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LINKING RESTAURANT QUALITY AND PERCEIVED COMPETITIVENESS: EVIDENCE FROM INDONESIA'S TRADITIONAL AND FAST FOOD RESTAURANTS

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ABSTRACT

The Indonesian restaurant industry faces increased competition between traditional and fast food outlets, making it essential to understand quality attributes influencing customer satisfaction and competitiveness. While studies focused on service quality, price, and digital presence, few compared these factors across restaurant types. This study examines the effects of food quality, employee service, physical environment, price, and digital presence on satisfaction and perceived competitiveness, with satisfaction as a mediator. Survey data from 239 respondents in Padang City, including 127 traditional and 112 fast food customers, were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with Multigroup Analysis (MGA). Results show food quality and price significantly enhance satisfaction in both traditional ($\beta = 0.379$, $p = 0.001$; $\beta = 0.227$, $p = 0.015$) and fast food restaurants ($\beta = 0.347$, $p = 0.001$; $\beta = 0.476$, $p < 0.001$). Employee service quality ($\beta = 0.304$, $p = 0.002$) and physical environment ($\beta = 0.220$, $p = 0.009$) enhance competitiveness in traditional restaurants, whereas satisfaction ($\beta = 0.575$, $p < 0.001$) and digital presence ($\beta = 0.628$, $p < 0.001$) prevail in fast food outlets. Satisfaction mediates the relationship between food quality, price, and physical environment with competitiveness, especially in fast food. MGA confirms that competitiveness in traditional restaurants is driven by employee service, whereas in fast food, it is shaped by digital presence and satisfaction. This study offers insights by comparing restaurant formats in a developing market; however, its cross-sectional, single-city design limits generalizability, suggesting future studies expand regions and adopt longitudinal approaches.

INTRODUCTION

The global restaurant industry is rapidly changing due to shifts in consumer lifestyles and technology. In Indonesia, reliance on ready-to-eat meals and digital ordering grew from 15% in 2022 to 32.3% in 2024 (BPS Indonesia, 2024). In 2023, Indonesia had 1.20 million restaurants generating USD 30.2 billion in sales, with fast food chains like McDonald's, KFC, Pizza Hut, and Starbucks accounting for 95% of revenue (Yuningsih, 2024). However, traditional Padang restaurants remain significant, offering Minangkabau cuisine (Arsil et al., 2022; Mardatillah, 2020).

Padang City, the culinary hub of Minangkabau cuisine, has expanded alongside a 7% national growth in fast food outlets in 2023, including brands such as Hokben, Richeese Factory, and CFC. While fast food chains excel in service and digital presence, traditional restaurants face competition from younger, tech-savvy consumers. Shifting consumer behavior, driven by digitalization and convenience, challenges Padang restaurants to adapt while preserving cultural authenticity, as fast food chains leverage operational efficiency and online engagement.

Customer satisfaction, which reflects the overall dining experience in terms of food quality, service, environment, and price, is central to the competitive landscape. These attributes influence satisfaction and loyalty (Ong et al., 2022; Slack

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et al., 2021). Perceived competitiveness, or a business's value relative to alternatives, is a key indicator of sustainability (Cavalcante et al., 2021). Additionally, digital presence, including online reviews, social media, and app-based services, increasingly shapes consumer expectations and decisions (Anas et al., 2023; Li et al., 2021; Ng et al., 2023).

While service quality is recognized as a key driver of customer satisfaction, most research focuses on its direct impact on satisfaction or loyalty (El-Said et al., 2021). The role of perceived competitiveness, particularly in developing markets with different consumer expectations, has received limited attention (Prayag et al., 2019). Additionally, the mediating role of customer satisfaction in linking restaurant quality to competitiveness is underexplored, and comparative studies between traditional and fast food restaurants are scarce. These gaps limit the development of targeted strategies to enhance satisfaction and competitiveness across market segments.

This study compares traditional Padang restaurants and modern fast food chains, highlighting differences in customer perceptions of quality and competitiveness. Perceived competitiveness, which shapes return and recommendation intentions, is crucial for retention and loyalty. The study also recognizes the growing influence of digitalization, as consumers increasingly seek convenience-oriented services.

This study examines how restaurant quality attributes food quality, employee service, physical environment, price, and digital presence affect customer satisfaction and perceived competitiveness. It extends the Service Quality model with food quality and price (Rahman et al., 2022; Sari et al., 2024), and incorporates digital presence based on the e-service quality (Fan et al., 2022). Through a multigroup analysis of traditional Padang restaurants and modern fast food chains in Indonesia, the study aims to: (1) analyze the effect of restaurant quality attributes on satisfaction and competitiveness; (2) examine customer satisfaction's mediating role; and (3) identify differences between traditional and modern formats.

By providing empirical evidence from a developing market, this study offers practical insights for restaurant managers to tailor service strategies and enhance competitiveness in a digital, consumer-driven environment.

The remainder of this paper is structured as follows: Section 2 reviews the literature, Section 3 describes the materials and methods, Section 4 presents the results, Section 5 discusses the findings, and Section 6 concludes.

LITERATURE REVIEW

Customer satisfaction and perceived competitiveness are key themes in restaurant research, reflecting both dining experiences and strategic positioning (Otto et al., 2020; Rodríguez-López et al., 2020). While service attributes like food quality, employee service, price, and facilities have been extensively studied, recent research highlights the increasing impact of digital presence on customer expectations and evaluations.

Factors Influencing Customer Satisfaction in Restaurants

Customer satisfaction in the restaurant industry is a multidimensional construct, including food quality, service, ambiance, price fairness, and facilities (Ong et al., 2022; Zanetta et al., 2024; Sah & Shah, 2025). According to Oliver's Expectation-Confirmation Theory, satisfaction arises from comparing customers' expectations with their perceptions of service performance (Oliver, 2014). This theory is widely used in restaurant research, where customer expectations about food, service, ambiance, and price are central to evaluation.

These attributes are measured using Service Quality (Ponnaiyan et al., 2021; Slack et al., 2021), DineServ (Nuyken et al., 2022), and QuickServ (Mendocilla et al., 2021). Food quality, a key determinant of satisfaction, influences customers through taste, freshness, and presentation (Adesina et al., 2022; Kala, 2020). Employee service quality, encompassing responsiveness and empathy, has a significant influence on emotional and relational experiences (Tuncer et al., 2020). Ambiance, encompassing both atmosphere and comfort, influences sensory and emotional aspects (Mubarok et al., 2023). Price fairness and physical facilities, such as cleanliness and seating comfort, also affect satisfaction (Konuk, 2023; Mubarok et al., 2023).

Few studies have explored the interaction between restaurant qualities and digital touchpoints. Digital presence, including social media, online reviews, and digital ordering, is a key determinant of satisfaction, shaping expectations and enhancing experiences through convenience, responsiveness, and interaction (Lányi et al., 2021; Li et al., 2021).

Customer Perception of Restaurant Competitiveness

Customer perception of competitiveness is vital in today's customer-driven market. Consistent with Wangmo et al. (2025), brand competitiveness—defined as a brand's ability to outperform others has gained increasing attention. The Customer-Based Competitive Advantage (CBCA) framework (Bowman & Faulkner, 1994) shifts focus to the customer's perspective, emphasizing perceived value and price. When customers perceive high value relative to price, their competitiveness assessment improves (Woodruff, 1997).

In the restaurant context, attributes like food quality, employee service, atmosphere, price fairness, and facilities form the basis of perceived value, balancing benefits and costs (Kim & So, 2022; Zanetta et al., 2024). Superior experiences in these areas strengthen a restaurant's competitive position through favorable comparative evaluations.

Digital presence is a key determinant of perceived competitiveness in today's tech-driven dining landscape, enhancing information search, decision-making, and accessibility across digital platforms (Lányi et al., 2021; Öksüz et al., 2025). It links to satisfaction, revisit intention, and competitive advantage (Hanaysha, 2022; Singh et al., 2024). Integrating traditional and digital quality dimensions offers a comprehensive framework for understanding customer value and competitiveness.

Satisfaction, which aligns customer expectations with actual performance, signals perceived competitiveness and restaurant superiority. It reflects competitive positioning and is linked to recommendation, repurchase, and loyalty (Chun &

Nyam-Ochir, 2020; Souki et al., 2023). Restaurant quality attributes enhance perceived competitiveness when they drive satisfaction, acting as a key mediator. Empirical studies confirm this, linking service quality to loyalty (Satti et al., 2023), repurchase (Kamil et al., 2023), revisit intentions (Rahman et al., 2022), and firm performance (Otto et al., 2020).

