Pakistan Journal of Life and Social Sciences
www.pjlss.edu.pk

RESEARCH ARTICLE

Antecedents to Haidilao Hot Pot Restaurant Consumer Loyalty in Bangkok

Hairui Fan[1], Amnuay Saengnoree[2*], and Surapong Siripongdee[3]

[1,2,3] College of Innovation & Industrial Management (CIIM)/ King Mongkut's Institute of Technology Ladkrabang (KMITL), Bangkok 10520, Thailand

ARTICLE INFO	ABSTRACT
	This study's objective was to develop a structural equation model (SEM) of factors influencing consumer loyalty at Bangkok's Haidilao Hot Pot (HHP) Chinese restaurants. The study focused on consumers who visited the Central World Mall and Central Rama 9 Mall branches at least once during June and July 2023. The researchers used stratified random sampling to collect 312 questionnaires from the consumers surveyed. The questionnaire's validity and reliability were ensured through expert evaluation and pilot testing, with Cronbach's alpha values ranging from 0.81 to 0.89. Data were collected via an online questionnaire in both Thai and English and assessed for content validity and reliability. The SEM path analysis was conducted using LISREL 9.10, while SPSS for Windows 21 was used for descriptive statistics. Results indicated that all SEM factors positively influenced consumer loyalty, explaining 63% of the variance. The three most significant factors were service innovation (0.79), service quality (0.64), and service satisfaction (0.61). This study extends the limited post-COVID-19 literature on the Asian food and service sector by validating a comprehensive model of consumer loyalty specific to Chinese hot pot restaurants. It highlights the essential nature of service innovation, quality, and satisfaction in fostering consumer loyalty. The findings provide valuable insights for restaurant industry practitioners, highlighting the need to invest in service innovation and maintain high service quality to enhance customer satisfaction and loyalty. These strategies are essential for sustainable growth and operational improvements.

INTRODUCTION

Consumer loyalty is a critical focus in the hospitality industry, especially in the dining sector, where intense competition and customer retention are vital (Wang, 2022). Researchers often examine consumer loyalty from attitudinal and behavioral perspectives (Dandis et al., 2022; Saini & Singh, 2020). The attitudinal aspect reflects a diner's emotional commitment and intent to maintain a long-term relationship with a restaurant. In contrast, the behavioral aspect refers to repeated visits or frequent dining experiences (Kim & Han, 2008).

Various studies have suggested satisfaction and service quality are critical determinants of customer loyalty (Uslu & Eren, 2020). High service quality increases customer satisfaction, fostering loyalty (Pan & Ha, 2021). Additionally, cultural and regional factors significantly influence dining preferences and loyalty behaviors (Ali et al., 2020; Sinaga et al., 2023).

Various studies and articles have suggested that Haidilao Hot Pot (HHP) restaurants are exceptional in many factors contributing to the brand's consumer loyalty (Chen et al., 2015; Jiao, 2019; Nanthamanoch & Swierczek, 2022; Wang, 2022; Zhang & Bi, 2022). One reason is taste, as HHP restaurants specialize in Malatang shabu, featuring a distinctive and spicy broth that sets them apart.

The Chinese Mala-flavored broth hot pot is crafted using carefully chosen Sichuan peppers and spices to deliver an authentic Sichuan hot pot experience (McDougall, 2021).

HHP is renowned not just for its food but also for its innovative service features like the 'Chinese noodle dance' and extensive customer amenities, including children's play areas, complimentary desserts, and even manicure services (Boonbandit, 2019; Chang, 2022; Wu, 2021). Haidilao's commitment to service innovation and quality transforms the dining experience, providing customers with a comprehensive and enjoyable environment. This innovative approach is not limited to food but extends to various customer services, making dining at HHP a memorable and entertaining journey (Chen et al., 2015; Jiao, 2019; Zhang & Xu, 2016).

Bangkok's vibrant culinary scene and strategic location as a major tourist destination (Putra et al., 2023) make it an ideal setting for studying restaurant consumer loyalty. The city's diverse and competitive restaurant industry provides a rich context for examining how service innovation, quality, and satisfaction impact restaurant loyalty. Moreover, the post-COVID-19 recovery phase presents a unique opportunity to explore practical strategies for business resilience, growth, and digital transformation (Loh et al., 2024).

Research focus

The study's focus on Haidilao Hot Pot (HHP) restaurants in Bangkok was driven by several factors. These included:

1. Haidilao Hot Pot is a well-known brand with a significant and growing presence in Bangkok (Chen et al., 2015; Jiao, 2019; Nanthamanoch & Swierczek, 2022; Wang, 2022; Wang & Theerakittikul, 2022; Zhang & Bi, 2022;). Its popularity among consumers helps it attract a diverse and substantial customer base.

2. The HHP brand is famous for its unique service innovations and high service quality (How, 2022; Lim & Selimin, 2023; Zhang & Xu, 2016). It is central to our study's focus on service-related factors influencing consumer loyalty. The restaurant's distinctive approach provides a rich context for examining how service innovation impacts service satisfaction, quality, and loyalty.

3. The restaurant industry has faced significant challenges due to the COVID-19 pandemic (Li et al., 2021; Yu et al., 2021). Studying a leading player like HHP offers insights into practical strategies for recovery and growth in the post-pandemic era. HHP's resilience and adaptation strategies can provide valuable lessons for the broader food and service sector.

4. The chosen branches at Central World Mall and Central Rama 9 Mall are strategically located in high-traffic areas, ensuring a steady flow of customers. This makes them ideal for collecting a large and varied sample, enhancing the study's reliability and generalizability (Nanthamanoch & Swierczek, 2022).

By exploring the unique context of HHP in Bangkok, this study aims to contribute to the theoretical and practical understanding of consumer loyalty in the restaurant industry. The insights gained can inform strategies for enhancing customer satisfaction and loyalty, ultimately supporting sustainable growth in the competitive dining sector. Therefore, this study focuses on understanding the factors driving consumer loyalty at Bangkok's HHP restaurants.

Research objectives (RO)

RO1: Investigate which factors are most essential in Thai Haidilao Hot Pot (HHP) restaurant consumer loyalty.

RO2: Develop a structural equation model (SEM) of the factors affecting Thai HHP restaurant consumer loyalty.

CONCEPTUAL FRAMEWORK

Service innovation (SI)

Innovation has taken center stage in the ever-evolving world of dining and service (Chen et al., 2015). Some even call it the "next big thing" in the industry (Jana, 2007), and it is especially vital in

economies where the service sector reigns supreme, like the United States, where services contribute to over 80% of the GDP.

In Japan, a study of 201 tourism-related firms found the importance of human-related elements on a firm's performance and SI (Tajeddini et al., 2020). While the results indicate that committed front-line employees and leadership are the primary antecedents of service innovation, knowledge management and instilling creativity through the firm are also crucial.

In Taiwan, Chou et al. (2016) reported on sustainable restaurant SI and indicated there were five primary factors. These included food service technology, organizational learning, how innovation is adopted, and the organization's environment. Additionally, management's attitudes significantly impact the success of innovation adoption in a restaurant's sustainability and competitiveness (Wu et al., 2015).

In Vietnam, Truong et al. (2020) strongly suggested that SI is critical in improving SQ affecting CS. Moreover, the authors believe that technological innovation can leverage CS by stimulating their perception's five senses and that entrepreneurs should consider SI as a product and process innovation blend. On one hand, it involves introducing new and exciting dishes or revamping existing favorites. On the other hand, it is about revolutionizing how these culinary delights are prepared and delivered.

