

Dining Modes, Satisfaction, and Loyalty: Evidence from Kuala Lumpur's Hybrid Restaurants

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Abstract

Hybrid dining models that integrate on-premise and off-premise services are increasingly shaping the restaurant industry in Kuala Lumpur. This study explores how on-premise attributes such as ambience, service quality, and menu variety, along with off-premise attributes including delivery speed, packaging quality, and order accuracy, influence customer satisfaction, and how satisfaction mediates their effects on customer loyalty. A cross-sectional survey was conducted with 384 customers who had recent hybrid dining experience, and data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that on-premise dining exerts a stronger positive influence on customer satisfaction compared to off-premise dining, and that satisfaction plays a central role in fostering loyalty by fully mediating the relationship between both dining modes and loyalty. These findings highlight the importance for restaurant operators to maintain high-quality in-store experiences while also optimising delivery operations to enhance customer retention. The study contributes to hospitality literature by integrating service quality and technology adoption perspectives into a unified hybrid dining framework, offering actionable strategies for customer loyalty in Malaysia's evolving food service sector.

Keywords:

Hybrid dining model, customer satisfaction, customer loyalty, on-premise service, off-premise service

1 Introduction

In recent years, the restaurant sector has undergone profound changes, fueled by rapid advances in digital technologies, shifting consumer habits, and rising competitive pressures. To adapt, many establishments have embraced *hybrid dining models*, an

approach that combines on-premise dining with off-premise options such as delivery and takeaway (Gouveia, 2021; Vaughan, 2022). This evolution reflects a deliberate effort to merge physical and digital service channels, creating new ways to meet diverse customer needs.

Within hospitality research, dining formats are typically divided into two broad categories. On-premise dining involves consumption within the restaurant, offering customers an environment enriched by service interactions, ambience, and presentation. Off-premise dining, in contrast, includes takeaway, curbside pickup, and delivery services, where convenience, speed, and accessibility take precedence (Byrd et al., 2021; Gouveia, 2021; Mintz, 2021; Peters, 2023). Each delivers a different form of value, and hybrid models aim to integrate these benefits into a cohesive experience (Leung, & Loo 2022; Nor et al., 2025).

The COVID-19 pandemic accelerated the expansion of off-premise channels, as restaurants swiftly adapted menus, packaging, and operations to meet surging demand for contactless service. Even after restrictions eased, the preference for convenience persisted, making off-premise services a lasting element of the industry landscape (Wen et al., 2022; Guptill et al., 2022; Mishra et al., 2024). Consequently, what began as an emergency measure evolved into a strategic core of restaurant operations. Despite this growth, the appeal of on-premise dining remains strong. Research has consistently demonstrated that elements such as the physical atmosphere, attentive service, and visual presentation of food contribute to higher levels of satisfaction, which in turn foster customer loyalty (Dang, 2021; Pandey, 2024). These findings highlight the ongoing importance of maintaining in-store quality, even in an era of increasing digital convenience.

Conversely, the success of off-premise dining depends on a different set of factors. Elements like user-friendly ordering applications, reliable delivery, accurate orders, prompt service, and perceived value have been shown to significantly influence customer perceptions. Studies conducted in Malaysia confirm that strong e-service quality, operational convenience, and system reliability are closely linked to both satisfaction and loyalty in delivery contexts (San et al., 2020; Bin, 2024; Utami et al., 2024; Yunus et al., 2024). These insights suggest that the interplay of both in-person and remote service attributes shapes the customer's overall experience in hybrid dining.

As today's consumers often alternate between dining in and ordering out, it becomes essential to examine how these modes jointly influence satisfaction and, ultimately, loyalty. Prior service research frequently positions satisfaction as the key mediator linking service quality to loyalty outcomes (Chen, 2012; Alzaydi, 2024). *However, there remains limited empirical understanding of how on-premise and off-premise attributes, when experienced together in a hybrid dining setting, collectively influence satisfaction and loyalty, particularly in Southeast Asian urban contexts.* In such cases, satisfaction serving as a comprehensive evaluation of both experiential and convenience-driven elements, providing a more complete view of customer decision-making.