Contextual Differences in Restaurant Formats

Customer expectations differ between traditional Padang restaurants and fast food outlets: the former emphasize authentic taste, ambiance, and cultural hospitality, while the latter prioritize speed and consistency. Prior studies confirm that dining goals, restaurant choice, and perceptions of authenticity vary across formats (Ahn, 2025; Chua et al., 2020), with Indonesian consumers being particularly influenced by tradition and cultural familiarity (Arsil et al., 2022; Mardatillah, 2020). These distinctions highlight the importance of type-based analysis of quality attributes, satisfaction, and competitiveness.

Hypotheses Development

While research has focused on traditional determinants like food quality, employee service, and price, few studies include digital presence as a driver of satisfaction and competitiveness. Additionally, limited comparisons between traditional and modern restaurant formats exist. These gaps highlight the need to examine how traditional and digital attributes influence satisfaction and competitiveness in Indonesia, where cultural dining traditions coexist with rapid digital adoption. Based on these gaps, the following hypotheses are proposed.

H_1: *Food quality positively influences customer satisfaction*
H_2: *Employee service quality positively influences customer satisfaction*
H_3: *The physical environment positively influences customer satisfaction*
H_4: *Price positively influences customer satisfaction*
H_5: *Digital presence positively influences customer satisfaction*
H_6: *Food quality positively influences perceived competitiveness*
H_7: *Employee service quality positively influences perceived competitiveness*
H_8: *The physical environment positively influences perceived competitiveness*
H_9: *Price positively influences perceived competitiveness*
H_{10}: *Digital presence positively influences perceived competitiveness*
H_{11}: *Customer satisfaction positively influences perceived competitiveness*
H_{12}: *Customer satisfaction mediates the relationship between restaurant quality attributes and perceived competitiveness*
H_{13}: *The effects of restaurant quality attributes on customer satisfaction and perceived competitiveness differ between traditional Padang and fast food restaurants*

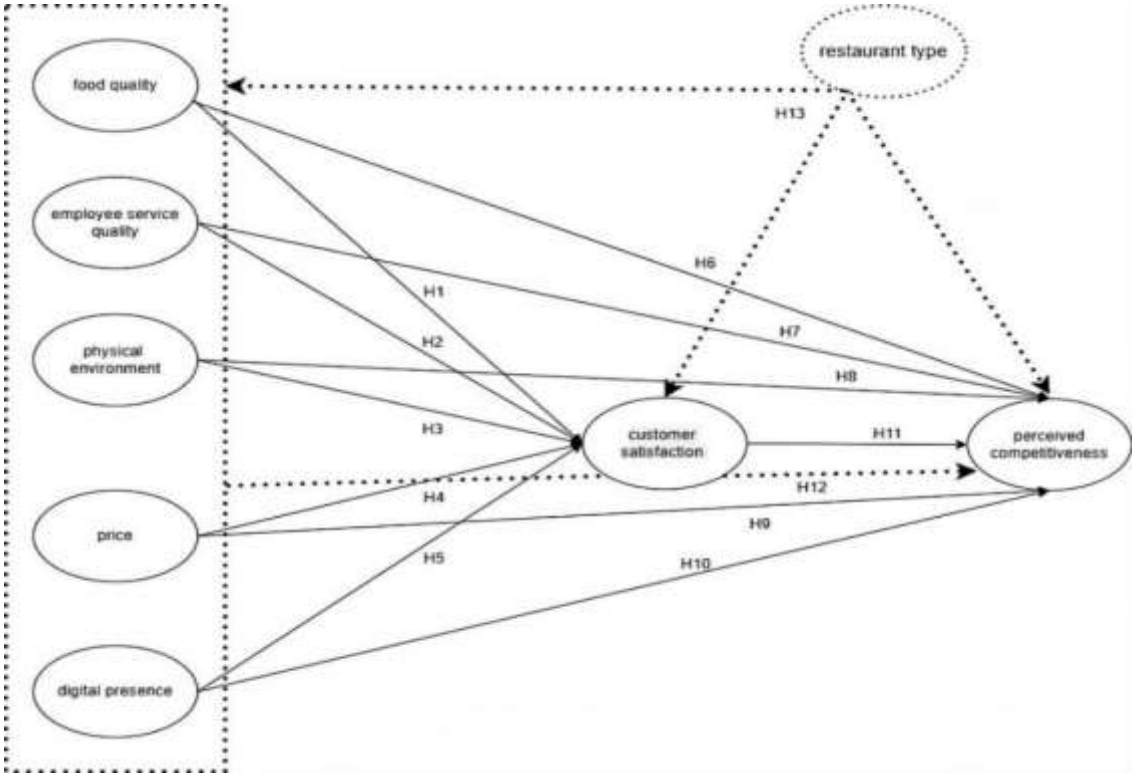

Figure 1. Conceptual Framework of the Study

Building on theoretical foundations and prior empirical insights, this study proposes a conceptual framework that examines both the direct effects of restaurant quality attributes and the mediating role of customer satisfaction in shaping perceived competitiveness. The framework is presented in Figure 1.

MATERIALS AND METHODS

Participant Characteristics

Eligible respondents were at least 18 years old, had dined at restaurants in Padang City within the past three months, and used digital platforms to search for restaurant information. Participation was voluntary, and responses were confidential and anonymous, with the option to withdraw if the criteria were not met.

Sampling Procedure

The survey used convenience sampling via social media and WhatsApp groups, with 239 respondents participating 127 from traditional Padang restaurants and 112 from modern fast food outlets, exceeding the minimum required for MGA.

Sample Size

Sample size was determined using power analysis with G*Power software, applying a significance level (α) of 0.05, statistical power (1–β) of 0.80, and a medium effect size estimate ($f^2 = 0.15$). G*Power suggested a minimum of 98 respondents, and with 239 respondents, the sample size is sufficient for valid PLS-SEM and MGA estimation.

Instruments

The questionnaire had two sections: (1) demographics (gender, age, education, occupation, income, visit frequency, and restaurant type), and (2) constructs measuring food quality, employee service quality, physical environment, price, digital presence, customer satisfaction, and perceived competitiveness, adapted from previous studies (see Table 1).

Table 1. Research Question Instrument

Section	Question Items	References
1	Demographic: Gender, age, education level, occupation, monthly income, frequency of restaurant visits per month, types of restaurants visited (7 items).	Española et al. (2024)
2	Food quality: Food taste, presentation, freshness, variety, and healthy menu options (5 items).	Sari et al. (2024)
	Employee service quality: Speed of service, accuracy, and willingness to assist (3 items).	Zanetta et al. (2024)
	Physical environment: Room temperature, interior design, restroom facilities, prayer room, and Wi-Fi availability (5 items).	Zanetta et al. (2024)
	Price: Reasonable price, price worth the dining experience, and the availability of promotions/discounts (3 items).	Zanetta et al. (2024)
	Digital presence: Accessibility, online interaction, content, and trustworthiness (4 items).	Anas et al. (2023); Fan et al. (2022)
	Customer satisfaction: Satisfaction with the food served, satisfaction with the service provided, satisfaction with the value for money, and intention to return (4 items).	Rathnasiri et al. (2025); Española et al. (2024)
	Perceived competitiveness: Superior taste, competitive pricing, superior service, and better reputation (4 items).	Maráková et al. (2023)
Total	38 items	

Respondents rated their agreement with each statement on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to examine the relationships between restaurant quality, customer satisfaction, and perceived competitiveness.

Data Analysis

The data were analyzed using PLS-SEM with SmartPLS 3.0. PLS-SEM consists of two components: the measurement model, which links latent constructs to their indicators, and the structural model, which tests the relationships between constructs. Both are assessed using convergent and discriminant validity, as well as path coefficients with bootstrapping.

Convergent validity assesses how well related indicators correlate, evaluated through indicator reliability and construct reliability. Indicator reliability (factor loadings > 0.60) and construct reliability (Composite Reliability (CR) and Cronbach's Alpha (CA) > 0.60) were assessed, with Average Variance Extracted (AVE > 0.50) supporting convergent validity (Hair et al., 2022).

Discriminant validity was assessed using the Fornell-Larcker criterion and cross-loadings, ensuring constructs were distinct (Hair et al., 2022). Cross-loading analysis confirmed each indicator loaded higher on its associated construct. The Fornell-Larcker criterion confirmed discriminant validity when the square root of the AVE exceeded the highest correlation with any other construct.

The structural model assesses the predictive power of exogenous variables on endogenous constructs using the coefficient of determination (R^2). Bootstrapping with 5000 resamples was used to test the significance of path coefficients and hypothesized relationships through p-values. The mediation hypothesis (H12) encompasses $H12_{a\text{-}e}$, which represent the effects of food quality, employee service, physical environment, price, and digital presence on competitiveness.

MGA was conducted using SmartPLS 3.0 to examine differences between traditional Padang restaurants and modern fast food outlets, following Cheah et al. (2020). The moderation hypothesis (H13) includes $H13_{a\text{-}c}$ for direct, indirect, and total effects. All analyses were performed at a 0.05 significance level, with results interpreted according to the research objectives.