Li et al. (2021) described SI before and post-COVID-19 in China, highlighting its multidimensional nature. It is not just about what is on the menu; it is about offering new customer experiences, revamping how food is served, redesigning the restaurant's architecture, and even fine-tuning how staff and resources are managed.

Therefore, SI is not just about tangible products, but also a vast arena that explores intangible processes and dynamic interactions among technology and human systems. These innovations change how restaurants and service providers manage and organize their operations (Randhawa & Scerri, 2015).

What sets SI apart from manufacturing innovation is the unique characteristics of the dining experience. In restaurants, we deal with intangibility, diversity, perishability, increased customer interaction, and the simultaneous creation and consumption of each delightful dish.

Service quality (SQ)

According to Wang (2023), restaurant managers play an essential part in a restaurant's healthy growth and survival. This is because management is responsible for maintaining staff efficiency and guaranteeing a positive dining experience for customers, shaping the restaurant's perceived SQ. Recognizing the importance of SQ, the restaurant industry has extensively studied this aspect.

In Bangladesh, Ahmed et al. (2023) found that diners' perceptions of SQ and fair pricing significantly affect their satisfaction, leading to overall loyalty. Similarly, in China, Zhong and Moon (2020) observed that in fast-food establishments, price perception dramatically influences the perception of quality. They also highlighted the importance of gender in consumer quality perceptions. In Pakistan, Satti et al. (2020) also noted the critical role of SQ and pricing in fostering restaurant consumer loyalty.

These studies indicate that customer satisfaction acts as a mediator, while perceived price fairness moderates SQ and customer loyalty, showing a statistically significant relationship. Price influences customers, leading to satisfaction in the hospitality industry (Chun et al., 2020). Therefore, SQ is defined as the diner's overall perception of how well their dining experience aligns with their expectations (Kuo et al., 2011).

Other studies consistently show that SQ, CS, and LT are central to restaurant industry research. Consistent findings demonstrate positive relationships between SQ, CS, and LT (Lee et al., 2005; Namkung & Jang, 2007, 2009). Inoni (2021) added that SQ is a significant determinant of CS and, consequently, the decision to repurchase within the fast-food sector. This is unsurprising, as satisfied diners often become loyal patrons, creating a strong bond that encourages repeat visits (Javed et al., 2021).

Service satisfaction (ST)

Service satisfaction is influenced by various factors such as reliability, product price, sales/service location, and promotion. In a restaurant setting, factors like affordability, food quality, value for money, service, location, brand reputation, and ambiance are essential (Chuenban et al., 2021; Sornsaruht & Sawmong, 2017). Furthermore, in mainland China, where hospitality has been reported to be in short supply at mass-scale eateries, Haidilao has stood out, with over 106 million guests in 2018 before Covid (Ambler, 2018). Fortunately, studies have shown good restaurant service quality leads to greater customer satisfaction (Zhong & Moon, 2020). High-quality food and service are proven drivers of satisfaction (Mahin & Adeinat, 2020). Customer satisfaction is crucial for determining customer loyalty, encouraging repeat visits (Rajput & Gahfoor, 2020), and creating a bond that promotes loyalty (Namkung & Jang, 2009). Hygiene, food flavor, the restaurant's physical environment, and staff warmth and attentiveness are also significant (Kabir, 2023; Nyamekye et al., 2023; Zhong & Moon, 2020).

Reliability, or the ability to consistently deliver promised services accurately and dependably, is a critical determinant of customer satisfaction (Ali et al., 2021; Chege, 2021). Consistency and accuracy build trust and satisfaction over time.

Product price also significantly influences customer satisfaction. Reasonable and perceived fair pricing can enhance satisfaction and loyalty. For instance, diners in Bangladesh are influenced considerably by price fairness, affecting their overall satisfaction and loyalty (Ahmed et al., 2023). Similarly, in China's fast-food industry, price perception plays a crucial role in shaping consumer satisfaction (Zhong & Moon, 2020). The location of sales and service points is vital for customer convenience and satisfaction. A strategic location enhances customer accessibility and experience (Singh & Singh, 2021). Easily accessible locations can lead to higher satisfaction and repeat visits.

Promotion, including advertising and special offers, can influence customer satisfaction by creating awareness and perceived value (Hanaysha, 2018). Effective promotional strategies can attract customers and enhance their satisfaction. Well-targeted promotional activities can boost customer satisfaction by providing perceived value and improving the shopping experience (Umesha & MariGowda, 2019).

Reliability, product price, sales/service location, and promotion are critical factors affecting customer satisfaction. Recent studies demonstrate that these factors significantly influence customer perceptions, satisfaction levels, loyalty, and repurchase decisions.

Consumer loyalty (LT)

In the dining world, customer loyalty is the holy grail, with researchers often examining LT from both attitudinal and behavioral angles (Lee et al., 2006). The attitudinal aspect reflects a diner's desire to maintain a long-term relationship with a restaurant, characterized by emotional commitment and brand attachment. On the other hand, the behavioral aspect refers to repeated visits or frequent dining experiences, often used to measure the loyalty of diners (Kim & Han, 2008).

The hospitality industry, including restaurants, often emphasizes the attitudinal approach when assessing customer loyalty (Uslu & Eren, 2020; Wonganawat et al., 2022). Unlike industries where repeat purchases may suffice to indicate loyalty, dining establishments focus on the attitudinal and emotional commitment diners have toward the restaurant. Customers may dine at various places, but true loyalty is exhibited when they feel deeply connected to a particular brand or restaurant, leading to positive word-of-mouth and advocacy (Jongsuksomsakul, 2024; Nyamekye et al., 2023).

Studying consumer loyalty in Bangkok's dining sector is particularly relevant due to the city's vibrant culinary scene (Rewtrakunphaiboon & Sawangdee, 2022), attracting locals and tourists (Cifci et al., 2021;). Bangkok is known for its diverse and competitive restaurant industry, where customer loyalty can significantly impact a restaurant's success and sustainability (Kiatkawsin & Sutherland, 2020).

1. Service quality and satisfaction: Service quality is a critical determinant of customer satisfaction and loyalty in the restaurant industry (Uslu & Eren, 2020). High-quality service increases customer satisfaction, fostering loyalty (Ahmed et al., 2023). Research by Tuncer et al. (2021) supports the notion that perceived service quality directly influences customer satisfaction and behavioral intentions.

2. Cultural and regional factors: Bangkok's unique cultural and regional attributes influence dining preferences and customer loyalty. Studies indicate that cultural context significantly shapes customer expectations and loyalty behaviors (Chopdee, 2021). Understanding these cultural nuances is essential for developing effective loyalty strategies.

3. Post-pandemic recovery: The COVID-19 pandemic has profoundly affected the hospitality industry, highlighting the importance of customer loyalty for business recovery and growth (Li et al., 2021; Yu et al., 2021). Customer loyalty can buffer the adverse effects of economic downturns and contribute to a quicker recovery. Bangkok, a major tourist destination, provides a compelling case for studying how restaurants can rebuild and enhance customer loyalty in the post-pandemic era.

4. Technological advancements: Technology integration in dining experiences, such as online reservations and digital loyalty programs, has become increasingly important. Studies show technological innovations can enhance customer satisfaction and loyalty by providing convenience and personalized experiences (Tai et al., 2021).

By examining consumer loyalty in Bangkok's Haidilao Hot Pot restaurants, this research contributes to a deeper understanding of the factors that drive customer loyalty in a dynamic and culturally rich market. This knowledge can create strategies for enhancing customer loyalty and sustaining competitive advantage in the hospitality industry. Therefore, from the extensive review of the literature and theory, the authors propose these six hypotheses (Figure 1):

H1: Service innovation (SI) influences service quality (SQ) directly and positively.

