Journal of Management and Creative Business
Volume 4, Nomor 4, Oktober 2026
E-ISSN : 2962-1119; P-ISSN : 2962-0856, Hal. 13-29
DOI: https://doi.org/10.30640/jmcbus.v4i4.7412
Tersedia: https://jurnaluniv45sby.ac.id/index.php/jmcbus

The Influence Of the 7P Marketing Mix On Customer Satisfaction In the Restaurant Industry

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Abstract*. With the rising number of players in culinary industry, specifically those promoting Modern Kapau concept, tight competition has been felt by Restaurant Biwaydi. On top of that, this has squeezed the revenue of the specific restaurant. Thus, the study aims to analyze this phenomenon with a specific emphasis on how the 7P Marketing Mix influences Customer Satisfaction and Customer Loyalty. The research adopts a quantitative approach using primary data collected from 200 valid respondents selected through purposive sampling. The respondents were customers aged 20–50 years old who had visited the restaurant within the last six months and made their own dining decisions. The instrument measured nine constructs, including Product, Price, Place, Promotion, People, Process, Physical Evidence, Customer Satisfaction, and Customer Loyalty. Multiple regression analysis was employed to test the relationships among variables. The findings indicate that the 7P Marketing Mix significantly influences Customer Satisfaction, and Customer Satisfaction plays a mediating role in enhancing Customer Loyalty. However, both satisfaction and loyalty levels were found to be moderate, suggesting room for strategic improvement. The study highlights the importance of delivering a holistic dining experience to strengthen long-term customer retention in a competitive culinary market.*

Keywords*: 7P Marketing Mix; Culinary Industry; Customer Loyalty; Customer Satisfaction; Multiple Regression.*

1. BACKGROUND

The Indonesian food and beverage (F&B) industry, particularly in the traditional Indonesian food and beverage (F&B) sector is experiencing rapid and radical change, especially in the value-added traditional culinary segment. There has been an exponential growth trend in the number of food and beverage providers in Bandung City in the last three years, based on the data of Bandung City open data (Tamin et al., 2024). In 2022, there were 1,187 restaurants, which then increased to 2,067 in 2023, and peaked at 3,080 in 2024. The 150+% increase in this period in two years, has resulted in a very crowded market (crowded) and elevated consumer expectations in a big way (BPS, 2023).

In this competitive market scenario, the new players come with the notion of the "Modern Kapau" concept. Payakumbuah, Padang Sabtu Minggu, Paduko, Kapau Kampuang and Bu Mus have strong brand positioning strategy in the premium segment. The difference between these competitors and traditional models is that they provide high-quality ambients, more quality facilities, air-conditioning, plenty of parking and even some very pretty building designs. Biwaydi Restaurant is a culinary business unit established in 2020 in Bandung. Amidst rapid industrial development, this entity exists to offer an authentic Nasi Kapau dining experience, bringing the authentic nuances and flavors of Bukit Tinggi directly to consumers in West Java. Since its inception, the company has been committed to preserving Indonesia's culinary heritage by maintaining high standards of presentation and quality. The primary issue

Naskah Masuk: 02 Mei 2026; Revisi: 04 Juni 2026; Diterima: 05 Juli 2026; Tersedia: 22 Juli 2026

facing Restaurant Biwaydi is a significant and progressive decline in sales over the past three years.

Table 1. Restaurant Biwaydi's Annually Revenue.

Year	Revenue	Sales Change (%)
2021	Rp9.602.743.426	-
2022	Rp9.650.171.833	0,49%
2023	Rp9.137.627.531	-5,31%
2024	Rp7.238.033.903	20,79%
2025	Rp6.482.274.600	10,44%

This sales trend is directly connected to the four major competitors that opened within a 10 km radius after Biwaydi was already established. The first competitor, Tuturiman, opened in September 2022, which matches the start of Biwaydi's sales decline in 2023. The pressure became much stronger when Tuturbuah opened in January 2024, and this is exactly when Biwaydi had its biggest drop in revenue. This created "market share fragmentation," where the customers are now divided among many different options. The competition became even more intense with the opening of Tuturduko in November 2025. making it harder for Biwaydi to keep its old customers. This situation shows that Biwaydi's market share is being split because there are too many players in the same area.

