, the discriminant validity can be tested and is satisfied. The diagonal of the correlation table (Table 4)'s illustrates the way AVE is displayed. The discriminant validity is authentic if the AVE is substantially larger than the inter-correlation square. The path fit analysis is depicted in Fig. 2.

Table 5
Values of FL

Relationship	Estimations	Relationship	Estimations	Relationship	Estimations
q3 ← RL	.635	q12←PE	.748	q22←DES	.483
q2←RL	.605	q11←PE	.554	q23←DES	.543
q1←RL	.552	q13←PE	.255	q24←DES	.695
q5←DP	.632	q14←SME	.628	q26←BL	.653
q6←DP	.612	q15←SME	.756	q27←BL	.602
q7←DP	.555	q16←SME	.778	q28←BL	.675
q8←OPP	.488	q17←SQS	.789	q30←DMS	.538
q9←OPP	.554	q19←SQS	.699	q31←DMS	.672
q10←OPP	.748	q20←SQS	.578	q33←DMS	.633

Table 6
Outcome of CFA Path Fit Assessment

Index	Threshold value	Assessment values
RMSEA	≤ .09	.07
CMIN/DF	< 5	2.24
GFI	≥ .92	.92
CFI	≤ .92	.88

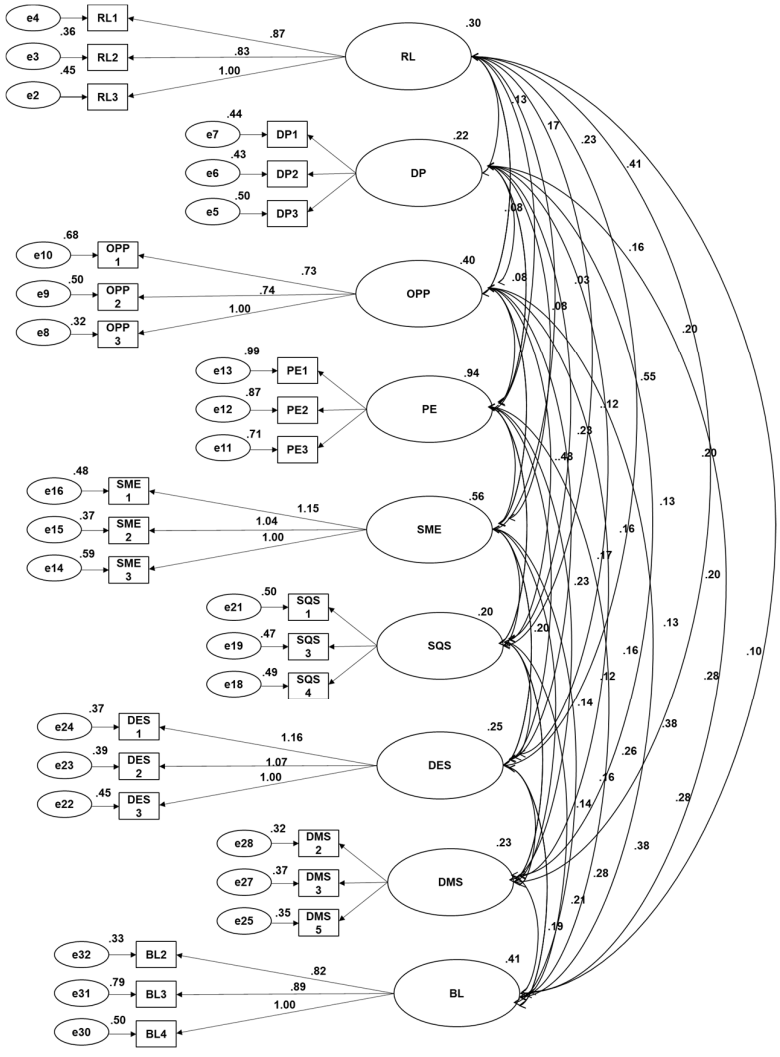

Fig. 2. Final CFA path fit

4.2 Structural Model Testing

The results of the structural model testing, as presented in Table 7, indicate partial support for hypothesis H9, which suggests a relationship between CS and BL. The standardized path coefficients show that the various components of the brand's equity have a considerable impact on customer satisfaction, which in turn affects customer loyalty. At the.001 level of significance, all effects are significant. If the VIF is less than 10, it means that the variables in the model are not correlated with one another (multicollinearity).