H2: Service innovation (SI) influences consumer loyalty (LT) directly and positively.

H3: Service innovation (SI) influences service satisfaction (ST) directly and positively.

H4: Service quality (SQ) influences service satisfaction (ST) directly and positively.

H5: Service quality (SQ) influences consumer loyalty (LT) directly and positively.

H6: Service satisfaction (ST) influences consumer loyalty (LT) directly and positively.
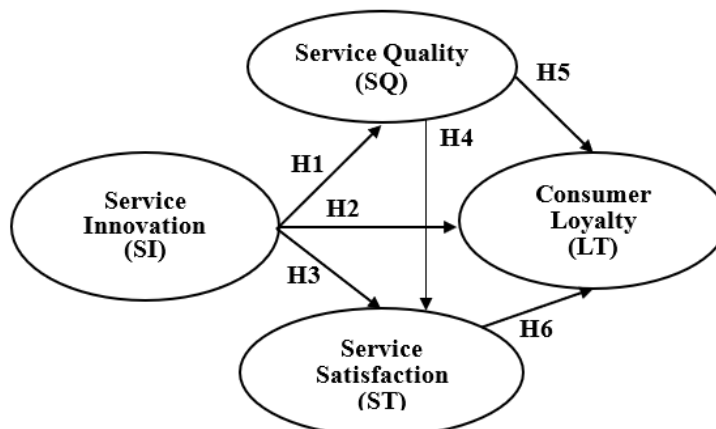

Figure 1: Conceptual model

MATERIALS AND METHODS

Population and sample

In this research, the population under investigation comprises consumers in Bangkok who have patronized Haidilao Hot Pot (HHP) Chinese restaurants, specifically the Central World Mall and Central Rama 9 Mall, at least once during June and July 2023. Determining the sample size follows

the guidelines of Schumacker and Lomax (2016) and Sarstedt et al. (2022), which recommend a sample size based on structural equation model analysis principles. Having 10-20 times the number of observed variables is advised. This study has 15 observable variables, indicating that the sample size should ideally range from 150 to 300 samples. The researchers expanded the sample size target to 360 individuals to ensure high research reliability. Subsequently, a systematic random sampling approach was utilized, considering the proportion of consumers in Bangkok who used the services of the HHP restaurant at the Central World Mall and Central Rama 9 Mall. The specifics of this sampling process are detailed in Table 1.

Table 1: Sample collection method

Mall Branch	Time Period	Sample Group		
		Target	**Collected**	**%**
Central World	11.00-14.00	60	54	90.00
	14.01-17.00	60	46	76.67
	17.01-20.00	60	57	95.00
Central Rama 9	11.00-14.00	60	53	88.33
	14.01-17.00	60	47	78.33
	17.01-20.00	60	55	91.67
Totals		360	312	86.67

Research instrument development

Questions related to *service innovation* were adapted from prior studies focusing on the innovative aspects of service in the hospitality industry (Chen et al., 2015; Boonbandit, 2019). Items measuring *service quality* were derived from the widely used SERVQUAL scale, which assesses various service quality dimensions, including tangibles, reliability, responsiveness, assurance, and empathy (Lieophairot & Rojniruttikul, 2023, 2024). *Service satisfaction* items were based on established scales that evaluate the overall satisfaction and likelihood of recommending the service (Chun & Nyam-Ochir, 2020). Questions related to *customer loyalty* were sourced from behavioral and attitudinal loyalty scales, which measure both the intention to revisit and the emotional attachment to the restaurant (Dandis et al., 2022; Lee et al., 2006; Saini & Singh, 2020). To gauge the overall dining experience, general customer experience questions were included, which reflect the diners' holistic view of their visit (Nyamekye et al., 2023). By clearly identifying the sources of the questions used for each variable (Table 2), the study ensures the reliability and validity of the research instrument. This approach aligns with established theoretical frameworks and enhances the findings (Chuenban et al., 2021).

Table 2: The survey constructs, observed variables, item totals, and supporting theory.

Constructs	Observed Variables	Supporting Theory
Service Innovation (SI)	Meeting needs (SI1). Creating service experiences (SI2). Delivering innovation to customers (SI3). Service Innovation (SI4)	(Boonbandit, 2019; Chang, 2022; Chen et al., 2015; Chou et al., 2016; How, 2022; Jiao, 2019; Li et al., 2021; Lieophairot & Rojniruttikul, 2023, 2024; Loh et al., 2024; Randhawa & Scerri, 2015; Truong et al., 2020; Wu, 2021; Zhang & Xu, 2016).

Service Quality (SQ)	Perceived needs (SQ1). Service quality (SQ2). Reliability (SQ3).	(Ahmed et al., 2023; Inoni, 2021; Javed et al., 2021; Kuo et al., 2011; Lee et al., 2005; Namkung & Jang, 2007, 2009; Pan & Ha, 2021; Satti et al. (2020; Singh et al., 2023; Uslu & Eren, 2020; Wang (2023; Zhong & Moon, 2020).
Service Satisfaction (ST)	Reliability (ST3). Product (ST1). Price (ST2). The sales/service location (ST3). Promotion (ST4).	(Ahmed et al., 2023; Ali et al., 2021; Ambler, 2018; Chege, 2021; Chuenban et al., 2021; Hanaysha, 2018; Kabir, 2023; Mahin, & Adeinat, 2020; Namkung & Jang, 2009; Nyamekye et al., 2023; Rajput & Gahfoor, 2020; Singh & Singh, 2021; Singh et al., 2023; Sornsaruht & Sawmong, 2017; Umesha & MariGowda, 2019; Zhong & Moon, 2020)
Customer Loyalty (LT)	Brand confidence (LT1). Consumer trust and loyalty (LT2). Access convenience (LT3). Continuous service use (LT4).	(Ahmed et al., 2023; Chopdee, 2021; Cifci et al., 2021; Dandis et al., 2022; Jongsuksomsakul, 2024; Kiatkawsin & Sutherland, 2020; Kim & Han, 2008; Lee et al., 2006; Li et al., 2021; Nyamekye et al., 2023; Rewtrakunphaiboon & Sawangdee, 2022; Saini & Singh, 2020; Singh et al., 2023; Tai et al., 2021; Tuncer et al., 2021; Uslu & Eren, 2020; Wonganawat et al., 2022; Yu et al., 2021).

Research instrument validity and reliability assessment

After the questionnaire's design, the content validity (CV) was evaluated. To ensure the questionnaire's strength, a panel of five experts from the researchers' faculty reviewed the items (Kerdtip & Angkulwattanakit, 2023), considering phrasing, appropriateness, and importance. The assessment utilized the IOC rating scale. Items with a value ≤ 0.60 were subjected to revision or removal based on the experts' feedback (Pimdee, 2020). Initially drafted in Thai, an additional questionnaire was translated into English for customers who spoke other languages.

Subsequently, a reliability assessment of the questionnaire was conducted through a pilot test involving 35 Haidilao Hot Pot (HHP) restaurant customers. The reliability assessment employed Cronbach's alpha (α) values, with a threshold of ≥ .80 considered acceptable for the HHP restaurant survey items (Lance et al., 2006; Shrestha, 2021). All questionnaire sections exhibited acceptable reliability, with α values for the latent variables ranging from 0.81 to 0.89 (Tavakol & Dennick, 2011). None of the 35 pilot-test questionnaires were incorporated into the final survey.

For data collection in this study, an opinion questionnaire was used. The survey targeted consumers in Bangkok who patronized the HHP restaurant (Wang & Theerakittikul, 2022). It comprised five sections, with Part 1 having various personal information items. Parts 2-5 used a five-level Likert-type opinion scale whose items had been qualified to have an IOC ≥ 0.60 and a reliability between 0.81 and 0.89.