Customer satisfaction and customer loyalty are well-established and meaningful links in the restaurant industry. Many factors influence satisfaction and loyalty. Therefore, it is evident that high service quality directly impacts customer satisfaction and in turn, improves customer loyalty, indicating that delivering excellent service at every contact point is essential. Service quality is also an important factor to consider along with food quality and the restaurant's ambience to help form the positive experience of the customer. Fairness perception and "value for money" play an important role from an economic point of view, as when customers perceive that they have obtained good value for their money, then the satisfaction and loyalty level will improve (Rady et al., 2023). From a theoretical perspective, customer satisfaction can be used as a mediator between the various attributes of a restaurant such as service quality and the physical atmosphere and customer loyalty (Chowdhury et al., 2023). Through this mediating effect, researchers found that satisfaction was the crucial element between a positive experience and a loyal attitude, which can be seen as a repeat visit to

promote sustainable business growth in the future (Danundara & Masatif, 2025). Note that loyalty is a multi-dimensional concept aside from customer satisfaction, there are also other factors such as brand image, cultural authenticity, and digital engagement measures (Hasanah, 2025). This indicates that if Restaurant Biwaydi is to develop and retain a loyal customer base with modern competition, it must take a comprehensive strategy to ensure success.

2. LITERATURE REVIEW

7P Marketing Mix

The 7P marketing mix is the tool used to describe the marketing mix for the restaurant business. As created by Booms and Bitner (1981) and later elaborated by Kotler, Bowen, Makens and Baloglu (2017), the 7P Marketing Mix is a more comprehensive model that adds three new elements to the traditional 4Ps (Product, Price, Place and Promotion): People, Process and Physical Evidence. This is especially so in the restaurant business where customer experience and the quality of service are of particular importance. The 7P's framework will help the restaurant strategically match its products with customer preferences, leading to more customer satisfaction and loyalty, and ultimately more competitive and market share (Christianti et al., 2025).

Product

Product in the restaurant industry means the food and beverage products. Good, creative and different menu items are a key for attracting and holding customers. For instance, Pizza Hut Darmo Surabaya is dedicated to ensuring product quality is always consistent and innovative to improve the level of tourists' interest in the products (Haninda & Grandis, 2025). There are many restaurants like Odette Café and Resto Medan that provide a variety of different foods, menus, and options to fit different dietary needs, including vegetarian and international menus (Li & Sutarno, 2024).

Price

Restaurant pricing strategies should emphasize value and be competitive. Psychological pricing is used to promote the sale of products, for example, at Odette Café and Resto Medan. Competitive pricing is also essential to ensure that Kue Lumpur Muda-Mudi can remain competitive in the market and attract customers' loyalty (Mubarokah & Hariyanto, 2025).

Place

Closeness to customers and accessibility are important factors when it comes to restaurant location. Ideal location in high traffic zones or the community with a specific food

preference can improve visibility and patronage. One of them is the position of Emping Melinjo Karya Bunda located in the Production Center for marketing activities (Li & Sutarno, 2024).

Promotion

The promotion has to be effective, and to this end the use of a variety of media, social media in particular and digital advertising, must be made use. The Odette Cafe is one of the restaurants that actively uses the tools such as Google Ads and Instagram to advertise their product. In addition to this, promotion plays an important role in supporting competitiveness; in the case of Iwabeka Coffee & Eatery, the promotion increases the competitiveness (Pervin & Khan, 2025).