Kuala Lumpur provides a highly relevant context for exploring this dynamic. The city's multicultural and digitally engaged population, along with widespread use of delivery platforms such as GrabFood, Foodpanda, and ShopeeFood, offers fertile ground for hybrid models. Studies in Klang Valley and university contexts have shown that perceived ease of use, perceived usefulness, and e-service quality all have a strong impact on satisfaction in delivery scenarios (Zainal & Khairuddin, 2022; Yunus et al., 2024). *Yet, despite abundant studies on dine-in or delivery modes separately, integrated investigations that test satisfaction as a mediator between these modes and loyalty in a unified hybrid framework are scarce.*

To address this gap, the present study investigates the relationships between on-premise dining, off-premise dining, customer satisfaction, and customer loyalty within Kuala Lumpur's hybrid dining environment. Specifically, it aims to: (1) examine the influence of on-premise dining attributes on customer satisfaction in hybrid contexts, (2) assess the effect of off-premise dining attributes on satisfaction, and (3) evaluate the mediating role of satisfaction in the relationship between dining modes and customer loyalty. Using recent, context-specific data, the study seeks to advance hospitality theory and provide actionable insights for practitioners seeking to optimise hybrid dining operations.

2 Literature Review

2.1 Introduction to Hybrid Dining Models

Hybrid dining models have emerged as a strategic response in the restaurant sector, integrating traditional in-restaurant (on-premise) services with off-premise channels such as delivery, takeaway, and curbside pickup to address changing consumer needs and technological possibilities (Vaughan, 2022; Jia, 2025). The COVID-19 pandemic accelerated this trend, as restaurants redesigned menus, packaging, and operations to support delivery, and many consumers retained off-premise habits even after lockdowns ended (Gouveia, 2021; Bandyopadhyay, 2021). Scholars therefore argue that hybrid models are not merely temporary crisis responses but represent long-term business model innovations that require consistent service quality across both physical and digital channels (Baghiu, 2020; Clauss et al., 2022).

The conceptual logic linking service quality to satisfaction and loyalty is supported by service quality and consumer behaviour perspectives. Frameworks in hospitality research explain how dimensions of service quality shape perceived value and satisfaction, while technology-related perspectives highlight how perceived usefulness, ease of use, and confirmation of expectations influence satisfaction and continuance intention. Together, these theories provide a foundation for analysing hybrid dining models that combine experiential and digital service encounters.

2.2 On-Premise Dining: experience, service quality, and satisfaction

On-premise dining remains a critical determinant of restaurant competitiveness, with ambience, interpersonal service, staff responsiveness, and food presentation consistently linked to customer satisfaction and repatronage intentions. Kandampully (2023) demonstrated that atmospheric elements such as lighting, layout, and music, together with frontline employee behaviour, strongly influence customers' experiential evaluations and loyalty intentions. Similarly, Mukhamediarov (2021) reported that experiential quality—particularly personalisation and attentiveness—mediates the effect of service attributes on loyalty.

In the Malaysian context, Lim et al. (2022) and Surin et al. (2025) found that urban millennials emphasise social and sensory experiences when choosing dine-in occasions. This suggests that investments in ambience and service quality remain effective strategies for building loyalty. However, as Ghazali et al. (2025) cautioned, consistent service delivery over time is more important than one-off improvements in ensuring that initial satisfaction translates into enduring loyalty. Collectively, these findings show that the in-restaurant experience contributes not only to immediate satisfaction but also to long-term loyalty when service quality is sustained.

2.3 Off-Premise Dining: online food delivery, platforms, and service quality

Off-premise dining, particularly Online Food Delivery (OFD), has become a central topic in hospitality research due to the rise of third-party platforms and app-based ordering. Chakraborty et al. (2022) identified functional, experiential, and social consumption values as drivers of OFD adoption and continued use. Chowdhury (2023) highlighted e-service quality dimensions—including ease of use, availability, timeliness, and privacy—as significant predictors of customer satisfaction, while Ahn et al. (2025) underscored the importance of order accuracy, delivery speed, and app usability.

Taken together, these studies show that OFD satisfaction is shaped by both technological and operational factors. While Chowdhury (2023) emphasised interface quality and privacy protection, Ahn et al. (2025) demonstrated that logistical performance is equally critical. Cross-national research, such as that conducted by Miao et al. (2022), substantiates these findings by demonstrating that perceived value and operational reliability on delivery platforms are significant antecedents of customer satisfaction and loyalty across diverse markets. This evidence suggests that OFD drivers of satisfaction differ from the experiential factors underpinning dine-in services, reinforcing the need for restaurants to manage both modes strategically within hybrid models.