The standardized coefficients provide insights into the magnitude of the effects. For example, a 1 percent change in Recommendation Likelihood (RL) would result in a 20.5 percent change in CS. Similarly, a 1 percent change in Digital Promotions (DP) would lead to a 19.2 percent change in CS, Online Presence Perception (OPP) would result in a 21.3 percent change, Promotions Effectiveness (PE) would cause a 9.7 percent change, and Service Quality Satisfaction (SQS) would lead to a substantial 42.2 percent change in CS. Notably, a change of one unit in CS as a result of these factors would cause a change of 1.158 units in BL. Figure 3 depicts the modified structural model.

According to the values of model fit shown in the table, CS effectively regulates the connection between perceived value and BL across all dimensions. CMIN/DF is within acceptable range, and$RMSEA < 0.08$, hence the model fit is adequate. Given the size of the sample used, it is acceptable if both$GFI\ and\ CFI < 0.90$. It is known that higher sample sizes can result in lower GFI and CFI values. The results of the structural model testing provide evidence for the influence of brand equity dimensions on CS, and subsequently, the effect of CS on BL. The model fit statistics indicate an acceptable fit of the model, and the significance and magnitude of the standardized coefficients support the hypothesized relationships.

Table 7
Results of Structural Model Testing

Relationship	Standardized path coefficients	p-value	Variance inflation factor
RL → DMS	.205	0.000	1.675
DP → DMS	.192	0.000	1.278
OPP → DMS	.213	0.000	1.402
PE → DMS	.097	0.000	1.558
SQS → DMS	.422	0.000	1.597
DMS → BL	1.158	0.000	1.768
	Model fit statistics		
RMSEA	.08		
CFI	.77		
CMIN/DF	3.62		
GFI	.87		

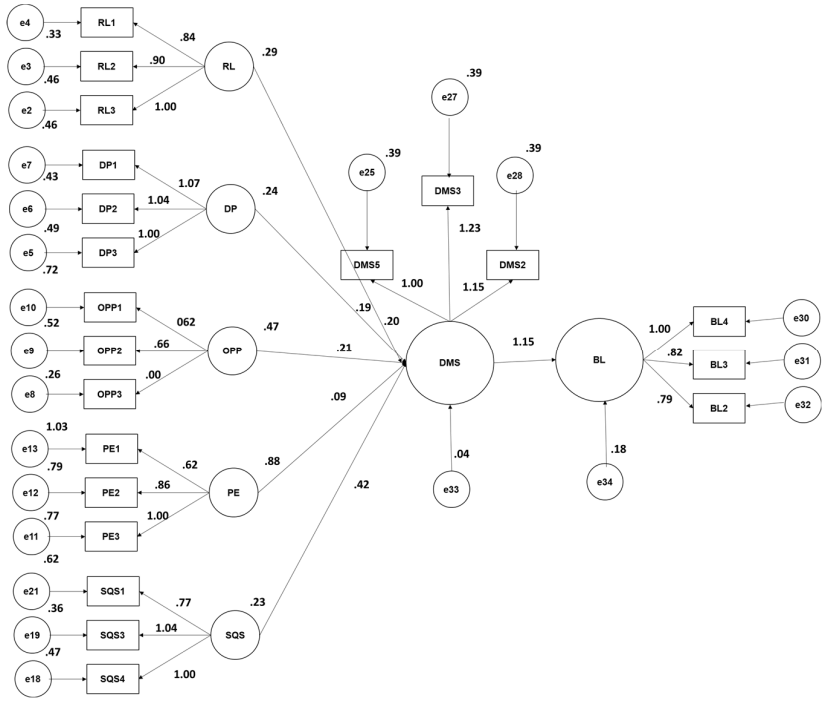

Fig. 3. Modified Structural Model

5. Discussion

The findings show that the factors have significant correlations. DMS has a strong and positive relationship with all the other variables, with standardized path coefficients ranging from 0.097 to 0.422. This suggests that customers' satisfaction with DM efforts strongly influences their perception of other variables such as service quality satisfaction, online presence perception, digital promotions, and recommendation likelihood.

With a standardized path coefficient of 1.158, the link between DMS and BL is also highly significant. This suggests a substantial correlation between consumers' BL and their overall satisfaction with DM efforts. It suggests that customers who are satisfied with a restaurant's DM efforts are more likely to show higher levels of brand loyalty.

These results support the concept that, when compared to other factors like service quality satisfaction, digital engagement satisfaction, recommendation likelihood, digital promotions, online presence perception, promotion effectiveness, and social media engagement, BL has a stronger impact on customers' repeat purchase behavior and overall satisfaction. The relevance of DM in developing BL and CS is further shown by the close association between DMS and BL.

6. Implications for Managers

The study's findings have several practical applications for business owners and operators of restaurants. Firstly, the findings highlight the importance of BL as a significant influence on consumer behavior and satisfaction. Restaurant owners should focus their efforts on fostering and enhancing BL among their clientele. This may be accomplished by regularly delivering top-notch goods, offering superb customer service, and fostering pleasant brand experiences. The report also emphasizes how crucial DM satisfaction is in influencing different consumer attitudes and behaviors.