Research Design

This study used a quantitative, cross-sectional design with data collected via an online survey (Google Forms) from January 1 to February 2, 2025. It investigates the relationships between restaurant quality attributes, customer satisfaction, and

perceived competitiveness, comparing traditional Padang restaurants and modern fast food outlets in Padang, Indonesia. A non-experimental, between-subjects design was employed, with participants self-selecting restaurant types based on their prior experiences, and no random assignment was used. The design examines the direct and indirect relationships between quality attributes and satisfaction, comparing the results across different restaurant types.

RESULTS

Validity and Reliability of the Instrument

Instrument validity was assessed in SPSS 24 using 239 respondents at a 5% significance level ($\alpha = 0.05$) and a critical r value of 0.127. Item-total correlations, calculated using the corrected method, were considered valid if ≥ 0.127. Reliability was assessed with CA, where values ≥ 0.70 indicated acceptable internal consistency. As shown in Table 2, all items were valid and reliable, with item-total correlations above the threshold and CA values exceeding 0.70 for each construct.

Table 2. Item Total Correlation and Cronbach's Alpha

Item	Item-total Correlation	Cronbach's Alpha
X1.1	0.710	0.844
X1.2	0.701	
X1.3	0.664	
X1.4	0.661	
X1.5	0.742	
X2.1	0.731	0.836
X2.2	0.693	
X2.3	0.735	
X3.1	0.740	0.880
X3.2	0.738	
X3.3	0.731	
X3.4	0.743	
X3.5	0.705	
X4.1	0.671	0.795
X4.2	0.707	
X4.3	0.701	
X5.1	0.654	0.904
X5.2	0.748	
X5.3	0.785	
X5.4	0.743	
Y1.1	0.687	0.865
Y1.2	0.579	
Y1.3	0.711	
Y1.4	0.675	
Y2.1	0.773	0.905
Y2.2	0.691	
Y2.3	0.740	
Y2.4	0.713	

Demographic Profile

Most respondents were female (51.46%) and aged 18–27 years (50.63%), with 42.68% holding a bachelor's degree. The majority were private employees (26.78%) or university students (26.36%). Monthly income varied, with 28.87% earning IDR 1–3 million and 23.43% earning below IDR 1 million. In terms of consumption, 45.61% visited restaurants 1–2 times per month, and 33.47% visited 3–5 times. Regarding restaurant type, 53.14% visited traditional Padang restaurants, while 46.86% preferred fast food outlets (see Table 3).

For traditional Padang restaurant visitors, 55.12% were male, aged 38–48 years (53.54%), with 40.16% holding a bachelor's degree. Most worked in the private sector (29.91%) and earned between IDR 1 and 3 million per month (31%). In contrast, 58.93% of modern fast food restaurant visitors were female, aged 18–27 years (55.36%), with 45.54% holding a bachelor's degree or higher. Most were students (30.36%), earned below IDR 1 million (38.39%), and visited restaurants 1–2 times per month.

Table 3. Characteristics of Respondents

Description of Demographic Variables		Overall		Traditional Padang Restaurant		Modern Fast Food Restaurant	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Gender	Female	123	51.46	57	44.88	66	58.93
	Male	116	48.54	70	55.12	46	41.07
Age	18-27	121	50.63	0	0.00	62	55.36
	28-37	81	33.89	51	40.16	40	35.71
	38-48	31	12.97	68	53.54	10	8.93
	49-59	6	2.51	8	6.29	0	0.00
Education Level	Junior High School	3	1.26	1	0.79	2	1.79
	Senior High School	97	40.59	50	39.37	47	41.96
	Diploma (associate degree)	25	10.46	17	13.39	8	7.14

	Bachelor's degree	102	42.68	51	40.16	51	45.54
	Graduate degree (master's/doctorate)	12	5.02	8	6.30	4	3.57
Occupation	Student	63	26.36	29	22.83	34	30.36
	Government employee	36	15.06	19	14.96	17	15.18
	Private employee	64	26.78	38	29.92	26	23.21
	Entrepreneur/self-employed	44	18.41	22	17.32	22	19.64
	Housewife	8	3.35	3	2.36	5	4.46
	Other	24	10.04	16	12.60	8	7.14
Monthly Income	< 1 million IDR	56	23.43	27	21.26	29	25.89
	≥ 1–3 million IDR	69	28.87	40	31.50	29	25.89
	> 3–5 million IDR	52	21.76	28	22.05	24	21.43
	≥ 5–10 million IDR	28	11.72	20	15.75	8	7.14
	> 10 million IDR	34	14.23	12	9.45	22	19.64
Monthly Restaurant Visit Frequency	1–2 times	109	45.61	66	51.97	43	38.39
	3–5 times	80	33.47	44	34.65	36	32.14
	6–10 times	24	10.04	10	7.87	14	12.50
	Over 10 times	26	10.88	7	5.51	19	16.96
Types of Restaurants Visited	Traditional Padang restaurant	127	53.14	127	100	0	0.00
	Modern fast food restaurant	112	46.86	0	0.00	112	100

Descriptive Statistics: Mean and Standard Deviation

Descriptive statistics show consumers' evaluations of restaurant quality attributes. The Mean (M) represents the central value of assessments on food quality, employee service, environment, price, and digital presence, while the Standard Deviation (SD) indicates the variation in these evaluations.

Table 4. Descriptive Statistics: Mean and Standard Deviation

Items		Overall		Traditional Padang Restaurant		Modern Fast Food Restaurant	
		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
X1.1	**The taste of the food is delicious**	4.490	0.599	4.491	0.627	4.488	0.573
X1.2	**The food presentation is appealing**	4.381	0.680	4.420	0.703	4.346	0.657
X1.3	**The food served is fresh**	4.531	0.539	4.616	0.486	4.457	0.572
X1.4	**A variety of food**	4.276	0.770	4.241	0.735	4.307	0.799
X1.5	**Healthy menu options**	3.787	1.094	3.723	1.189	3.843	0.999
X2.1	**Speed of service**	4.360	0.644	4.348	0.678	4.370	0.612
X2.2	**Accuracy**	4.494	0.540	4.545	0.533	4.449	0.543
X2.3	**Willingness to assist**	4.213	0.760	4.241	0.771	4.189	0.750
X3.1	**Pleasant room temperature**	4.259	0.754	4.304	0.833	4.220	0.675
X3.2	**The interior design makes me comfortable**	4.197	0.720	4.286	0.749	4.118	0.683
X3.3	**The restroom facilities are clean and well-maintained**	4.213	0.920	4.295	0.988	4.142	0.849
X3.4	**Providing an adequate prayer room**	4.017	1.067	3.839	1.214	4.173	0.888
X3.5	**Wi-Fi availability**	3.711	1.084	3.857	1.164	3.583	0.992
X4.1	**Reasonable price**	4.377	0.685	4.384	0.698	4.370	0.673
X4.2	**The price is worth the dining experience**	4.389	0.699	4.455	0.718	4.331	0.676
X4.3	**The availability of promotions/discounts**	4.130	0.908	4.330	0.849	3.953	0.921
X5.1	**Accessibility of information**	4.310	0.694	4.482	0.627	4.157	0.715
X5.2	**Online interaction**	4.046	0.888	4.179	0.899	3.929	0.862
X5.3	**The online content is appealing**	4.071	0.858	4.313	0.835	3.858	0.820
X5.4	**Trustworthy information**	4.222	0.769	4.393	0.736	4.071	0.765
Y1.1	**Satisfaction with the food served**	4.414	0.647	4.464	0.693	4.370	0.599
Y1.2	**Satisfaction with the service provided**	4.477	0.696	4.482	0.767	4.472	0.625
Y1.3	**Satisfaction with the value for money**	4.372	0.702	4.393	0.760	4.354	0.646
Y1.4	**Intention to return**	4.393	0.729	4.393	0.748	4.394	0.712
Y2.1	**Superior taste compared to competitors**	4.272	0.736	4.348	0.728	4.205	0.735
Y2.2	**Competitive pricing**	4.184	0.823	4.214	0.881	4.157	0.768
Y2.3	**Superior service compared to competitors**	4.201	0.755	4.232	0.767	4.173	0.743
Y2.4	**Has a better reputation than competitors**	4.272	0.790	4.304	0.789	4.244	0.791

Based on Table 4, overall, restaurants received high average scores on almost all measured attributes, ranging from 3.711 to 4.531, which falls within the high category (3.5–4.5) (Solimun et al., 2017). For restaurant categories, the mean score for traditional Padang restaurants ranged from 3.723 to 4.616, while modern fast food restaurants ranged from 3.583 to 4.488.