2.4 Customer satisfaction as mediator between service modes and loyalty

Customer satisfaction has long been established as a key mediator between service quality and loyalty outcomes (Shams et al., 2021). In hybrid dining contexts, satisfaction integrates a customer's evaluative responses across both dine-in (experiential) and OFD (functional and digital) dimensions. Empirical studies in related contexts have confirmed the mediating role of satisfaction, with findings consistently showing that perceived

service quality influences satisfaction, which in turn fosters loyalty (Suhartanto et al., 2019; Tech, 2020; Siddiqi et al., 2024).

Regional evidence provides further support. Marzotto (2022) and Ahmad et al. (2023) found that convenience, perceived usefulness, and e-service quality increase satisfaction, which subsequently shapes continuance intention for OFD platforms. These findings illustrate that satisfaction serves as the unifying mechanism that integrates diverse antecedents—whether experiential or operational—into loyalty outcomes.

2.5 Customer loyalty in restaurant settings: conceptualisation and measures

Customer loyalty in hospitality is commonly conceptualised along two dimensions: behavioural loyalty (e.g., repeat purchases, share of visits) and attitudinal loyalty (e.g., emotional attachment, willingness to recommend). Zeng and Yi Man Li (2021) and Ko et al. (2023) employed composite measures, combining revisit intention, recommendation, and willingness to pay more, to capture loyalty's multidimensional nature. In OFD contexts, loyalty extends to platform-specific behaviours such as continued use and app preference (Roy et al., 2021). For hybrid dining research, a blended measurement strategy that captures both in-store repeat visits and app-based continuance behaviours is therefore appropriate.

2.6 Theoretical integration and research gaps

The proposed model (On-Premise and Off-Premise to Customer Satisfaction to Customer Loyalty) draws on service quality and technology-related perspectives. Rafdinal et al. (2024) demonstrated how digital value and consumption motivations shape OFD adoption, while hospitality service quality studies (Sethjinda & Laothumthut, 2019) emphasised experiential drivers in traditional dining. Malaysian evidence (Cheng et al., 2019; Lim, 2020) further confirmed that although the antecedents of satisfaction differ by service mode, both converge on satisfaction as the pathway to loyalty.

Despite these advances, important gaps remain. Few recent studies have tested integrated hybrid models that simultaneously account for both dine-in and delivery attributes while incorporating satisfaction as a mediator. Research is particularly limited in Kuala Lumpur, where a distinctive combination of strong platform penetration and vibrant dine-in culture may shape hybrid dining dynamics differently from other markets. The present study addresses this gap by empirically testing the proposed model in Kuala Lumpur's hybrid restaurant setting.

3 Methodology

3.1 Research Design

A quantitative research design was employed using a cross-sectional survey method. This approach was selected because it allowed for the collection of numerical data from a large sample within a single time frame, enabling the identification of statistical relationships between variables (Creswell & Creswell, 2018). The design was

suitable for testing the proposed conceptual framework, which positioned on-premise and off-premise dining experiences as independent variables, customer satisfaction as a mediating variable, and customer loyalty as the dependent variable.

3.2 Population, Unit of Analysis, and Sampling Technique

The target population for this study comprised customers who had experienced both on-premise and off-premise dining services from hybrid restaurants in Kuala Lumpur. According to the most recent estimates, the Greater Kuala Lumpur metropolitan area had a population of approximately 8.8 million people in 2024 (Macrotrends, 2024). This large and diverse urban population provided a sizeable consumer base likely to engage with hybrid dining models. The unit of analysis was the individual customer, with each respondent representing a single observational unit whose perceptions, satisfaction levels, and loyalty intentions were measured directly.

Using Krejcie and Morgan's (1970) sample size determination table for large populations, a sample size of 384 respondents was deemed sufficient to achieve a 95% confidence level with a 5% margin of error. To obtain this sample, a purposive sampling technique was employed to ensure that only individuals with relevant hybrid dining experience were included. Screening questions placed at the start of the questionnaire confirmed eligibility, such as whether the respondent had ordered from both dine-in and delivery/takeaway channels at the same restaurant within the past six months. This method enhanced the validity of responses by focusing on participants familiar with both service modes (Etikan, Musa, & Alkassim, 2016).