Collection of data

Before the study's HHP restaurants questionnaire collection phase, the researchers obtained permission from the managers and owners of two HHP restaurants in the Bangkok Metropolitan area. As the collection phase began, the research team would physically visit the restaurants during the periods detailed in Table 1. During these periods, they would approach every fifth diner waiting in line and ask them if they would participate in an online survey concerning the restaurant's dining features, service, and quality. If the response was positive, they were given a QR code to scan from which they could answer the questionnaire using Google Forms and their smartphones while they were waiting. The target diner for the survey was any individual or group who had eaten at either the HHP restaurant at Central World Mall or the Central Rama 9 Mall at least once during June or July 2023. From the 360 QE codes scanned, it was determined that 312 online responses were complete enough for analysis.

Data analysis

The data was analyzed using LISREL 9.1 for the confirmatory factor analysis (CFA) and subsequent SEM, while *SPSS* for Windows Version 21 was employed to analyze the descriptive statistics. Mean scores were interpreted using the five-level scale (Pimdee, 2020) (Figure 2). Validity assessment and interpretation used a CFA with each diner's opinions on CL using the GoF (goodness-of-fit) analysis criteria.
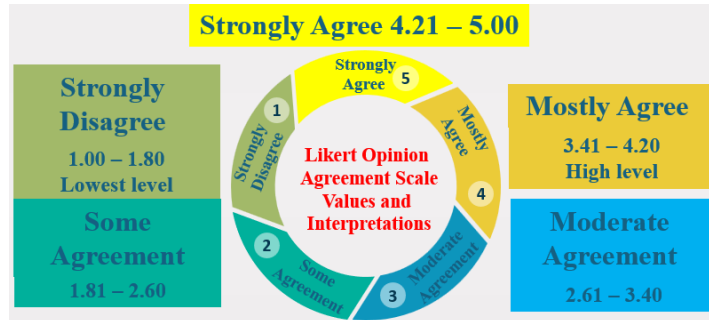
Figure 2: Likert opinion scale

RESULTS

HHP restaurant diner characteristics

Table 3 reveals that 62.82% of the HHP restaurant diners were women. Most diners also obtained an undergraduate degree (75%). Employment responses showed that 34.29% worked for a company, and 23.08% were involved in private businesses. Somewhat interestingly, 16.35% indicated they were students. Concerning monthly salaries, 37.18% indicated earning $411-$685 per month, while another group of 27.56% was somewhat higher at $685-$959 per month. Finally, when asked how much they spent at each seating, 37.50% indicated $27-$54 per meal, 24.68% spent $54-$82 per meal, and 22.44% spent $82-$110 per meal.

Table 3: Respondents personal data (*n*=312)

Gender	Consumers	%
Male	116	37.18
Female	196	62.82
Highest level of education		
Secondary school	38	12.18
Vocational/Commercial degree	40	12.82
Bachelor's degree	198	63.46
Postgraduate degree	36	11.54
Occupation		
Student	51	16.35
Government official/state enterprise	29	9.29
Company employee	107	34.29
Private business	72	23.08
Freelance career	46	14.74
Unemployed	7	2.24
Average monthly income		
15,000 baht per month or less ($411).	25	8.01
15,001-25,000 baht ($411-$685).	116	37.18
25,001-35,000 baht ($685-$959).	86	27.56
35,991-45,000 baht -$959-$1,233).	59	18.91

More than 45,000 baht per month.	26	8.33
Dining cost for each visit to a Hai Di Lao Hot Pot Restaurant.		
1,000 baht or less per visit ($27).	25	8.01
1,001-2,000 baht ($27-$54).	117	37.50
2,001-3,000 baht ($54-$82).	77	24.68
3,001-4,000 baht ($82-$110).	70	22.44
4,001-5,000 baht ($110-$137).	10	3.21
More than 5,000 baht per visit ($137 plus).	13	4.17
Totals	**312**	**100**

CFA results

Nyamekye et al. (2023) suggest using a CFA to assess the measurement's convergent validity. Construct reliability (CR) is also undertaken using Cronbach's Alpha (α), the average variance extracted (AVE), and loadings (correlations) (Table 4). The standardized loadings should also be statistically significant and ≥ .50 or ideally ≥ .707 (0.65-0.92).

Therefore, according to Sarstedt et al. (2022), the lowest acceptable composite reliability value in a PLS-SEM analysis ≥ *0.7, with* AVE values are expected to be ≥ 0.5. In the case of the pilot test's Cronbach's alpha (α) reliability scores, all were good (≥ .8) and ranged between 0.81 – 0.89. Values for AVE ranged between 0.50 and 0.62, which are considered acceptable. Composite reliability values were also in acceptable ranges (0.75-0.87). Coefficient of determination (R^2) values in research are acceptable between 0.40 to 0.99, Especially if there is vital statistical significance (0.42-0.84).

Table 4: CFA testing results

Latent Variables	α	AVE	CR	Observed Variables	Loading	R²
Service Innovation (SI)	0.87	0.62	0.87	Meeting needs (SI1).	0.68	0.47
				Creating service experiences (SI2).	0.75	0.56
				Delivering innovation to customers (SI3).	0.92	0.84
				Service Innovation (SI4).	0.79	0.62
Service Quality (SQ)	0.81	0.50	0.75	Perceived needs (SQ1).	0.73	0.53
				Service quality (SQ2).	0.74	0.55
				Reliability (SQ3).	0.65	0.42
Consumer Satisfaction (ST)	0.82	0.50	0.79	Product (ST1).	0.67	0.44
				Price (ST2).	0.70	0.49
				The sales/service location (ST3).	0.74	0.55
				Promotion (ST4).	0.69	0.48
Consumer Loyalty (LT)	0.89	0.58	0.85	Brand confidence (LT1).	0.69	0.47
				Consumer trust and loyalty (LT2).	0.75	0.56
				Access convenience (LT3).	0.71	0.51
				Continuous service use (LT4).	0.89	0.78

GoF Results

Figure 3 details the study's criteria, supporting theory, and final CFA GoF assessment values. The results all indicated that the model's values were in harmony with established criteria and theory

(Byrne, 2013; Doğan, 2022; Hooper et al., 2008; Jöreskog et al., 2016; Pimdee, 2021; Sarstedt et al., 2022; Whittaker & Schumacker, 2022; Zheng & Bentler, 2024).
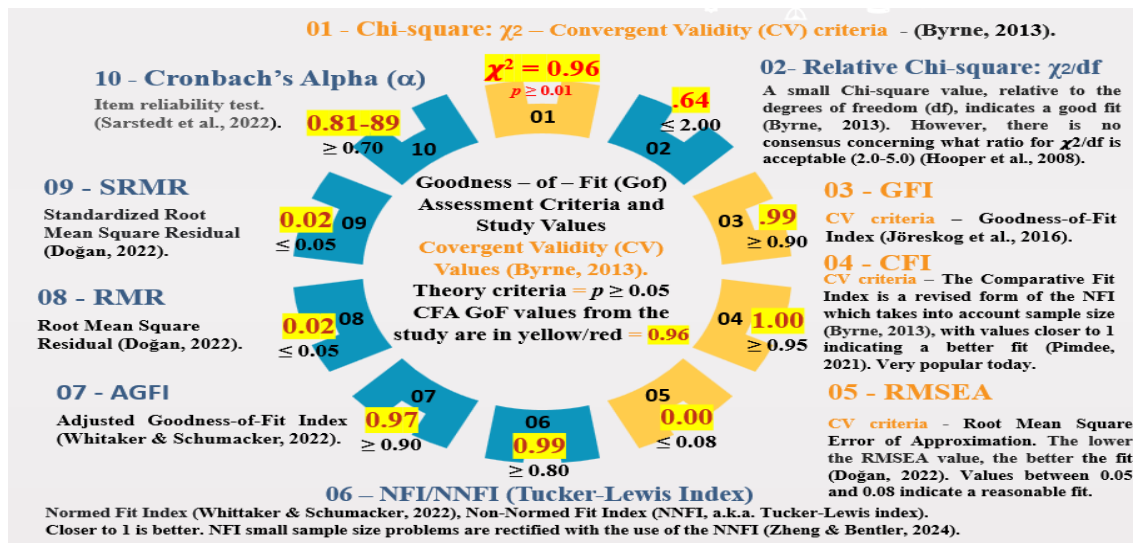