In terms of food quality, traditional Padang restaurants achieved the highest score on “The food served is fresh” (M = 4.616), while modern fast food restaurants scored highest on “The taste of the food is delicious” (M = 4.488). For employee service, “Accuracy” received the highest score for both types of restaurants, with means of 4.545 (traditional Padang) and 4.449 (modern fast food), respectively.

Regarding the physical environment, "Pleasant room temperature" scored highest in both, with 4.304 (traditional Padang) and 4.220 (modern fast food). In terms of price, traditional Padang restaurants rated highest on "The price is worth the dining experience" (M = 4.455), while modern fast food rated "Reasonable price" (M = 4.370). For digital presence, "Accessibility of information" was highest for both, with means of 4.482 (traditional Padang) and 4.157 (modern fast food).

For customer satisfaction, the highest-scoring indicator was “Satisfaction with the service provided” (M = 4.482 for traditional Padang and M = 4.472 for modern fast food). In perceived competitiveness, traditional Padang restaurants scored highest on “Superior taste compared to competitors” (M = 4.348), while modern fast food restaurants scored highest on “Has a better reputation than competitors” (M = 4.244).

Based on the standard deviation, the most significant variation in ratings for traditional Padang restaurants was in "Providing an adequate prayer room" (SD = 1.214), and for modern fast food restaurants, it was in "Healthy menu options" (SD = 0.999), indicating greater differences in perceptions.

Measurement Model

Results are presented for three groups: the overall sample (overall), traditional Padang restaurants, and modern fast food restaurants.

As shown in Tables 5 and 6, all constructs exceeded the thresholds for indicator reliability (factor loadings > 0.60), construct reliability (CR and CA > 0.60), and convergent validity (AVE > 0.50), indicating adequate internal consistency and convergent validity in both the overall sample and subgroups. Therefore, the measurement model demonstrates satisfactory reliability and convergent validity.

Table 5. Convergent Validity Measurement: Indicator Reliability Results

Items		Overall		Traditional Padang Restaurant		Modern Fast Food Restaurant	
		Factor Loading	P Values	Factor Loading	P Values	Factor Loading	P Values
The taste of the food is delicious	X1.1	0.847	0.000	0.849	0.000	0.846	0.000
The food presentation is appealing	X1.2	0.855	0.000	0.828	0.000	0.884	0.000
The food served is fresh	X1.3	0.785	0.000	0,790	0.000	0,799	0.000
A variety of food	X1.4	0.786	0.000	0.799	0.000	0.776	0.000
Healthy menu options	X1.5	0.784	0.000	0.786	0.000	0.789	0.000
Speed of service	X2.1	0.886	0.000	0.876	0.000	0.900	0.000
Accuracy	X2.2	0.854	0.000	0.815	0.000	0.895	0.000
Willingness to assist	X2.3	0.882	0.000	0.859	0.000	0.906	0.000
Pleasant room temperature	X3.1	0.811	0.000	0.808	0.000	0.814	0.000
The interior design makes me comfortable	X3.2	0.795	0.000	0.779	0.000	0.812	0.000
The restroom facilities are clean and well-maintained	X3.3	0.845	0.000	0.823	0.000	0.858	0.000
Providing an adequate prayer room	X3.4	0.867	0.000	0.905	0.000	0.881	0.000
Wi-Fi availability	X3.5	0.821	0.000	0.757	0.000	0.870	0.000
Reasonable price	X4.1	0,854	0.000	0.826	0.000	0.890	0.000
The price is worth the dining experience	X4.2	0.893	0.000	0.853	0.000	0.926	0.000
The availability of promotions/discounts	X4.3	0.804	0.000	0.773	0.000	0.852	0.000
Accessibility of information	X5.1	0.856	0.000	0.892	0.000	0.795	0.000
Online interaction	X5.2	0.884	0.000	0.873	0.000	0.892	0.000
The online content is appealing	X5.3	0.901	0.000	0.910	0.000	0.878	0.000
Trustworthy information	X5.4	0.895	0.000	0.866	0.000	0.922	0.000
Satisfaction with the food served	Y1.1	0.864	0.000	0.865	0.000	0.864	0.000
Satisfaction with the service provided	Y1.2	0.836	0.000	0.842	0.000	0.837	0.000
Satisfaction with the value for money	Y1.3	0.898	0.000	0.830	0.000	0.861	0.000
Intention to return	Y1.4	0.858	0.000	0.774	0.000	0.815	0.000
Superior taste compared to competitors	Y2.1	0.850	0.000	0.883	0.000	0.866	0.000
Competitive pricing	Y2.2	0.853	0.000	0.905	0.000	0.879	0.000
Superior service compared to competitors	Y2.3	0.895	0.000	0.880	0.000	0.887	0.000
Has a better reputation than competitors	Y2.4	0.863	0.000	0.929	0.000	0.896	0.000

Table 6. Construct Reliability and Convergent Validity Results

Items		Overall			Traditional Padang Restaurant			Modern Fast Food Restaurant		
		CA	CR	AVE	CA	CR	AVE	CA	CR	AVE
Food quality	X1	0.871	0.906	0.659	0.870	0.906	0.657	0.877	0.911	0.672
Employee service quality	X2	0.846	0.906	0.764	0.809	0.887	0.723	0.883	0.928	0.810
Physical environment	X3	0.885	0.916	0.686	0.874	0.909	0.666	0.902	0.927	0.718
Price	X4	0.809	0,887	0,724	0.751	0.858	0.669	0.868	0.919	0.792
Digital presence	X5	0.907	0.935	0.782	0.908	0.935	0.784	0.895	0.927	0.762
Customer satisfaction	Y1	0.866	0.909	0.714	0.887	0.922	0.747	0.847	0.897	0.686
Perceived competitiveness	Y2	0.905	0.933	0.778	0.888	0.923	0.749	0.921	0.944	0.810

Discriminant validity was assessed using cross-loading analysis and the Fornell-Larcker criterion. All indicators load highest on the intended construct, confirming discriminant validity across the overall sample and subgroups (see **Appendix A, B, and C**). The Fornell-Larcker criterion confirmed discriminant validity when the square root of the AVE exceeded the highest correlation with any other construct, which held across all groups (see **Appendix D, E, and F**). Both methods confirm that the constructs are distinct.

Examination of the Structural Model

As shown in Table 7, the model demonstrates strong explanatory power for customer satisfaction and perceived competitiveness. In the overall sample, the R^2 for satisfaction is 0.635 (63.5% variance) and for competitiveness is 0.664 (66.4% variance).

Table 7. Coefficient of Determination (R^2)

	Overall		Traditional Padang Restaurant		Modern Fast Food Restaurant	
	Customer Satisfaction	Perceived Competitiveness	Customer Satisfaction	Perceived Competitiveness	Customer Satisfaction	Perceived Competitiveness
R Square	0.635	0.664	0.568	0.642	0.723	0.769
R Square Adjusted	0.628	0.655	0.550	0.642	0.710	0.756

For traditional Padang restaurants, R^2 values are 0.568 for satisfaction and 0.642 for competitiveness, indicating moderate explanatory power. In contrast, modern fast food restaurants have higher predictive accuracy, with R^2 values of 0.723 for satisfaction and 0.769 for competitiveness, suggesting the model better explains customer perceptions in this context.

Hypothesis Testing

Hypothesis testing used path analysis within the SEM-PLS framework for the overall sample and subsamples of Padang and fast food restaurants. Path coefficients and their significance, assessed via bootstrapping, are reported in Table 8 and Figures 2–4.

Table 8. Direct Effect

Hypotheses	Path	Overall			Traditional Padang Restaurant			Modern Fast Food Restaurant		
		β	P Values	Result	β	P Values	Result	β	P Values	Result
H1	X1 → Y1	0.328	0.000	Supported	0.379	0.001	Supported	0.347	0.001	Supported
H2	X2 → Y1	0.084	0.295	Not Supported	0.146	0.272	Not Supported	-0.013	0.898	Not Supported
H3	X3 → Y1	0.184	0.015	Supported	0.045	0.614	Not Supported	0.278	0.029	Supported
H4	X4 → Y1	0.334	0.000	Supported	0.227	0.015	Supported	0.476	0.000	Supported
H5	X5 → Y1	-0.058	0.325	Not Supported	0.045	0.564	Not Supported	-0.186	0.076	Not Supported
H6	X1 → Y2	0.012	0.863	Not Supported	0.027	0.795	Not Supported	-0.185	0.034	Supported
H7	X2 → Y2	0.119	0.101	Not Supported	0.304	0.002	Supported	-0.084	0.347	Not Supported
H8	X3 → Y2	0.102	0.131	Not Supported	0.220	0.009	Supported	0.097	0.317	Not Supported
H9	X4 → Y2	0.058	0.397	Not Supported	0.034	0.703	Not Supported	-0.094	0.304	Not Supported
H10	X5 → Y2	0.240	0.001	Supported	0.065	0.411	Not Supported	0.575	0.000	Supported
H11	Y1→ Y2	0.408	0.000	Supported	0.284	0.008	Supported	0.628	0.000	Supported

As shown in Table 8 and Figure 2, for the overall sample, H1 (food quality) has a positive influence on satisfaction ($\beta = 0.328$, $p < 0.001$), with high ratings for "The food served is fresh" ($M = 4.53$, $SD = 0.54$). H3 (physical environment) also enhances satisfaction ($\beta = 0.184$, $p = 0.015$), with "Pleasant room temperature" rated $M = 4.26$ ($SD = 0.75$). H4 (price) positively affects satisfaction ($\beta = 0.334$, $p < 0.001$), with strong ratings for "Price is worth the dining experience" ($M = 4.39$, $SD = 0.70$). However, H2 (employee service quality) and H5 (digital presence) were not supported, despite high scores for "Accuracy" ($M = 4.49$, $SD = 0.54$) and "Accessibility of information" ($M = 4.31$, $SD = 0.69$).