People

Employees' service is an essential part of restaurant culture. To provide friendly and efficient service, which is very important to increase customer satisfaction and loyalty, it is necessary to carry out the training and development of employees. The training which is carried out at Odette Café regularly contributes to improving the quality of services and overall customer experience (CE) (Ramadhan et al., 2025).

Process

Processes are efficient to ensure smooth operations and satisfaction. This includes taking orders, preparing food and serving it. At Odette Café, process improvements have been taken to enhance the services, such as the facilities provided for quick service and flexible payment (Putra & Sobari, 2024).

Physical Evidence

The physical setting of a restaurant, such as lighting and furnishings, can enhance the dining experience. Designing a well-thought-out space can improve customer satisfaction and promote return visits. Customers' comfort is the ultimate goal restaurants are looking for, especially when creating aesthetically pleasing conditions so that customers can see them. The 7 P's is an overall approach, but not all the components have the same degree of impact on customer satisfaction. In some situations, for example, the Wilcof Café study, the price might be less relevant in decision making, with a much higher correlation of the customers' satisfaction to the physical evidence and the product quality (Kaunang et al., 2022). This is an indicator of the need for restaurants to adapt their marketing to their own market and customer base.

Customer Satisfaction and Customer Loyalty

Customer satisfaction can be said to be the extent to which the actual performance of a product/service is in accordance with the customer's expectations. Customer satisfaction in the

restaurant industry is influenced by how the 7P's elements are communicated and the overall restaurant experience. If all these elements come together, and meet or surpass customer expectations, they're satisfied and that leads to customer loyalty (Fajrin & Aprianingsih, 2024).

Customer loyalty is the highest achievement of the marketing strategy as it describes the level of commitment the customer has to continually return to the restaurant and recommend it to others. Studies have been conducted on the link between customer satisfaction and customer loyalty on a number of occasions and the literature is rich in research that has established that satisfied customers will inevitably become loyal customers that will help the restaurant in achieving sustainability and profitability in the long run (Purnami & Nurcaya, 2025).

Conceptual Framework

The conceptual framework of this study shows the relationship between elements of 7P Marketing Mix, customer satisfaction and customer loyalty to Restaurant Biwaydi. The 7P's are assumed to contribute positively to customer satisfaction and in turn the customer satisfaction positively impacts customer loyalty. Theoretically, the following hypotheses were formulated based on the empirical evidence in the previous studies:

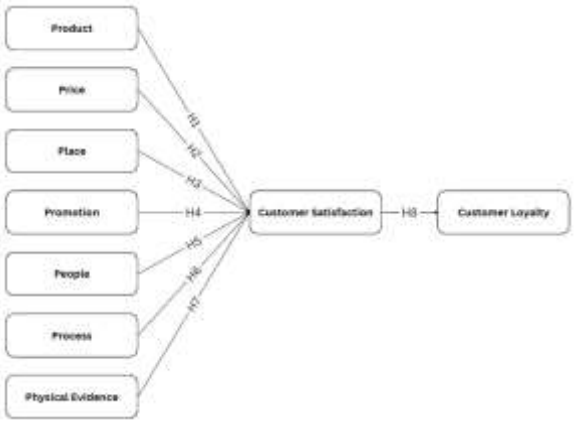


Figure 1. Conceptual Framework.

3. RESEARCH METHOD

Research Design

This study uses quantitative research design because the study aimed to examine the relationship between the 7P marketing mix, customer satisfaction and customer loyalty in Restaurant Biwaydi. The research aims to capture the perceptions of the customers regarding restaurant's marketing activities and service quality and evaluate the impact of their perceptions on customer satisfaction and loyalty.

Data Collection and Analysis Method

This research employs quantitative technique and primary data which is directly collected from customers of Restaurant Biwaydi. The analysis takes the perspectives of the customers on the 7P Marketing Mix and analyzes how these perspectives affect Customer Satisfaction and Customer Loyalty. Structured questionnaire with 200 respondents based on some selecting criteria was distributed. The questionnaire aims to assess three main constructs, which are 7P Marketing Mix (independent variables), Customer Satisfaction (mediating variable), and Customer Loyalty (dependent variable). Each question on the questionnaire is scored from 1 (Strongly Disagree) to 5 (Strongly Agree) (Fajrin & Aprianingsih, 2024).