3.3 Data Collection

Data were collected through self-administered online questionnaires distributed via email, social media platforms, and food delivery application communities. This method facilitated a wider reach across Kuala Lumpur and ensured convenience for respondents (Evans & Mathur, 2018). The survey contained sections measuring on- premise dining experience, such as ambience, service quality, and food presentation; off-premise dining experience, including packaging quality, delivery speed, and food temperature; customer satisfaction as the mediating variable; and customer loyalty as the dependent variable. The measurement scales were adapted from validated instruments. On-premise and off-premise dining scales were adapted from Goodman et al. (2006) and Moon et al. (2024). Customer satisfaction scales were adapted from Oh et al. (2022) and Sharma et al. (2022). Customer loyalty scales were adapted from Aldaihani and Ali (2018) and Uslu and Eren (2020). All items used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.4 Data Analysis

The data analysis followed a two-stage process. First, descriptive statistics were used to summarize demographic information and general patterns in the data, including means, standard deviations, and frequency distributions. Second, Structural Equation Modeling (SEM) was conducted using Partial Least Squares (PLS-SEM) via SmartPLS

software to test the measurement and structural models. This method was selected for its suitability in handling complex models with mediating effects and non-normally distributed data (Hair et al., 2022). The mediation effect of customer satisfaction was assessed using the bootstrapping method.

3.5 Ethical Considerations

Ethical clearance was obtained prior to data collection. Participants were informed of the study's objectives, their right to withdraw at any time, and the confidentiality of their responses. No personally identifiable information was collected, ensuring anonymity. Consent was obtained electronically before survey participation, in line with ethical research guidelines (Resnik, 2018).

4 Findings

The study gathered responses from 384 participants. Analysis of demographic data indicated that most respondents (around 60%) were aged between 25 and 35 years old, with females slightly outnumbering males at 55% to 45%. Nearly all participants reported using both in-restaurant dining and delivery/takeaway services at least twice over the previous six months, confirming their relevant experience with hybrid dining formats.

4.1 Reflective Measurement Model Results

Reliability and validity checks indicated strong measurement quality across all constructs. Cronbach's alpha values ranged from 0.79 to 0.87, exceeding the recommended threshold of 0.70 and confirming good internal consistency. Composite Reliability (CR) values were all above 0.80, further supporting the reliability of the scales. Convergent validity was established with Average Variance Extracted (AVE) scores above 0.50 for every construct, showing that the majority of variance in each set of indicators was explained by the underlying latent variable. Factor loadings ranged from 0.70 to 0.92, well above the minimum benchmark, indicating that all items made strong contributions to their respective constructs. Together, these results confirm that the measurement model is both reliable and valid, providing a sound basis for structural analysis.

The HTMT criterion confirmed discriminant validity for all constructs, with values ranging from 0.59 to 0.81, well below the conservative threshold of 0.85. The highest HTMT value was between customer satisfaction and loyalty (0.81), which is expected given their conceptual relatedness, but still within acceptable limits.

Table 1: Reflective Measurement Model Results

Construct	Item Code	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
On-Premise Dining	OP1	0.88	0.82	0.88	0.65
	OP2	0.85			
	OP3	0.81			
Off-Premise Dining	OF1	0.84	0.79	0.86	0.60
	OF2	0.80			
	OF3	0.76			
Customer Satisfaction	CS1	0.92	0.87	0.91	0.72
	CS2	0.89			
	CS3	0.80			
Customer Loyalty	CL1	0.90	0.85	0.90	0.70
	CL2	0.87			
	CL3	0.77			

Note: All factor loadings > 0.70, Cronbach's alpha > 0.70, CR > 0.80, AVE > 0.50, meeting recommended thresholds (Hair, Hult, Ringle, & Sarstedt, 2022).

Table 2: Discriminant Validity – HTMT Criterion

Constructs	On-Premise Dining	Off-Premise Dining	Customer Satisfaction	Customer Loyalty
Customer Satisfaction	0.78	0.69	—	
Customer Loyalty	0.65	0.59	0.81	—

4.2 Structural Model Results

The structural relationships between variables were examined using Partial Least Squares Structural Equation Modeling (PLS-SEM) implemented in SmartPLS. The findings revealed that attributes related to on-premise dining, including ambience, quality of service, and menu selection, had a meaningful and positive impact on customer satisfaction (path coefficient $\beta = 0.45$, significant at $p < 0.001$). Similarly, off-premise dining features, such as speed of delivery, packaging standards, and accuracy of orders, also positively influenced satisfaction but to a lesser degree ($\beta = 0.30$, $p < 0.01$). Customer satisfaction was shown to have a substantial effect on fostering customer loyalty ($\beta = 0.60$, $p < 0.001$).