Restaurant managers should concentrate their DM initiatives, such as online presence, digital marketing, and social media interaction, on raising patron pleasure. Restaurants may improve CS, which in turn can promote BL, by utilizing digital media efficiently and presenting interesting and pertinent information. Additionally, the results imply that DM initiatives significantly affect BL. To engage customers, increase their contentment, and eventually nurture BL, restaurants should spend in creating and implementing successful DM efforts.

This might include individualized marketing strategies, targeted promotions, and interactive social media content that appeals to the target market. Additionally, the study highlights the importance of referral probability and customer satisfaction with service quality. To meet and surpass consumer expectations, restaurant managers should work to offer superior customer service. Restaurants may improve CS, raise the possibility that patrons will refer to them, and eventually promote BL by making sure that customers receive consistently excellent service.

It is also important for restaurant managers to continuously assess and monitor customer perceptions and satisfaction levels across various dimensions, including digital marketing, service quality, and online presence. Regular feedback collection, surveys, and monitoring of online reviews can provide valuable insights into customers' perceptions and satisfaction. This feedback can guide decision-making and help in identifying areas for improvement to enhance overall CS and BL. The practical implications of the study highlight the importance of prioritizing BL and CS in the restaurant industry. By focusing on enhancing DM satisfaction, delivering exceptional service quality, and monitoring customer perceptions, restaurants can create a positive brand image, drive repeat purchases, and gain a competitive advantage in the market.

7. Significant of this study

The results of this study have major significance for restaurant managers and marketers who want to improve customer satisfaction (CS), loyalty, and overall business success. Firstly, the study highlights the central role of BL in driving customer behavior and satisfaction. By recognizing the importance of BL, managers can prioritize strategies and initiatives aimed at fostering strong customer attachment and commitment to the restaurant's brand. This can be achieved through consistent delivery of high-quality products, personalized customer experiences, and effective brand communication. Building and nurturing BL can result in increased customer retention, repeat purchases, and positive word-of-mouth recommendations.

Furthermore, the study emphasizes the influential role of DM satisfaction in shaping customer perceptions and behaviors. Restaurant managers should pay close attention to their DM efforts, ensuring that they provide engaging and relevant content, seamless online experiences, and effective promotions. By satisfying customers' digital expectations, managers can strengthen BL, attract new customers, and differentiate their restaurant from competitors in the online space.

The significance of service quality satisfaction and recommendation likelihood should not be overlooked. Restaurant managers must strive to consistently deliver excellent service quality to meet and exceed customer expectations. This can be achieved through rigorous staff training, effective service processes, and continuous monitoring of service performance. Additionally, managers should encourage positive recommendations from satisfied customers by actively seeking feedback, providing incentives for referrals, and creating a memorable dining experience. The findings also underscore the importance of monitoring customer perceptions and satisfaction levels. Regularly collecting and analyzing customer feedback, both online and offline,

allows managers to identify areas for improvement, address customer concerns, and tailor strategies to better meet customer needs. By actively engaging with customers and responding to their feedback, managers can enhance satisfaction, build trust, and reinforce BL. The significant implications of this study highlight the importance of prioritizing BL, DM satisfaction, service quality, and recommendation likelihood in the restaurant industry. By investing in these areas, restaurant managers can create a strong and loyal customer base, establish a competitive edge, and drive long-term business success.

8. Conclusion

In conclusion, this study aimed to assess the impact of DM on CS and BL at the Saudi Arabian Restaurants. The analysis considered seven variables. Data was collected from 410 respondents through a questionnaire administered via digital media. The results of the analysis, conducted using SPSS and AMOS, revealed that all hypotheses, except for the last one, were supported. This indicates that the variables under investigation significantly contribute to CS and BL at Saudi Arabian Restaurants. The findings of this study have practical implications for managers at the Restaurants of Saudi Arabia. The results suggest the need for policy changes and staff training to improve CS, ultimately leading to increased BL. By focusing on enhancing the identified variables, such as service quality, digital engagement, and promotions effectiveness, managers can better meet customer expectations and foster loyalty towards the Restaurants. Overall, this study provides a basis for understanding the relationship be- tween digital marketing, CS, and BL in the context of the Saudi Arabian Restaurants. It offers practical guidance for managers to enhance CS and loyalty by implementing appropriate strategies and training programs. This study also has shortcomings. The data is taken from respondents in few locations and applies solely to that cites, therefore future study might collect data from the entire country to improve generalizability.

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