The IBM SPSS Statistics 26 program is then used to analyse the collected data. The analysis involved instrument testing with validity and reliability test and multiple regression test to test the relationship between the variables. The objective of the analysis is to evaluate that there is significant effect of the components of 7P marketing mix towards the Customer Satisfaction and Customer Satisfaction towards the Customer Loyalty (Noeya et al., 2025).

Primary Data Collection

Target Respondents

Purposive sampling technique is used in the respondents for this study, because not all consumers are suitable to provide relevant information for the objective of the study. The sample is restricted to those who have direct and recent experience of Restaurant Biwaydi. Participants in the study must be able to meet the following criteria: (1) Between 20-50 years old, (2) Have dined at Restaurant Biwaydi at least once, (3) Visited the restaurant in the past 6 months, (4) Are residents of, or visitors to, Bandung City, and (5) Make their own choices when eating and shopping.

Variable Operationalization

Operationalization is varied to convert variables on a conceptual level into indicators that can be measured. The variables used in this study are 7P Marketing Mix, Customer Satisfaction and Customer Loyalty. The 7P Marketing Mix is considered as the independent variable which consists of 7 dimensions: Product that includes food quality, taste, freshness, menu variety, portion size, presentation and food safety, price that includes price fairness, affordability and competitiveness, place that is how accessible, how strategic, how direct to site, how many parking spaces, how easy to order digitally, promotion that includes social Media activities, the contents they make, the accuracy of information and offers they promote, people that covers staff's capacity for hospitality, politeness, responsiveness, professionalism and recommendations, process that entails service speed, ease of ordering, transaction process,

payment options and service consistency, physical evidence that encompasses cleanliness, atmosphere, interior comfort, room temperature and supporting facilities. The mediating variable is Customer Satisfaction, which demonstrates the overall evaluation made by a customer following the comparison of his or her evaluation of expectations, and evaluation of actual performance. These include satisfaction with staff, product, service and overall purchasing decision. Customer Loyalty is an dependent variable and the customer's intention to keep the relationship with the restaurant. It is represented by positive word-of-mouth, sharing positive experience with social media, intention to recommend the restaurant and intention to revisit regularly.

Data Analysis Method

The data analysis on this study is for the purpose of testing the influence of 7P Marketing Mix on Customer Satisfaction and testing the effect of Customer Satisfaction to Customer Loyalty. The analysis is done with IBM SPSS Statistics 26.

To verify the feasibility of the main survey, a pilot study is carried out on 30 respondents who share the same requirements as the respondents of the main study. This is to determine the clarity of the questionnaire and to make sure that the instrument is valid and reliable. This step is vital to assure the instrument will provide homogenous, consistent and believable data for main analysis.

Quantitative Inferential Analysis

Once the questionnaire is validated and the key information has been gathered, the study then goes into inferential statistics. The purpose of this stage is to test the causal relationships among the variables.

Afterward, validity and reliability testing was conducted with the 200 primary respondents. Multiple regression analysis is then used to examine the effect of the 7P Marketing Mix variables on Customer Satisfaction. This analysis helps to determine which components of the marketing mix are important in satisfaction. An additional regression test is used to investigate if Customer Satisfaction has any significant impact on Customer Loyalty. Five percent significance level ($p<0.05$) is used to test the significance of each relationship. Value of significance < 0.05 are statistically significant.

4. RESULTS AND DISCUSSION

Final Validation and Reliability Test

Table 2. Validity Test Results.