Regarding perceived competitiveness, H10, suggesting digital presence enhances competitiveness, was supported ($\beta = 0.240$, $p = 0.001$), while H6, H7, H8, and H9 were not significant. H11, proposing customer satisfaction positively affects competitiveness, was strongly supported ($\beta = 0.408$, $p < 0.001$), with high satisfaction ratings ($M > 4.30$).

For traditional Padang restaurants (Table 8, Figure 3), the hypothesis that food quality affects customer satisfaction (H1) was supported ($\beta = 0.379$, $p = 0.001$), with high ratings for “The food served is fresh” ($M = 4.62$, $SD = 0.49$). The effect of price on satisfaction (H4) was also confirmed ($\beta = 0.227$, $p = 0.015$), supported by favorable evaluations of “Price is worth the dining experience” ($M = 4.46$, $SD = 0.72$). However, the effects of employee service quality (H2), physical environment (H3), and digital presence (H5) on satisfaction were not significant.

For competitiveness, employee service quality was a significant determinant (H7; $\beta = 0.304$, $p = 0.002$), supported by high ratings for “Accuracy” ($M = 4.55$, $SD = 0.53$). The physical environment also had a positive effect (H8; $\beta = 0.220$, $p = 0.009$), with “Pleasant room temperature” rated $M = 4.30$ ($SD = 0.83$). In contrast, food quality (H6), price (H9), and digital presence (H10) were not significant predictors of competitiveness. Finally, customer satisfaction enhanced competitiveness (H11; $\beta = 0.284$, $p = 0.008$), confirming its mediating role.

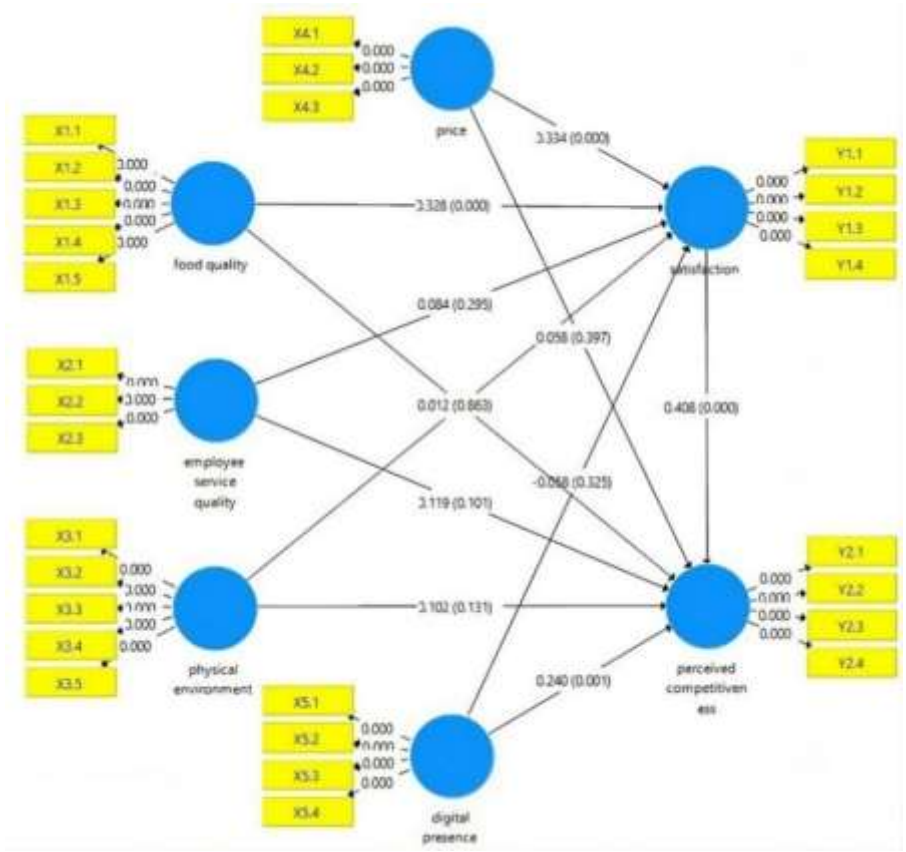

Figure 2. Path structure and coefficients (overall)

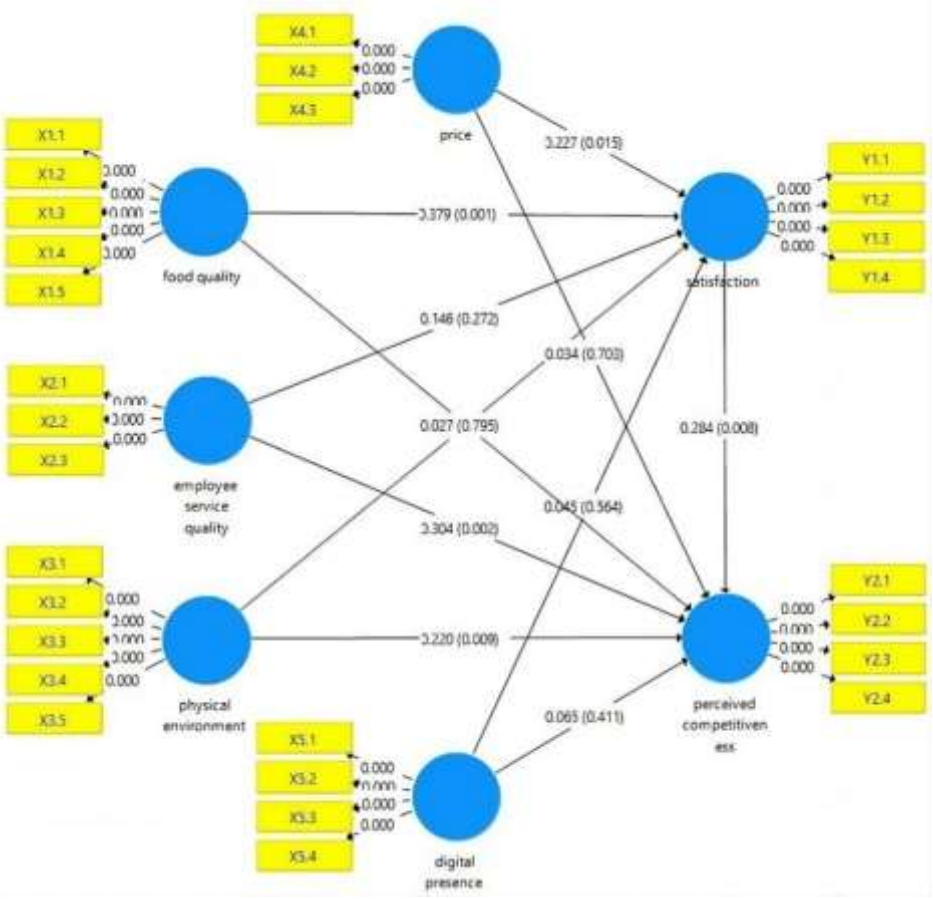

Figure 3. Path Structure and Coefficients (Traditional Padang Restaurant)