Figure 3: Criteria, supporting theory, and CFA GoF assessment

Correlation coefficient r testing results

Table 5 shows the correlation coefficient relationship results of the latent variables, with the strongest interrelationship pair identified as CL to ST with a r = .77, *p ≤ .01. This indicates that consumer loyalty (CL) plays a vital role in a HHP restaurant diner's consumer satisfaction (ST).

Table 5: Latent variables *r* values (Under the Diagonal).

Latent variables	SI	SQ	ST	CL
Service Innovation (SI)	1			
Service Quality (SQ)	.70**	1		
Consumer Satisfaction (ST)	.68**	.70**	1	
Consumer Loyalty (CL)	.70**	.68**	.77**	1
Skewness	-.87	-.71	-.96	-.88
Kurtosis	.58	-.03	.72	.63

Decomposition of the correlation matrix for LT

All the causal variables were determined to positively influence an HHP restaurant diner's loyalty, whose combined factors explain the factors affecting CL's (R^2) by 63% (Table 6). Additionally, the total effect (TE) values from the coefficient of influence (R) testing found that SI had the most significant influence on diner loyalty (LT) (TE=0.79). This was followed by SQ and ST, whose total effect (TE) value strengths were 0.64 and 0.61, respectively.

Table 6: Decomposition of the correlation matrix for LT

| Dependent variables	R²	Effect	Independent variables		
			SI	SQ	ST
Service quality (SQ)	0.74	DE	0.86**		
		IE	-		
		TE	0.86**		
Consumer Satisfaction (ST)	0.56	DE	0.33*	0.48**	
		IE	0.42**	-	
		TE	0.75**	0.48**	
Consumer Loyalty (LT)	0.63	DE	0.14*	0.34*	0.61**
		IE	0.65**	0.30**	-
		TE	0.79**	0.64**	0.61**

*Sig. < .05, **Sig. < .01

Hypotheses testing results

The testing results demonstrated that all six hypotheses were supported and consistent with the data (Table 7 & Figure 4). A strong influence was found between service innovation (SI) and service quality (SQ) in H1. A strong relationship was observed between service satisfaction (ST) and consumer loyalty (LT) in H6

Table 7: Results of research hypotheses testing

Hypotheses	Coef.	t-test	Outcome
H1: Service innovation (SI) influences service quality (SQ) directly and positively.	0.86	12.01**	Consistent
H2: Service innovation (SI) influences consumer loyalty (LT) directly and positively.	0.14	1.98*	Consistent
H3: Service innovation (SI) influences service satisfaction (ST) directly and positively.	0.33	2.26*	Consistent
H4: Service quality (SQ) influences service satisfaction (ST) directly and positively.	0.48	2.97**	Consistent
H5: Service quality (SQ) influences consumer loyalty (LT) directly and positively.	0.34	2.49*	Consistent
H6: Service satisfaction (ST) influences consumer loyalty (LT) directly and positively.	0.61	6.39**	Consistent

*Sig. < .05, **Sig. < .01, coef. = coefficient of determination
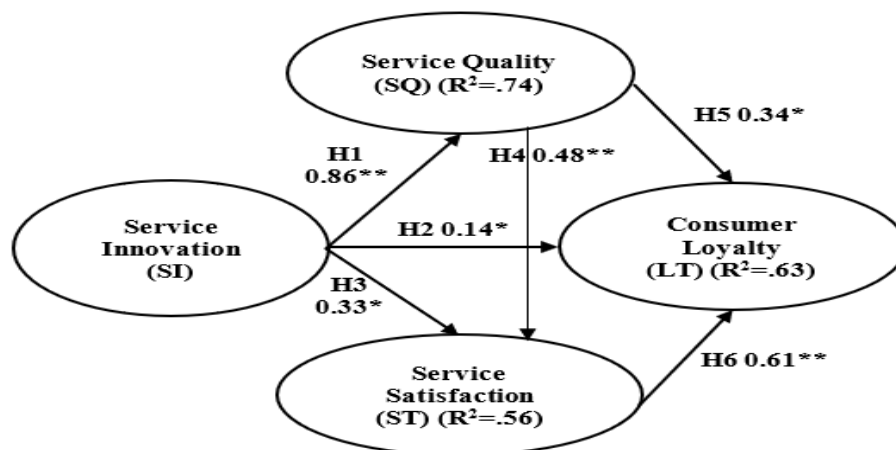
Figure 4: Final model

DISCUSSION

The results of this study provide a comprehensive understanding of the factors influencing consumer loyalty in the context of Thai Haidilao Hot Pot (HHP) restaurants. All six hypotheses were supported, demonstrating significant relationships between service innovation (SI), service quality (SQ), service satisfaction (ST), and consumer loyalty (LT). Notably, the influence of SI on SQ (H1) was found to be very strong, and the relationship between ST and LT (H6) was also strong.

Our findings underscore the importance of SI, SQ, and ST in fostering consumer loyalty (Ahmed et al., 2023; Singh et al., 2023). The strong relationship between SI and SQ highlights the critical role of innovation in enhancing service quality. This aligns with the work of Penpokai et al. (2023), which emphasizes that an organization's culture, the pace of technology adoption, and human resource competencies significantly impact firm performance. Our study extends this understanding by demonstrating that service innovation can directly enhance service quality, thus contributing to overall firm performance (Kankam, 2023).

The influence of SQ on ST further validates the importance of maintaining high service standards. This finding supports existing theories on service quality management, which suggest that consistent and high-quality service is crucial for customer satisfaction and loyalty. The moderate strength of

SQ's influence on ST indicates that while quality is essential, other factors also contribute to customer satisfaction.

The relationship between ST and LT confirms that customer satisfaction strongly predicts loyalty. This finding is consistent with the literature that emphasizes the role of satisfaction in building long-term customer relationships. By ensuring high satisfaction levels, restaurants can foster loyalty, encouraging repeat visits and positive word-of-mouth.

In practical terms, these findings offer valuable insights for practitioners in the restaurant industry. For example, Haidilao's success can be attributed to its commitment to service innovation and quality. By continuously innovating and maintaining high service standards, Haidilao creates a dining experience that satisfies customers and fosters loyalty. This study suggests that other restaurants can succeed similarly by prioritizing innovation, quality, and customer satisfaction.

Haidilao's innovative practices, such as using technology in the dining experience (Chou et al., 2016), exemplify how service innovation can enhance customer satisfaction. For instance, using iPads for ordering and robots for food preparation in Haidilao's Singapore outlet showcases the brand's dedication to leveraging technology to improve service (Loh et al., 2024). This enhances the dining experience and sets new standards in the industry.