Variable	Item	Pearson Correlation (rcount)	rtable	Status
H1	H1.01	0.755	0.138	Valid
	H1.02	0.723	0.138	Valid
	H1.03	0.750	0.138	Valid
	H1.04	0.728	0.138	Valid
	H1.05	0.736	0.138	Valid
	H1.06	0.792	0.138	Valid
	H1.07	0.736	0.138	Valid
H2	H2.01	0.824	0.138	Valid
	H2.2	0.782	0.138	Valid
	H2.3	0.841	0.138	Valid
	H2.4	0.783	0.138	Valid
H3	H3.1	0.763	0.138	Valid
	H3.2	0.744	0.138	Valid
	H3.3	0.840	0.138	Valid
	H3.4	0.742	0.138	Valid
	H3.5	0.690	0.138	Valid
	H3.6	0.807	0.138	Valid
H4	H4.1	0.794	0.138	Valid
	H4.2	0.782	0.138	Valid
	H4.3	0.753	0.138	Valid
	H4.4	0.850	0.138	Valid
	H4.5	0.702	0.138	Valid
H5	H5.1	0.790	0.138	Valid
	H5.2	0.792	0.138	Valid
	H5.3	0.781	0.138	Valid
	H5.4	0.767	0.138	Valid
	H5.5	0.790	0.138	Valid
	H5.6	0.796	0.138	Valid
H6	H6.1	0.761	0.138	Valid
	H6.2	0.793	0.138	Valid
	H6.3	0.776	0.138	Valid
	H6.4	0.812	0.138	Valid

H7	H7.1	0.699	0.138	Valid
	H7.2	0.780	0.138	Valid
	H7.3	0.743	0.138	Valid
	H7.4	0.806	0.138	Valid
	H7.5	0.796	0.138	Valid
H8	H8.1	0.802	0.138	Valid
	H8.2	0.802	0.138	Valid
	H8.3	0.812	0.138	Valid
	H8.4	0.848	0.138	Valid
H9	H9.1	0.854	0.138	Valid
	H9.2	0.837	0.138	Valid
	H9.3	0.879	0.138	Valid
	H9.4	0.842	0.138	Valid

Having successfully established the validity of all items through the correlation analysis, the next step in the instrument quality assessment is to verify the internal consistency and reliability of the research variables. While validity ensures that the questionnaire items accurately represent the intended constructs, reliability confirms the stability and trustworthiness of the responses provided by the 200 respondents. The following is the result.

Table 3. Reliability Test Results.

Variable	**Cronbach's Alpha**	**N of Items**	**Status**
H1	0.865	7	Reliable
H2	0.835	4	Reliable
H3	0.880	6	Reliable
H4	0.871	5	Reliable
H5	0.884	6	Reliable
H6	0.825	4	Reliable
H7	0.840	5	Reliable
H8	0.861	4	Reliable
H9	0.892	4	Reliable

The analysis reveals that the Cronbach’s Alpha coefficients across all constructs range from a minimum of 0.825 (Variable H6) to a maximum of 0.892 (Variable H9). These values significantly exceed the established minimum acceptable threshold of 0.60 (Ghozali, 2018), and successfully surpass the more stringent threshold of 0.70 that is broadly recommended for rigorous business and social science research (Hair et al., 2019).

Normality, Multicollinearity, and Heteroscedasticity Test

Normality Test

The normality test in this study was conducted using the *One-Sample Kolmogorov-Smirnov* (K-S) statistical analysis on the *Unstandardized Residual* values. The decision-making criterion states that if the probability value (significance) is > 0.05, the data is normally distributed.

Table 4. Normality Test Result.

Test Indicator	Value	Description
Sample Size (N)	200	-
Asymp. Sig. (2-tailed)	0.200	Normally Distributed

As shown in the table, the Asymp. Sig. (2-tailed) value is 0.200. Because the resulting significance value is greater than 0.05 (0.200 > 0.05), it can be concluded that the residual values in this regression model are normally distributed. Thus, the normality assumption for the multiple linear regression analysis has been fulfilled.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables within the regression model. A regression model is declared non-multicollinearity if the *Tolerance* value > 0.10 and the VIF value < 10.