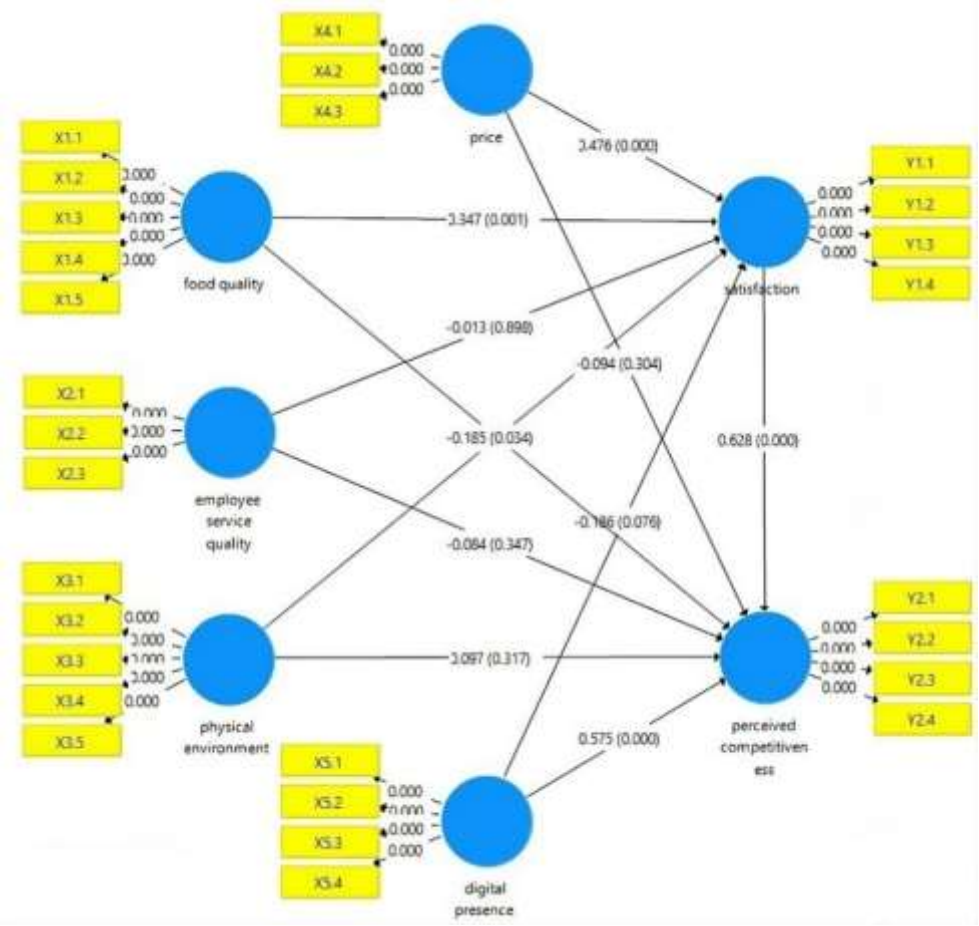

Figure 4. Path Structure and Coefficients (Modern Fast Food Restaurant)

For modern fast food restaurants (Table 8, Figure 4), food quality significantly affected customer satisfaction (H1; β = 0.347, p = 0.001), with high ratings for "The taste of the food is delicious" (M = 4.49, SD = 0.57). The physical environment also contributed positively (H3; β = 0.278, p = 0.029), supported by ratings for "Pleasant room temperature" (M = 4.22, SD = 0.68). Price strongly influenced satisfaction (H4; β = 0.476, p < 0.001), with favorable evaluations of "Reasonable price" (M = 4.37, SD = 0.67). However, employee service quality (H2) and digital presence (H5) were not significant predictors of satisfaction.

Regarding competitiveness, food quality hurt perceived competitiveness (H6; β = –0.185, p = 0.034), indicating an inverse relationship. Digital presence strongly enhanced competitiveness (H10; β = 0.575, p < 0.001), with "Accessibility of information" rated M = 4.16 (SD = 0.72). Employee service quality (H7), physical environment (H8), and price (H9) were not significant in shaping competitiveness. Customer satisfaction had the most potent effect on competitiveness (H11; β = 0.628, p < 0.001), representing the most influential path.

An indirect effect analysis (Table 9) shows that price (β = 0.136; p = 0.000), food quality (β = 0.134; p = 0.002), and physical environment (β = 0.075; p = 0.027) have significant indirect effects on perceived competitiveness through customer satisfaction, supporting $H12_a$, $H12_c$, and $H12_d$. $H12_b$ and $H12_e$ were not supported (p > 0.05). Since these attributes had no significant direct effect on competitiveness (Table 8), the findings suggest complete mediation, with influence occurring only through satisfaction.

Table 9. Indirect Effect

Hypo-theses	Path	Overall			Traditional Padang Restaurant			Modern Fast Food Restaurant		
		β	P Values	Result	β	P Values	Result	β	P Values	Result
H12a	X1→ Y1→ Y2	0.134	0.002	Supported	0.108	0.071	Not Supported	0.218	0.001	Supported
H12b	X2 → Y1→ Y2	0.034	0.309	Not Supported	0.042	0.315	Not Supported	-0.008	0.896	Not Supported
H12c	X3 → Y1→ Y2	0.075	0.027	Supported	0.013	0.631	Not Supported	0.175	0.045	Supported
H12d	X4 → Y1→ Y2	0.136	0.000	Supported	0.064	0.057	Not Supported	0.299	0.000	Supported
H12e	X5 → Y1→ Y2	-0.024	0.333	Not Supported	0.013	0.600	Not Supported	-0.117	0.093	Not Supported

When analyzed by restaurant segment, distinct mediation patterns emerged. In traditional Padang restaurants, no significant mediation paths were found (p > 0.05), indicating that satisfaction does not mediate the relationship between restaurant quality attributes and perceived competitiveness. Therefore, H12 was not supported.

In modern fast food restaurants, customer satisfaction mediates the effects of price (β = 0.299; p = 0.000), food quality (β = 0.218; p = 0.001), and physical environment (β = 0.175; p = 0.045) on perceived competitiveness, supporting

$H12_a$, $H12_c$, and $H12_d$. $H12_b$ and $H12_e$ were not supported ($p > 0.05$). Price and physical environment show complete mediation, while food quality shows partial mediation with both direct and indirect effects on competitiveness.

These results suggest that in modern fast food restaurants, perceived competitiveness is shaped by two pathways. The first is direct, where customer satisfaction, digital presence, and food quality significantly influence competitiveness, with food quality's direct effect being adverse. The second is indirect, where price, physical environment, and food quality enhance competitiveness through customer satisfaction.

The total effect analysis, integrating both direct and indirect effects of food quality, employee service, physical environment, price, digital presence, and customer satisfaction on perceived competitiveness, offers a comprehensive view of each construct's contribution to the research model. The results are presented in Table 10.

Table 10. Total Effect

Hypotheses	Path	Overall			Traditional Padang Restaurant			Modern Fast Food Restaurant		
		β	P Values	Result	β	P Values	Result	β	P Values	Result
H1	X1→ Y1	0.328	0.000	Supported	0.379	0.001	Supported	0.347	0.001	Supported
H2	X2→ Y1	0.084	0.295	Not Supported	0.146	0.272	Not Supported	-0.013	0.898	Not Supported
H3	X3→ Y1	0.184	0.015	Supported	0.045	0.614	Not Supported	0.278	0.029	Supported
H4	X4→ Y1	0.334	0.000	Supported	0.227	0.015	Supported	0.476	0.000	Supported
H5	X5→ Y1	-0.058	0.325	Not Supported	0.045	0.564	Not Supported	-0.186	0.076	Not Supported
H6	X1→ Y2	0.146	0.065	Not Supported	0.135	0.239	Not Supported	0.033	0.759	Not Supported
H7	X2→ Y2	0.153	0.064	Not Supported	0.346	0.001	Supported	-0.093	0.429	Not Supported
H8	X3→ Y2	0.177	0.020	Supported	0.233	0.007	Supported	0.272	0.049	Supported
H9	X4→ Y2	0.194	0.003	Supported	0.098	0.249	Not Supported	0.205	0.088	Not Supported
H10	X5→ Y2	0.216	0.004	Supported	0.078	0.295	Not Supported	0.459	0.001	Supported
H11	Y1→ Y2	0.408	0.000	Supported	0.284	0.008	Supported	0.628	0.000	Supported

As shown in Table 10, three constructs significantly influence customer satisfaction: food quality ($\beta = 0.328$, $p < 0.001$), price ($\beta = 0.334$, $p < 0.001$), and physical environment ($\beta = 0.184$, $p = 0.014$), supporting H1, H3, and H4. However, employee service quality and digital presence did not significantly affect satisfaction, so H2 and H5 were not supported.

For perceived competitiveness, significant effects were found for customer satisfaction ($\beta = 0.408$; $p = 0.000$), digital presence ($\beta = 0.216$; $p = 0.004$), price ($\beta = 0.194$; $p = 0.003$), and physical environment ($\beta = 0.117$; $p = 0.020$), supporting H8, H9, H10, and H11. Food quality and employee service quality did not significantly affect competitiveness, so H6 and H7 were not supported.

In the traditional Padang restaurant segment, only food quality ($\beta = 0.379$; $p = 0.001$) and price ($\beta = 0.227$; $p = 0.015$) significantly influenced customer satisfaction, supporting H1 and H4. However, H2, H3, and H5 were not supported.