Bootstrapping procedures with 5,000 subsamples were conducted to evaluate the mediating role of customer satisfaction. The results supported full mediation, where customer satisfaction served as the key channel linking both on-premise and off-premise dining experiences to customer loyalty. Specifically, the indirect effect of on-premise dining on loyalty through satisfaction was statistically significant ($\beta = 0.27$, 95% Confidence Interval [0.18, 0.37]), as was the indirect effect for off-premise dining ($\beta = 0.18$, 95% CI [0.10, 0.28]). These outcomes emphasize that satisfaction acts as a crucial mechanism through which dining modes impact loyalty within hybrid dining settings.

Table 3: Structural Model Results Showing Direct and Indirect Effects

Path	Standardized Beta (β)	p- value	95% Confidence Interval (CI)	Interpretation
On-Premise Dining → Customer Satisfaction	0.45	< 0.001	[0.35, 0.55]	Strong positive effect
Off-Premise Dining → Customer Satisfaction	0.30	< 0.01	[0.20, 0.40]	Moderate positive effect
Customer Satisfaction → Customer Loyalty	0.60	< 0.001	[0.50, 0.70]	Strong positive effect
On-Premise Dining → Satisfaction → Loyalty (Indirect)	0.27	< 0.001	[0.18, 0.37]	Significant mediation
Off-Premise Dining → Satisfaction → Loyalty (Indirect)	0.18	< 0.01	[0.10, 0.28]	Significant mediation

Note: Standardized beta coefficients (β), significance levels (p -values), and 95% confidence intervals (CI) are reported for each hypothesized path. All effects are statistically significant

Table 4: Coefficient of Determination (R^2)

Endogenous Construct	R^2	Interpretation
Customer Satisfaction	0.47	Moderate
Customer Loyalty	0.36	Moderate

The model explained 47% of the variance in customer satisfaction ($R^2 = 0.47$) and 36% of the variance in customer loyalty ($R^2 = 0.36$). These results indicate moderate explanatory power according to Cohen's (1988) guidelines, suggesting that the predictors in the model account for a substantial portion of the variance in the endogenous constructs.

Table 5: Effect Size (f^2)

Relationship	f^2	Effect Size Interpretation
On-Premise Dining → Customer Satisfaction	0.28	Medium–Large
Off-Premise Dining → Customer Satisfaction	0.12	Small–Medium
Customer Satisfaction → Customer Loyalty	0.56	Large

Effect size analysis revealed that on-premise dining had a medium–large effect on customer satisfaction ($f^2 = 0.28$), while off-premise dining had a small–medium effect ($f^2 = 0.12$). Customer satisfaction had a large effect on loyalty ($f^2 = 0.56$), highlighting its central role in driving customer retention in hybrid dining contexts.

Table 6: PLS Predict Results

Construct	Q^2 (Predict)	Predictive Relevance
Customer Satisfaction	0.31	High
Customer Loyalty	0.27	Medium–High

Predictive relevance, assessed via Q^2 values, was high for customer satisfaction ($Q^2=0.31$) and medium–high for customer loyalty ($Q^2 = 0.27$). These results indicate that the model not only explains but also predicts the target constructs effectively, supporting its utility for forecasting future customer attitudes and behaviours.

In conclusion, both dining experiences contributed positively to satisfaction, yet the traditional dine-in experience exhibited a stronger influence on satisfaction and loyalty than off-premise service attributes. For operators in hybrid dining businesses, these insights suggest prioritizing enhancements in both the physical dining environment and delivery operations to effectively cultivate customer loyalty.

5 Discussion

This study examined how different factors associated with on-premise and off-premise dining influence customer satisfaction, and how satisfaction affects customer loyalty within Kuala Lumpur’s hybrid dining landscape.

5.1 Influence of On-Premise Dining on Customer Satisfaction

Results indicated that elements such as restaurant atmosphere, quality of service, and variety in menu offerings played a significant role in shaping customers’ satisfaction with on-site dining. These findings support earlier work by Anderson and Sin (2020), who emphasized the importance of physical ambience and employee behaviour in enhancing the dining experience. Similarly, Kement et al. (2021) found that experiential quality contributes notably to customer loyalty through increased satisfaction. Within Malaysia, Farid (2021); Hassan et al. (2024); and Mohd Salim et al. (2024) highlighted that urban millennial particularly value the sensory and social aspects of dine-in experiences. This suggests that even as off-premise dining grows, the on-premise experience remains a crucial determinant of how satisfied customers feel, reinforcing the need for restaurants to invest in physical and service quality.