Our study also highlights the importance of understanding and addressing customer needs. For Haidilao, this involves offering traditional cuisine and exceptional service. The findings indicate that pricing plays a significant role in customer satisfaction, with a considerable portion of Thai diners willing to spend a premium for the dining experience at Haidilao. This suggests that restaurants should carefully consider pricing strategies to align with customer expectations and perceptions of value.

Theoretical contributions

This study makes several theoretical contributions to consumer loyalty and service management literature. Firstly, it reinforces the significance of SI in enhancing SQ, providing empirical evidence supporting innovation's role in service quality improvement. Secondly, it extends the understanding of the relationship between SQ and ST, highlighting the importance of maintaining high service standards to boost customer satisfaction. Lastly, it confirms that ST is a strong predictor of LT, emphasizing the critical role of satisfaction in loyalty frameworks.

Practical contributions

For practitioners, this study offers actionable insights into improving consumer loyalty. By prioritizing service innovation, maintaining high service quality, and focusing on customer satisfaction, restaurants can enhance loyalty. The findings suggest that targeted marketing strategies, robust loyalty programs, and strategic pricing can further strengthen the connection between the brand and its customers.

Future research

Future research should explore these dynamics further, particularly in different cultural contexts and with the integration of new technological innovations. Investigating specific customer preferences and the impact of technological advancements on satisfaction and loyalty would provide valuable insights for service improvements. Cross-cultural studies would be instrumental in understanding how Haidilao's success factors can be adapted for different markets.

Therefore, this study provides a comprehensive analysis of the factors influencing consumer loyalty in the restaurant industry. By highlighting the significant roles of service innovation, quality, and satisfaction, it offers valuable insights for both theoretical advancement and practical application. These findings not only enhance the understanding of consumer loyalty but also provide valuable guidelines for restaurants aiming to improve their service and foster long-term customer relationships.

CONCLUSION

In conclusion, this study comprehensively analyzes the factors influencing consumer loyalty in the restaurant industry. By highlighting the significant roles of service innovation, quality, and satisfaction, it offers valuable insights for both theoretical advancement and practical application. These findings not only enhance the understanding of consumer loyalty but also provide valuable guidelines for restaurants aiming to improve their service and foster long-term customer relationships. By implementing the recommendations and pursuing further research, restaurants can better adapt to emerging trends and challenges, ensuring sustained success in the competitive dining landscape.

Declarations

Declaration of conflicting interests: The authors declare no potential conflicts of interest concerning this article's research, authorship, or publication.

Informed consent statement: Informed consent was obtained from all individual participants included in the study.

Disclosure statement: The authors declare that they have no conflicts of interest.

REFERENCES

Ahmed, S., Al Asheq, A., Ahmed, E., Chowdhury, U. Y., Sufi, T., & Mostofa, M. G. (2023). The intricate relationships of consumers' loyalty and their perceptions of service quality, price, and satisfaction in restaurant service. *The TQM Journal, 35*(2), 519-539. https://doi.org/10.1108/TQM-06-2021-0158

Ali, M., Puah, C. H., Ayob, N., & Raza, S. A. (2020). Factors influencing tourist's satisfaction, loyalty, and word of mouth in selection of local foods in Pakistan. *British Food Journal*, *122*(6), 2021-2043. https://doi.org/10.1108/BFJ-11-2018-0728

Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., ... & Anwar,

G. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, *5*(3), 14-28. https://dx.doi.org/10.22161/ijebm.5.3.2

Ambler, P. (2018, October 3). Hot pot hospitality: Haidilao chain creates the world's richest restaurant magnate. *Forbes.* https://tinyurl.com/y7kv8hvx

Boonbandit, T. (2019, September 21). China's 'Haidilao' hotpot is coming to Bangkok. https://tinyurl.com/423fzpwv

Byrne, B. M. (2013). Structural equation modeling with Mplus: Basic concepts, applications, and programming. Routledge. https://doi.org/10.4324/9780203807644

Chang, Z. (2022, January). Consumer behaviors in choosing the Hotpot restaurant. In *2021 International Conference on Social Development and Media Communication (SDMC 2021)* (pp. 1539-1543). Atlantis Press. https://doi.org/10.2991/assehr.k.220105.284

Chege, C. N. (2021). Examining the influence of service reliability on customer satisfaction in the insurance industry in Kenya. *International Journal of Research in Business and Social Science (2147-4478)*, *10*(1), 259-265. https://doi.org/10.20525/ijrbs.v10i1.1025

Chen, C., Shen, H., & Fan, D. X. (2015). Hai Di Lao hot pot: From employee stimulation to service innovation. *Journal of China Tourism Research*, *11*(3), 337-348. https://doi.org/10.1080/19388160.2015.1082526

Chopdee, S. (2021). *Cultural interaction and Tourist destination loyalty: a case study of Phuket, Thailand.* [Ph.D. thesis, National Institute of Development Administration], Thailand. https://doi.org/10.14457/NIDA.the.2021.2

Cifci, I., Atsız, O., & Gupta, V. (2021). The street food experiences of the local-guided tour in the meal-sharing economy: the case of Bangkok. *British Food Journal*, *123*(12), 4030-4048. https://doi.org/10.1108/BFJ-01-2021-0069

Chou, S. F., Horng, J. S., Liu, C. H., Huang, Y. C., & Chung, Y. C. (2016). Expert concepts of sustainable service innovation in restaurants in Taiwan. *Sustainability*, *8*(8), 739. https://doi.org/10.3390/su8080739

Chuenban, P., Sornsaruht, P., & Pimdee, P. (2021). How brand attitude, brand quality, and brand value affects Thai canned tuna consumer brand loyalty. *Heliyon*, *7*(2), e06301. https://doi.org/10.1016/j.heliyon.2021.e06301

Chun, S. H., & Nyam-Ochir, A. (2020). The effects of fast food restaurant attributes on customer satisfaction, revisit intention, and recommendation using DINESERV scale. *Sustainability*, *12*(18), 7435. https://doi.org/10.3390/su12187435

Dandis, A. O., & Al Haj Eid, M. B. (2022). Customer lifetime value: investigating the factors affecting attitudinal and behavioural brand loyalty. *The TQM Journal*, *34*(3), 476-493. https://doi.org/10.1108/TQM-12-2020-0311

Doğan, İ. (2022). A simulation study comparing model fit measures of structural equation modeling with multivariate contaminated normal distribution. *Communications in Statistics-Simulation and Computation*, *51*(5), 2526-2536. https://doi.org/10.1080/03610918.2019.1698745

Hanaysha, J. R. (2018). Customer retention and the mediating role of perceived value in retail industry. *World Journal of Entrepreneurship, Management and Sustainable Development*, *14*(1), 2-24. https://doi.org/10.1108/WJEMSD-06-2017-0035

Hooper, D., Coughlan, J., & Mullen, M. R. (2008). Structural Equation Modelling: Guidelines for Determining Model Fit. The Electronic Journal of Business Research Methods, 6(1), 53 – 60. https://core.ac.uk/download/pdf/297019805.pdf

How, M. (2022, November 1). Haidilao opens first 'smart' outlet in S'pore with robot waiters, robot arms & other snazzy stuff. *Mothership*. https://tinyurl.com/bd4w8mu3

Inoni, O. R. (2021). Customer satisfaction and repurchase decision: Evidence from fast food restaurants. *Izvestiya Journal of Varna University of Economics*, *65*(3), 309-329. https://tinyurl.com/yc35v245

Jana, R. (2007 March 30). Service innovation: The next big thing. *Bloomberg.* https://tinyurl.com/yt7nv6wv

Javed, S., Rashidin, M. S., Zhu, M., Xu, Z., Jian, W., & Zuo, S. (2021). Combined effects of drivers and impact of customer satisfaction on brand loyalty: The contingent effect of social trust. *Sage Open*, *11*(1), 21582440211003566. https://doi.org/10.1177/21582440211003566

Jiao, W. (2019). Factors positively affecting loyalty of Haidilao hot pot's consumers in Chang Zhou City in China. [Masters Thesis - Bangkok University]. Thailand. https://tinyurl.com/ymnmdef4

Jöreskog, K. G., Olsson, U. H., & Fan, Y. W. (2016). *Multivariate analysis with LISREL.* Berlin, Germany.