For perceived competitiveness, significant effects were found for employee service quality ($\beta = 0.346$; $p = 0.001$), customer satisfaction ($\beta = 0.284$; $p = 0.008$), and physical environment ($\beta = 0.233$; $p = 0.007$). Food quality, price, and digital presence did not significantly affect competitiveness, so H7, H8, and H11 were supported, while H6, H9, and H10 were not. These findings suggest that competitiveness in traditional Padang restaurants is driven by employee service, physical environment, and customer satisfaction, with no significant impact from digital presence.

In modern fast food restaurants, food quality ($\beta = 0.347$; $p = 0.001$), price ($\beta = 0.476$; $p < 0.001$), and physical environment ($\beta = 0.278$; $p = 0.029$) significantly influenced customer satisfaction, supporting H1, H3, and H4, while H2 and H5 were not supported.

Customer satisfaction ($\beta = 0.628$; $p = 0.000$), digital presence ($\beta = 0.459$; $p = 0.001$), and physical environment ($\beta = 0.272$; $p = 0.499$) significantly affected perceived competitiveness, supporting H8, H10, and H11, while food quality, price, and employee service quality had no direct impact on competitiveness ($p > 0.05$), so H6, H7, and H9 were not supported.

Multigroup Analysis

The results in Table 11 show significant differences in several structural paths. First, digital presence has a stronger effect on perceived competitiveness in modern fast food restaurants ($\beta = –0.510$; $p < 0.001$). Second, employee service quality significantly differs ($\beta = 0.389$; $p = 0.004$), with a greater impact in traditional Padang restaurants. Third, the effect of customer satisfaction on perceived competitiveness varies ($\beta = –0.344$, $p = 0.017$), suggesting a stronger role in the fast food industry. Therefore, $H13_{a7}$, $H13_{a10}$, and $H13_{a11}$ were supported.

Table 11. MGA- Direct Effect

Hypotheses	Path	Path Coefficients-diff (Padang - Fast Food)	p-Value original 1-tailed (Padang vs Fast Food)	p-Value new (Padang vs Fast Food)	Result
$H13_{a1}$	X1→ Y1	0.033	0.415	0.830	Not Supported
$H13_{a2}$	X2→ Y1	0.159	0.172	0.344	Not Supported
$H13_{a3}$	X3→ Y1	-0.234	0.938	0.125	Not Supported
$H13_{a4}$	X4→ Y1	-0.249	0.951	0.099	Not Supported
$H13_{a5}$	X5→ Y1	0.231	0.039	0.077	Not Supported
$H13_{a6}$	X1→ Y2	0.212	0.062	0.124	Not Supported
$H13_{a7}$	X2→ Y2	0.389	0.002	0.004	Supported
$H13_{a8}$	X3→ Y2	0.123	0.171	0.342	Not Supported
$H13_{a9}$	X4→ Y2	0.128	0.154	0.307	Not Supported
$H13_{a10}$	X5→ Y2	-0.510	1.000	0.000	Supported
$H13_{a11}$	Y1→ Y2	-0.344	0.992	0.017	Supported

Table 11 shows no significant differences in the relationships between food quality, employee service, physical environment, price, digital presence, and customer satisfaction across segments ($p > 0.05$), indicating that restaurant type does not moderate these links. Therefore, $H13_{a1\text{-}a5}$ were not supported. Similarly, no significant differences were found in the relationships between physical environment, price, food quality, and perceived competitiveness ($p > 0.05$), so $H13_{a6}$, $H13_{a8}$, and $H13_{a9}$ were not supported.

Table 12. MGA- Indirect Effect

Hypotheses	Path	Specific Indirect Effects-diff (Padang - Fast Food)	p-Value Original 1-tailed (Padang vs Fast Food)	p-Value New (Padang vs Fast Food)	Result
$H13_{b1}$	X1→ Y1→ Y2	-0.110	0.893	0.214	Not Supported
$H13_{b2}$	X2 → Y1→ Y2	0.050	0.255	0.509	Not Supported
$H13_{b3}$	X3 → Y1→ Y2	-0.162	0.977	0.047	Supported
$H13_{b4}$	X4 → Y1→ Y2	-0.234	0.995	0.009	Supported
$H13_{b5}$	X5 → Y1→ Y2	0.129	0.032	0.063	Not Supported

Table 12 presents the MGA results for indirect effect paths through customer satisfaction. Two paths show significant differences: the indirect effect of price ($\beta = -0.234$; $p = 0.009$) and physical environment ($\beta = -0.162$; $p = 0.047$) on perceived competitiveness, both stronger in modern fast food restaurants. Thus, $H13_{b3}$ and $H13_{b4}$ were supported. However, the indirect effects of food quality, employee service quality, and digital presence did not differ significantly ($p > 0.05$), indicating consistency across segments, so $H13_{b1}$, $H13_{b2}$, and $H13_{b5}$ were not supported.

The total effect analysis in Table 13 shows significant differences in three pathways. Employee service quality has a stronger effect on perceived competitiveness in traditional Padang restaurants ($\beta = 0.439$; $p = 0.008$), while digital presence and customer satisfaction have greater effects in modern fast food restaurants ($\beta = -0.381$; $p = 0.016$; $\beta = -0.344$; $p = 0.016$). Thus, $H13_{c7}$, $H13_{c10}$, and $H13_{c11}$ were supported. However, food quality, price, and physical environment did not differ significantly between segments ($p > 0.05$), so $H13_{c1\text{-}c6}$, $H13_{c8}$, and $H13_{c9}$ were not supported.

Table 13. MGA-Total Effect

Hypotheses	Path	Total Effects-diff (Padang - Fast Food)	p-Value Original 1-tailed (Padang vs Fast Food)	p-Value New (Padang vs Fast Food)	Result
$H13c_1$	**X1→ Y1**	0.033	0.415	0.829	Not Supported
$H13c_2$	**X2→ Y1**	0.159	0.173	0.345	Not Supported
$H13c_3$	**X3→ Y1**	-0.234	0.940	0.120	Not Supported
$H13c_4$	**X4→ Y1**	-0.249	0.952	0.096	Not Supported
$H13c_5$	**X5→ Y1**	0.231	0.036	0.071	Not Supported
$H13c_6$	**X1→ Y2**	0.102	0.258	0.517	Not Supported
$H13c_7$	**X2→ Y2**	0.439	0.004	0.008	Supported
$H13c_8$	**X3→ Y2**	-0.039	0.592	0.815	Not Supported
$H13c_9$	**X4→ Y2**	-0.107	0.774	0.451	Not Supported
$H13c_{10}$	**X5→ Y2**	-0.381	0.992	0.016	Supported
$H13c_{11}$	**Y1→ Y2**	-0.344	0.992	0.016	Supported

DISCUSSIONS

This study examined the effects of restaurant quality attributes—food quality, employee service, physical environment, price, and digital presence—on customer satisfaction and perceived competitiveness, as well as the mediating role of satisfaction and differences across restaurant formats.

In traditional Padang restaurants, food quality enhances satisfaction (H1 accepted) but does not affect competitiveness (H6 rejected). This aligns with prior studies linking sensory quality to satisfaction (Kala, 2020; Sari et al., 2024), but in Padang, food quality is considered inherent to the cuisine (Arsil et al., 2022; Mardatillah, 2020), with locals prioritizing employee service and the physical environment for competitiveness.

Employee service quality does not affect satisfaction (H2 rejected) despite high ratings for "Accuracy," but significantly enhances competitiveness (H7 accepted), aligning with Hofstede's Cultural Dimensions Theory on

interpersonal interactions in collectivist cultures. Price boosts satisfaction (H4 accepted), with high scores for "Price is worth the dining experience," supporting fairness and value in satisfaction (Zanetta et al., 2024). However, price did not predict competitiveness (H9 rejected), indicating it drives satisfaction but not competitiveness.

The physical environment does not affect satisfaction (H3 rejected) but positively influences competitiveness (H8 accepted), suggesting customers prioritize food and price for satisfaction, while ambiance shapes competitiveness. Digital presence has no impact on either satisfaction or competitiveness (H5 & H10 rejected), indicating Padang restaurant customers value direct interactions and physical comfort. Lastly, customer satisfaction positively influences competitiveness (H11 accepted), though the effect is weaker than in fast food restaurants.

Moreover, the mediating role of satisfaction in transmitting the effects of restaurant quality attributes to competitiveness is not significant in traditional Padang restaurants (H12 rejected). This differs from the findings of El-Said et al. (2021), who reported a stronger mediating role of servicescape and atmosphere in shaping behavioral outcomes; however, their study focused on tourists and expatriates, whereas the present research emphasizes local consumers, underscoring the importance of cultural and contextual differences.