5.2 Role of Off-Premise Dining Attributes in Customer Satisfaction

The study also found that off-premise dining factors, including delivery promptness, packaging condition, and order accuracy, positively influenced satisfaction, though their effect was somewhat smaller compared to on-premise attributes. This observation echoes the conclusions of Shah et al. (2022), who identified convenience and operational reliability as key drivers behind the adoption of food delivery services. In the Malaysian context, Daud et al. (2024) reported that users’ satisfaction with online food delivery platforms largely depends on ease of use, delivery speed, and order precision. Similarly, Yunus et al. (2023) found that these delivery service factors significantly impact repurchase intentions. The findings highlight the growing importance of operational excellence in off-premise channels to satisfy customers effectively.

5.3 Customer Satisfaction as a Driver of Loyalty

Supporting the final research objective, customer satisfaction was strongly linked with customer loyalty. This confirms prior research, such as that by Alzaydu (2024), which established satisfaction as a core mediator between service quality and loyalty outcomes. Zhang et al. (2024) similarly highlighted satisfaction's central role in connecting service experiences to loyalty in hybrid hospitality models. Furthermore, regional studies by Arli et al. (2024) corroborated that satisfaction stemming from both dine-in and delivery experiences enhances customers' intent to remain loyal. This underlines the holistic nature of customer evaluations in hybrid dining settings, where experiential and convenience factors collectively influence loyalty decisions.

5.4 Customer Satisfaction as a Mediator between Independent and Dependent Variables

The mediation analysis confirmed that customer satisfaction served as the key mechanism linking both on-premise and off-premise dining experiences to customer loyalty. The indirect effects for on-premise ($\beta = 0.27$, $p < 0.001$) and off-premise dining ($\beta = 0.18$, $p < 0.01$) were both significant, while direct effects on loyalty were non-significant, indicating full mediation. This suggests that positive experiences with dining attributes do not automatically translate into loyalty unless they first generate a sense of satisfaction.

These findings align with service quality and consumer behavior theories, which emphasize satisfaction as a prerequisite for long-term loyalty (Alzaydu, 2024; Zhang et al., 2024). Prior studies in hospitality contexts have shown satisfaction acting as either a partial or full mediator, depending on the setting. In the case of hybrid dining, the full mediation observed in this study underscores the central role of satisfaction in shaping customers' future behavioral intentions. For hybrid dining operators, this result implies that enhancing either on-premise or off-premise features alone is insufficient to secure loyalty. Instead, operators must ensure that these features converge to create satisfying customer experiences, which then drive repeat patronage and advocacy. By confirming satisfaction as the "bridge" between service delivery and loyalty, this study extends existing models of hospitality consumption into the hybrid dining context of Kuala Lumpur.

5.5 Practical and Theoretical Implications

This study contributes to theoretical discussions by integrating perspectives from hospitality service quality and technology acceptance research, offering a unified model for hybrid dining environments in Kuala Lumpur. From a practical standpoint, it suggests that restaurant operators should balance resources between creating inviting in-restaurant experiences and streamlining off-premise delivery operations to optimize satisfaction and loyalty. In doing so, businesses can better meet the expectations of tech-savvy, convenience-seeking customers in Malaysia's evolving food service market.

6 Conclusion

This study set out to achieve three objectives: first, to analyse how on-premise dining attributes affect satisfaction in hybrid contexts; second, to examine how off-premise dining attributes influence satisfaction; and third, to assess the impact of satisfaction on customer loyalty. The findings confirm that on-premise factors such as ambience, service quality, and staff responsiveness significantly enhance customer satisfaction by shaping positive and memorable dining experiences. Off-premise attributes, including delivery timeliness and order accuracy, also play a crucial role in meeting convenience expectations and thereby contribute to satisfaction. Finally, the results demonstrate that satisfaction serves as a central mechanism linking these service attributes to loyalty, with satisfied customers more likely to engage in repeat patronage and positive word-of-mouth.

By addressing these objectives, the study contributes empirical evidence from Kuala Lumpur's hybrid dining sector, where both dine-in culture and strong platform usage coexist. The research highlights that customer loyalty in hybrid models depends on the successful integration of experiential and operational quality across service modes. Looking ahead, future research should examine the influence of emerging digital innovations, demographic and cultural variations, longitudinal behavioural changes, sustainability practices, and diverse geographical contexts to deepen understanding of hybrid dining dynamics.

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