Jongsuksomsakul, P. (2024). Culinary Storytelling About the Local Cuisine of Phitsanulok, Thailand. *SAGE Open*, *14*(1), 21582440241233451. https://doi.org/10.1177/21582440241233451

Kabir, M. N. (2023). Customer satisfaction in restaurant service: Naan-n-Curry, a Bangladeshi restaurant in Jakobstad. [Thesis - Centria University of Applied Sciences], Bangladesh. https://tinyurl.com/4tfj8nwu

Kankam, G. (2023). Service quality and business performance: The mediating role of innovation. *Discover Analytics*, *1*(1), 6. https://doi.org/10.1007/s44257-023-00006-7

Kerdtip, C., & Angkulwattanakit, R. (2023). Thai School Learning Communities (SLC): An exploratory factor analysis. *Journal of Higher Education Theory and Practice, 23*(1), 226-237. https://doi.org/10.33423/jhetp.v23i1.5803

Kiatkawsin, K., & Sutherland, I. (2020). Examining luxury restaurant dining experience towards sustainable reputation of the Michelin restaurant guide. *Sustainability*, *12*(5), 2134. https://doi.org/10.3390/su12052134

Kim, W., & Han, H. (2008). Determinants of restaurant customers' loyalty intentions: A mediating effect of relationship quality. *Journal of Quality Assurance in Hospitality & Tourism, 9*(3), 219-239. https://doi.org/10.1080/15280080802412727

Kuo, N. T., Chang, K. C., Cheng, Y. S., & Lai, C. H. (2011). The impact of service quality, customer satisfaction and loyalty in the restaurant industry: The moderating effect of perceived value. In *2011 IEEE International Conference on Quality and Reliability* (pp. 551-555). IEEE. https://doi.org/10.1109/ICQR.2011.6031600

Lance, C. E., Butts, M. M., & Michels, L. C. (2006). The sources of four commonly reported cutoff criteria: What did they really say? *Organizational Research Methods, 9*(2), 202 – 220. https://doi.org/10.1177/1094428105284919

Lee, Y. K., Park, K. H., Park, D. H., Lee, K. A., & Kwon, Y. J. (2005). The relative impact of service quality on service value, customer satisfaction, and customer loyalty in Korean family restaurant context. *International Journal of Hospitality & Tourism Administration, 6*(1), 27-51. https://doi.org/10.1300/J149v06n01_03

Lee, S., Kim, W. G., & Kim, H. J. (2006). The impact of co-branding on post-purchase behaviors in family restaurants. *International Journal of Hospitality Management, 25*(2), 245-261. https://doi.org/10.1016/j.ijhm.2005.04.008

Li, B., Zhong, Y., Zhang, T., & Hua, N. (2021). Transcending the COVID-19 crisis: Business resilience and innovation of the restaurant industry in China. *Journal of Hospitality and Tourism Management*, *49*, 44-53. https://doi.org/10.1016/j.jhtm.2021.08.024

Lieophairot, C., & Rojniruttikul, N. (2023). Factors Affecting State Railway of Thailand (SRT) passenger train service use decision: A structural equation model. *Heliyon*, *9*(5), E15660. https://doi.org/10.1016/j.heliyon.2023.e15660

Lieophairot, C., & Rojniruttikul, N. (2024). Enhancing the Passenger Experience: Investigating Service Quality, Image, and Motivation Factors for Thailand's Train Transport Sector. *Journal of System and Management Sciences*, *14*(11), 275-294. https://doi.org/10.33168/JSMS.2024.1114

Lim, K. H., & Selimin, M. A. (2023). Coffee Table Inspired by Haidilao Hotpot. *Research in Management of Technology and Business*, *4*(1), 784-795. https://tinyurl.com/ywaadkht

Loh, C. M., Perdana, A., & Lee, K. H. (2024). From hot pot to high tech: Haidilao's transformation through digital technologies for sustainable business in the restaurant industry. *Journal of Information Technology Teaching Cases*, 20438869241240494. https://doi.org/10.1177/20438869241240494

Mahin, M. A., & Adeinat, I. M. (2020). Factors driving customer satisfaction at shopping mall food courts. *International Business Research*, *13*(3), 1-27. https://doi.org/10.5539/ibr.v13n3p27

McDougall, J. I. (2021). Globalization of Sichuan hot pot in the "new era". *Asian Anthropology*, *20*(1), 77-92. https://doi.org/10.1080/1683478X.2020.1779970

Namkung, Y., & Jang, S. C. (2007). Does food quality really matter in restaurants? Its impact on customer satisfaction and behavioral intentions. *Journal of Hospitality & Tourism Research, 31*(3), 387-409. https://doi.org/10.1177/1096348007299924

Namkung, Y., & Jang, S. C. (2009). The effects of interactional fairness on satisfaction and behavioral intentions: Mature versus non-mature customers. *International Journal of Hospitality Management, 28*(3), 397-405. https://doi.org/10.1016/j.ijhm.2008.11.001

Nanthamanoch, M., & Swierczek, F. W. (2022). *A turnaround strategy for Haidilao after the pandemic* [Doctoral dissertation, Thammasat University]. Thailand. https://tinyurl.com/2mdfhxcy

Nyamekye, M. B., Adam, D. R., Boateng, H., & Kosiba, J. P. (2023). Place attachment and brand loyalty: The moderating role of customer experience in the restaurant setting. *International Hospitality Review*, *37*(1), 48-70. https://doi.org/10.1108/IHR-02-2021-0013

Pan, H., & Ha, H. Y. (2021). Service quality and satisfaction in the context of varying levels of restaurant image and customer orientation during the COVID-19 pandemic. *Sustainability*, *13*(17), 9694. https://doi.org/10.3390/su13179694

Penpokai, S., Vuthisopon, S., & Saengnoree, A. (2023). The causal factors that affect the organizational performance of large-size companies in Thailand through HR analytics. *Nurture*, *17*(3), 223-239.