Table 5. Multicollinearity Test Result.

Independent Variable	**Tolerance**	**VIF**	**Critical VIF Limit**	**Description**
TOTALH1	0.442	2.264	< 10	Non-Multicollinearity
TOTALH2	0.503	1.990	< 10	Non-Multicollinearity
TOTALH3	0.775	1.291	< 10	Non-Multicollinearity
TOTALH4	0.794	1.260	< 10	Non-Multicollinearity
TOTALH5	0.663	1.509	< 10	Non-Multicollinearity
TOTALH6	0.612	1.633	< 10	Non-Multicollinearity
TOTALH7	0.844	1.185	< 10	Non-Multicollinearity

The SPSS calculation indicates that all independent variables have a *Tolerance* value above 0.10, with the lowest value being 0.442 for the TOTALH1 variable. Furthermore, the VIF values for all variables remain well below 10, with the highest VIF value recorded at 2.264. Referring to the testing criteria, it is concluded that there are no symptoms of multicollinearity among the independent variables in the regression model of this study.

Heteroscedasticity Test

The heteroscedasticity test aims to evaluate whether there is an inequality of variance from the residuals of one observation to another in the regression model. In this study, the

detection was conducted through visual observation using a Scatterplot graph, mapping the predicted values of the dependent variable (ZPRED) against its residuals (SRESID).

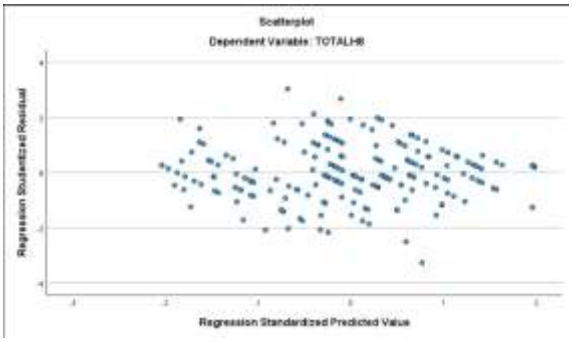


Figure 2. Heteroscedasticity Test Result.

Hypothesis Testing and Discussion

Table 6. Hypothesis Test Results.

Hypothesis	Statement	Beta	t-value	Sig.	Result
H1	Product → Customer Satisfaction	0.252	4.429	<0.001	Significant
H2	Price → Customer Satisfaction	0.234	4.390	<0.001	Significant
H3	Place → Customer Satisfaction	0.120	2.791	0.006	Significant
H4	Promotion → Customer Satisfaction	0.090	2.130	0.034	Significant
H5	People → Customer Satisfaction	0.299	6.440	<0.001	Significant
H6	Process → Customer Satisfaction	0.019	0.391	0.696	Not Significant
H7	Physical Evidence → Customer Satisfaction	0.233	5.660	<0.001	Significant
H8	Customer Satisfaction → Customer Loyalty	0.190	3.654	<0.001	Significant

Based on table above, we can conclude that:

Hypothesis 1

The result of multiple linear regression statistical test proved that Hypothesis 1 (H1) that Product has a positive effect on Customer Satisfaction was supported based on the statistical value obtained is < 0.001 and t-value of 4.429. Product quality is officially seen as one of the top two key drivers of customer satisfaction just behind staff service quality with a Standardized Coefficient Beta of 0.252. In terms of concept, this high-significance underscores the basic expectations of the target market within the traditional Nasi Kapau culinary context, where the authenticity of Bukit Tinggi flavor experiences, the freshness of the ingredients, and the welcoming attraction of the buffet are the very essence of the value proposition. This statistical power, however, also shows a critical operational area that needs to be kept strictly

under control, as the restaurant is operated according to the buffet model and full-service is made for the customer.