Pimdee, P. (2020). Antecedents of Thai student teacher sustainable consumption behavior. *Heliyon, 6*(8), e04676. https://doi.org/10.1016/j.heliyon.2020.e04676

Pimdee, P. (2021). An analysis of the causal relationships in sustainable consumption behaviour (SCB) of Thai student science teachers. *International Journal of Instruction, 14*(1), 999-1018. https://doi.org/10.29333/iji.2021.14159a

Putra, F. K. K., Putra, M. K., & Novianti, S. (2023). Taste of ASEAN: traditional food images from Southeast Asian countries. *Journal of Ethnic Foods*, *10*(1), 20. https://doi.org/10.1186/s42779-023-00189-0

Rajput, A., & Gahfoor, R. Z. (2020). Satisfaction and revisit intentions at fast food restaurants. *Future Business Journal*, *6*, 1-12. https://doi.org/10.1186/s43093-020-00021-0

Randhawa, K., & Scerri, M. (2015). Service Innovation: A review of the literature. In Agarwal, R., Selen, W., Roos, G., Green, R. (Eds.), *The Handbook of Service Innovation.* Springer. https://doi.org/10.1007/978-1-4471-6590-3_2

Rewtrakunphaiboon, W., & Sawangdee, Y. (2022). Street food tour experience, satisfaction and behavioral intention: Examining experience economy model. *Tourism and Hospitality Management*, *28*(2), 277-296. https://doi.org/10.20867/thm.28.2.2

Saini, S., & Singh, J. (2020). A link between attitudinal and behavioral loyalty of service customers. *Business Perspectives and Research*, *8*(2), 205-215. https://doi.org/10.1177/2278533719887452

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In C. Homburg, M. Klarmann, & A. Vomberg (Eds.), *Handbook of Market Research* (pp. 587-632). Springer International Publishing. https://doi.org/10.1007/978-3-319-57413-4_15

Satti, Z. W., Babar, S. F., Parveen, S., Abrar, K., & Shabbir, A. (2020). Innovations for potential entrepreneurs in service quality and customer loyalty in the hospitality industry. *Asia Pacific Journal of Innovation and Entrepreneurship*, *14*(3), 317-328. https://doi.org/10.1108/APJIE-08-2019-0063

Schumacker, R. E., & Lomax, R. G. (2016). *A beginner's guide to structural equation modeling*. (4th ed.). Routledge.

Shrestha, N. (2021). Factor analysis as a tool for survey analysis. *American Journal of Applied Mathematics and Statistics*, *9*(1), 4-11. https://doi.org/10.12691/ajams-9-1-2 Sinaga, F., Permana, G. Y., Wirawan, P. E., Arnawa, I. G. M. S., Amir, F. L., & Koerniawaty,

F. T. (2023). Fine dining restaurant development as culinary destination attraction in Bali to achieve Michelin Stars Award. *Wahana Didaktika: Jurnal Ilmu Kependidikan*, *21*(3), 602-621. Https://doi.org/10.31851/wahanadidaktika.v21i3.12470

Singh, A., & Singh, S. (2021). The significance of service location in determining customer satisfaction in retail. *International Journal of Retail & Distribution Management*, 49(7), 899-914.

Singh, V., Sharma, M. P., Jayapriya, K., Kumar, B. K., Chander, M. A. R. N., & Kumar, B. R. (2023). Service quality, customer satisfaction, and customer loyalty: A comprehensive literature review. *Journal of Survey in Fisheries Sciences*, *10*(4S), 3457-3464.

Sornsaruht, P., & Sawmong, S. (2017). Antecedents of Thai Select restaurant brand loyalty in the United Kingdom. *Business and Economic Horizons*, *13*(4), 478-495. https://tinyurl.com/aczvfhrj

Tai, Y. F., Wang, Y. C., & Luo, C. C. (2021). Technology-or human-related service innovation? Enhancing customer satisfaction, delight, and loyalty in the hospitality industry. *Service Business*, *15*, 667-694. https://doi.org/10.1007/s11628-021-00461-w

Tajeddini, K., Martin, E., & Altinay, L. (2020). The importance of human-related factors on service innovation and performance. *International Journal of Hospitality Management*, *85*, 102431. https://doi.org/10.1016/j.ijhm.2019.102431

Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education,2,* 53–55. http://dx.doi.org/10.5116/ijme.4dfb.8dfd

Truong, N., Dang-Pham, D., McClelland, R., & Nkhoma, M. (2020). Exploring the impact of innovativeness of hospitality service operation on customer satisfaction. *Operations and Supply Chain Management: An International Journal*, *13*(3), 307-319. http://doi.org/10.31387/oscm0420272

Tuncer, I., Unusan, C., & Cobanoglu, C. (2021). Service quality, perceived value and customer satisfaction on behavioral intention in restaurants: An integrated structural model. *Journal of Quality Assurance in Hospitality & Tourism*, *22*(4), 447-475.

Umesha, S., & MariGowda, D. S. (2019). Effectiveness of promotional strategies in increasing customer satisfaction with reference to shopping malls: A study of consumer perception in Southern Karnataka. *Journal of Business and Management*, *21*(2), 66-77. https://doi.org/10.9790/487X-2102026670

Uslu, A., & Eren, R. (2020). Critical review of service quality scales with a focus on customer satisfaction and loyalty in restaurants. *Deturope-the Central European Journal of Regional Development and Tourism*, *12*(1), 64-84. https://deturope.eu/pdfs/det/2020/01/04.pdf

Wang, D. (2022, March). Research on consumer behavior characteristics and competitive strategy of Haidilao in post-epidemic era. In *2022 7th International Conference on Financial Innovation and Economic Development (ICFIED 2022)* (pp. 1761-1765). Atlantis Press. https://doi.org/10.2991/aebmr.k.220307.289

Wang, Z., & Theerakittikul, S. (2022, May). Factors affecting customer satisfaction with Haidilao Hot Pot in Bangkok. In *2022 7th International Conference on Business and Industrial Research (ICBIR)* (pp. 101-105). IEEE. https://doi.org/10.1109/ICBIR54589.2022.9786405

Wang, Y. H. C. (2023, May). Chinese restaurants in the US: Qualitative examinations of current obstacles and breakthroughs. In *8th International Conference on Financial Innovation and Economic Development (ICFIED 2023)* (pp. 799-807). Atlantis Press. https://doi.org/10.2991/978-94-6463-142-5_91

Whittaker, T. A., & Schumacker, R. E. (2022). *A beginner's guide to structural equation modeling*. Routledge.

Wonganawat, S., Pungnirund, B., Techarattanased, N., Sin-Akorn, P., & Sawasdiruk, J. (2022). The influences of service innovation, service quality, satisfaction, and trust on loyalty behavior of service users of non-hotel homestay guesthouses in Bangkok Metropolis. *International Journal of Health Sciences*, *6*(S6), 243–256. https://doi.org/10.53730/ijhs.v6nS6.9497

Wu, K. J., Liao, C. J., Tseng, M. L., & Chou, P. J. (2015). Understanding innovation for sustainable business management capabilities and competencies under uncertainty. *Sustainability*, *7*(10), 13726-13760. https://doi.org/10.3390/su71013726

Wu, Y. (2021, August). Impact of COVID-19 on Enterprises and Countermeasures. In *1st International Symposium on Innovative Management and Economics (ISIME 2021)* (pp. 614-621). Atlantis Press. https://doi.org/10.2991/aebmr.k.210803.085

Yu, S., & Goh, B. (2021, October 20). Chinese hot pot chain Haidilao slows growth as COVID-19 curbs consumer appetite. *Reuters*. https://tinyurl.com/254wxzx5

Zhang, B., & Bi, C. (2022). Haidilao's oversea expansion research and analysis-Example from Thailand. *Technium Social Sciences Journal, 38*, 253-263. https://tinyurl.com/mr3e4krw

Zhang, Z., & Xu, L. (2016, July). The research of service innovation on the base of catering service process—Taking HaiDiLao as an example. In *2016 International Conference on Logistics, Informatics and Service Sciences* (pp. 1-6). IEEE. https://doi.org/10.1109/LISS.2016.7854470

Zheng, B. Q., & Bentler, P. M. (2024). Enhancing Model Fit Evaluation in SEM: Practical Tips for Optimizing Chi-Square Tests. *Structural Equation Modeling: A Multidisciplinary Journal*, 1-6. https://doi.org/10.1080/10705511.2024.2354802

Zhong, Y., & Moon, H. C. (2020). What drives customer satisfaction, loyalty, and happiness in fast-food restaurants in China? Perceived price, service quality, food quality, physical environment quality, and the moderating role of gender. *Foods*, *9*(4), 460. https://doi.org/10.3390/foods9040460