Hypothesis 2

Likewise, the regression analysis proves that Hypothesis 2 (H2) which is Price and its influence on Customer Satisfaction is empirically supported, as the value of significance is < 0.001 and t is 4.390. Pricing is the third most important key driver of customer satisfaction with a Standardized Coefficient Beta of 0.234 after staff service and product quality. The importance of these variables is highlighted in that consumers constantly assess the ‘value for money' on the monetary expenditure they make and the quality of the ‘real food' they receive in the A dining experience, together with the ‘real food' quality and their perception of the ‘premium feel' of the experience. Monetary value is strongly related to the amount of food prepared and served to customers as they are served in the restaurant as part of the service (Adnina et al., 2025).

Hypothesis 3

The statistical test using the multiple linear regression analysis shows that H3 "Place has a positive effect on Customer Satisfaction" is supported empirically because the value of significance is 0.006 and the t value is 2.791. The location variable has a Standardized Coefficient Beta of 0.120, it is officially considered to have the least strong effect on customer satisfaction compared to the others drivers of customer satisfaction, which are: staff service (0.346), product quality (0.620) and pricing (0.236). The concept is that although consumers like restaurants to be strategically and conveniently situated, geographical convenience is not the main factor that draws consumers toward the restaurant. Consumers value the authentic Nasi Kapau culinary experience, the high standard of the A service model, and didn't seem to care about its location. From an operational perspective, this validates the existing level of accessibility and site facilities to satisfy the existing customer base's baseline requirements and enhance overall dining experience (Cankul et al., 2024).

Hypothesis 4

Based on the results of multiple linear regression analysis, it is possible to state that Hypothesis 4 (H4) which states that Promotion has a positive influence on Customer Satisfaction with the significance value of 0.034 and t-value of 2.130 is empirically accepted. The Standardized Coefficient Beta value for promotional activities is 0.090, which is identified as one of the weakest significant factors that influence customer satisfaction based on the results of this study. In this conceptual sense, it suggests that brand awareness and foot traffic can be created by marketing campaigns and online presence, but were not the critical factors

for satisfaction after the customer has purchased the product. The overall satisfaction of customers is more determined by actual dining experience more is invested into the quality of food and interaction with the staff than in promotional campaigns (Kusumasondjaja et al., 2025).

Hypothesis 5

According to the regression analysis, Hypothesis 5 (H5) which is related to the influence of People on Customer Satisfaction is empirically supported in terms of significance ($p<0.001$) and t value ($t=6.440$). According to the industry's highest Standardized Coefficient Beta (+0.299) staff quality is an official top-tier key driver of customer satisfaction, outpacing the other marketing mix variables. This is a direct result of the central operation concept in the restaurant which heavily leverages on the A buffet system in which the A product front line operators fully plate and serve the dishes to the customers. The engagement of the individual in this "high touch" service dynamic becomes one moment of truth, as the knowledge of the product, friendliness and consistency they bring to each engagement is a keystone in the overall dining experience (Otemisova et al., 2025).

Hypothesis 6

The multiple linear regression revealed that the data of Hypothesis 6 (H6) that process affects customer satisfaction has a high value of significance which is 0.696 with t value 0.391, so that the data obtained from the multiple linear regression test is formally not significant. The Standardized Coefficient Beta for operational procedures (payment systems, queue management etc.) is 0.019, which is negligible, meaning that customers' satisfaction levels are not significantly affected by these operational factors. The top line suggests that in a “traditional” restaurant context there is a greater tolerance for “process friction” than there is in a “fast food” context, because they don't seem to care about the process, as long as it works. The top line as a concept also suggests that the “process friction” in a “traditional” restaurant context is more accepted, as that “process friction” is not an increase of value proposition for the consumer. The customers are mostly drawn by the actual food taste and the high touch service of buffet, it's like if the processes in the back are normal, the customers would not bother about them since what they really feel is that the process is taking place normally (Rathnasiri et al., 2025).

Hypothesis 7

The regression analysis showed that the hypothesis that tests the positive effect of Physical Evidence on Customer Satisfaction (H7: Physical Evidence positively affects Customer Satisfaction) is empirically supported with a significance value <0.001 and t-value

of 5.660. Carrying a Standardized Coefficient Beta of 0.233, the tangible aspects of the restaurant firmly stand as a prominent key driver of customer satisfaction, performing almost on par with the pricing variable. On the conceptual level, that high significance suggests that the physical setting – in this case, the appearance and cleanliness of the dining space – cannot be separated from qualities of the traditional culinary experience, which has been given the highest mark. From an operational perspective, the restaurant is all about the A buffet display, making this particular station a moment-of-truth scenario where cleanliness, controlled food illumination and a streamlined, well-organized space play directly into the hands of the perception of the dishes served. This significant leverage makes it imperative that the management impose strict maintenance requirements every day and focus on the regular improvement of the central buffet station, with constant actions that help to increase customer confidence and to achieve the highest possible level of overall satisfaction from dining (Wang et al., 2025).

Hypothesis 8

The statistical testing confirms that Hypothesis 8 (H8) examining the impact of Customer Satisfaction on Customer Loyalty is empirically supported with a significance value of <0.001 and an exceptionally high t-value of 3.654. Carrying a massive Standardized Coefficient Beta of 0.190, customer satisfaction is officially identified as an overwhelmingly powerful and direct determinant of customer loyalty. Conceptually, this nearly perfect correlation signifies that within the competitive traditional culinary landscape of Nasi Kapau, generating a consistently positive dining experience is the absolute prerequisite for securing repeat business and driving positive word of mouth.

5. CONCLUSION

The results of this study support the correlation between the 7P Marketing Mix, Customer Satisfaction and Customer Loyalty as the framework in explaining customer behavior at Restaurant Biwaydi. The results indicate that, though customers' perceptions of the restaurant are influenced by restaurant food quality, they are also influenced by other factors such as price fairness, accessibility, promotion, employee performance, service process, and physical environment. In this context, the restaurant experience is assessed comprehensively and customer satisfaction is an outcome of this assessment. This result also shows the role of Customer Satisfaction as the important mediating variable between the 7Ps Marketing Mix and Customer Loyalty. This means that people do not automatically become loyal to new products or services or physical changes just because they do change for the better – they need to first

have a successful overall experience of using them. Thus loyalty appears as a consequence of satisfaction rather than a direct outcome of individual marketing actions, the latter comprising the model.

Firstly Restaurant Biwaydi should take measures to improve the 7P dimensions that have the most impact on customer satisfaction. Product authenticity is an ability that is still of fundamental importance, but it is not the only basis for being competitive in the market. Secondly, management needs to improve the service process and employee behaviors, which are more visible and important on the evaluation after purchase by customers. The training of staff should be developed to ensure that the staff are knowledgeable, sensitive, professional and have an attitude of a good host, and operational procedures that have been streamlined to minimize friction in ordering, seating and payment procedures. Third, Restaurant Biwaydi needs to improve its physical evidence and dine-in experience to more closely meet the expectations of its consumers. The culinary market in Bandung has a desire for customers more and more to be served clean, comfortable, and visually appealing in addition to the taste. Fourth, the restaurant should implement ways to convert moderately satisfied customers into more loyal customers by implementing relationship building strategies. This could be simple things like friendly encouragement of word of-mouth, creating more memorable service encounters, and providing additional value-added service that makes the restaurant stand out among the competition.

Lastly, future research is suggested in order to have an in-depth understanding on the specific regression results of each 7P dimension and to find which are the most important variables predicting satisfaction and loyalty. Other research also could include larger populations, across restaurant analysis, or Structural Equation modeling to further test the framework.

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