In modern fast food restaurants, a different pattern emerges. Food quality enhances satisfaction (H1 accepted), with "The taste of the food is delicious" as the strongest indicator, but negatively impacts competitiveness (H6 accepted, negative). This supports the idea that in quick-service formats, product quality is a baseline expectation, not a differentiator (Kala, 2020). Employee service quality does not significantly affect satisfaction or competitiveness (H2 & H7 rejected), suggesting fast food consumers prioritize other factors for competitiveness.

Price strongly influences satisfaction (H4 accepted), with "Reasonable price" as a key indicator, but does not predict competitiveness (H9 rejected), supporting the link between pricing fairness and satisfaction (Zanetta et al., 2024). The physical environment contributes to satisfaction (H3 accepted), primarily through comfort factors like room temperature, but does not affect competitiveness (H8 rejected).

Digital presence, while not affecting satisfaction (H5 rejected), is the strongest determinant of competitiveness (H10 accepted), with "Accessibility of information" as the highest-rated item. This aligns with recent literature highlighting the strategic role of digital channels in standardized service environments (Hanaysha, 2022; Öksüz et al., 2025; Singh et al., 2024).

Customer satisfaction strongly influences competitiveness (H11 accepted), with a greater impact in fast food restaurants, confirming its role as a strategic mediator, especially in standardized settings where satisfaction shapes loyalty and competitiveness (Chun & Nyam-Ochir, 2020). Satisfaction also mediates the effects of food quality, price, and physical environment on competitiveness in fast food contexts (H12a, H12c, H12d accepted), supporting prior research on satisfaction as a key mediator of loyalty and competitive advantage (Cheraghalizadeh & Dědková, 2022; Chun & Nyam-Ochir, 2020).

MGA confirmed that employee service quality drives competitiveness in Padang restaurants, while digital presence dominates in fast food. Satisfaction's effect on competitiveness was more substantial in fast food, highlighting its key role in standardized, digitally integrated formats.

CONCLUSIONS

This study highlights that different types of restaurants require distinct strategies to influence customer perceptions of competitiveness. Traditional restaurants rely on employee service and the physical environment, while modern fast food benefits from digital presence and customer satisfaction. MGA results confirm significant segment differences, particularly in how digital presence, employee service, and satisfaction impact competitiveness, emphasizing the role of consumer characteristics and restaurant type in shaping strategies.

For traditional restaurants, competitiveness is primarily influenced by interpersonal service and the physical comfort of the restaurant. To enhance competitiveness, strategies should focus on improving staff-customer interactions, ensuring service accuracy, and maintaining a pleasant dining atmosphere, with adequate supporting facilities. In contrast, modern fast food restaurants rely more on customer satisfaction, driven by consistent food quality, fair pricing, and physical comfort, reinforced by a strong digital presence. Differentiation in this segment should emphasize engaging digital content and responsive online interactions to strengthen market positioning.

Limitations of the study include its cross-sectional design, which limits causal conclusions, and reliance on self-reported data. Future research could explore causal relationships through longitudinal or experimental designs and extend to other regions or types of restaurants.

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APPENDICES

Appendix A: Discriminant Validity Test Results (Cross-loading) for Overall Sample

Items	X1	X2	X3	X4	X5	Y1	Y2
X1.1	**0.847**	0.666	0.623	0.654	0.572	0.654	0.599
X1.2	**0.855**	0.725	0.653	0.622	0.531	0.631	0.589
X1.3	**0.785**	0.618	0.546	0.567	0.516	0.510	0.490
X1.4	**0.786**	0.588	0.599	0.502	0.448	0.559	0.476
X1.5	**0.784**	0.594	0.701	0.613	0.565	0.642	0.610
X2.1	0.708	**0.886**	0.635	0.578	0.563	0.609	0.610
X2.2	0.648	**0.854**	0.613	0.580	0.578	0.526	0.535
X2.3	0.705	**0.882**	0.689	0.644	0.572	0.617	0.615
X3.1	0.715	0.683	**0.811**	0.605	0.583	0.595	0.552
X3.2	0.687	0.679	**0.795**	0.627	0.630	0.603	0.595
X3.3	0.555	0.553	**0.845**	0.527	0.570	0.502	0.504
X3.4	0.639	0.614	**0.867**	0.568	0.552	0.579	0.622
X3.5	0.590	0.525	**0.821**	0.573	0.594	0.581	0.581
X4.1	0.574	0.632	0.569	**0.854**	0.550	0.587	0.610
X4.2	0.705	0.620	0.621	**0.893**	0.589	0.689	0.594
X4.3	0.585	0.499	0.607	**0.804**	0.647	0.558	0.533
X5.1	0.508	0.536	0.527	0.543	**0.856**	0.424	0.537
X5.2	0.622	0.542	0.694	0.612	**0.884**	0.506	0.593
X5.3	0.608	0.621	0.692	0.692	**0.901**	0.556	0.587
X5.4	0.561	0.603	0.584	0.607	**0.895**	0.531	0.651
Y1.1	0.619	0.577	0.659	0.596	0.512	**0.864**	0.593
Y1.2	0.560	0.561	0.520	0.548	0.362	**0.837**	0.551
Y1.3	0.684	0.589	0.612	0.656	0.514	**0.861**	0.624
Y1.4	0.637	0.539	0.547	0.625	0.531	**0.815**	0.735
Y2.1	0.690	0.642	0.691	0.610	0.649	0.674	**0.866**
Y2.2	0.547	0.557	0.480	0.606	0.537	0.625	**0.879**
Y2.3	0.583	0.613	0.653	0.619	0.585	0.670	**0.887**
Y2.4	0.591	0.558	0.604	0.566	0.591	0.661	**0.896**

Appendix B: Discriminant Validity Test Results (Cross-loading) for Traditional Padang Restaurant

Items	X1	X2	X3	X4	X5	Y1	Y2
X1.1	**0.849**	0.651	0.633	0.689	0.547	0.658	0.567
X1.2	**0.828**	0.734	0.598	0.556	0.430	0.587	0.620
X1.3	**0.790**	0.621	0.526	0.562	0.418	0.473	0.501
X1.4	**0.799**	0.544	0.562	0.465	0.404	0.525	0.491
X1.5	**0.786**	0.584	0.654	0.704	0.551	0.644	0.609
X2.1	0.660	**0.876**	0.526	0.601	0.532	0.565	0.662
X2.2	0.671	**0.815**	0.553	0.489	0.480	0.497	0.514
X2.3	0.654	**0.859**	0.606	0.589	0.520	0.582	0.637
X3.1	0.738	0.630	**0.808**	0.649	0.583	0.566	0.582
X3.2	0.616	0.540	**0.779**	0.515	0.554	0.531	0.553
X3.3	0.447	0.487	**0.823**	0.400	0.601	0.353	0.516
X3.4	0.653	0.554	**0.905**	0.558	0.640	0.504	0.582
X3.5	0.509	0.455	**0.757**	0.510	0.588	0.466	0.530
X4.1	0.509	0.561	0.414	**0.826**	0.429	0.489	0.582
X4.2	0.694	0.600	0.548	**0.853**	0.469	0.613	0.479
X4.3	0.616	0.458	0.652	**0.773**	0.568	0.516	0.474
X5.1	0.482	0.534	0.639	0.485	**0.892**	0.444	0.457
X5.2	0.528	0.443	0.718	0.513	**0.873**	0.421	0.496
X5.3	0.577	0.572	0.689	0.608	**0.910**	0.491	0.553
X5.4	0.483	0.571	0.540	0.495	**0.866**	0.485	0.578
Y1.1	0.617	0.553	0.599	0.602	0.506	**0.864**	0.548
Y1.2	0.537	0.554	0.377	0.453	0.300	**0.836**	0.557
Y1.3	0.650	0.557	0.553	0.591	0.478	**0.898**	0.569
Y1.4	0.672	0.570	0.537	0.621	0.502	**0.858**	0.694
Y2.1	0.720	0.628	0.737	0.539	0.592	0.598	**0.850**
Y2.2	0.535	0.643	0.438	0.575	0.445	0.574	**0.853**
Y2.3	0.531	0.660	0.555	0.550	0.508	0.570	**0.895**
Y2.4	0.599	0.547	0.604	0.504	0.494	0.642	**0.863**

Appendix C: Discriminant Validity Test Result (Cross-loading) for Modern Fast Food Restaurant

Items	X1	X2	X3	X4	X5	Y1	Y2
X1.1	**0.846**	0.679	0.623	0.626	0.638	0.651	0.631
X1.2	**0.884**	0.709	0.708	0.681	0.652	0.672	0.558
X1.3	**0.799**	0.625	0.584	0.565	0.619	0.568	0.479
X1.4	**0.776**	0.644	0.662	0.566	0.556	0.606	0.467
X1.5	**0.789**	0.610	0.751	0.556	0.645	0.647	0.622
X2.1	0.760	**0.900**	0.727	0.566	0.645	0.651	0.569
X2.2	0.623	**0.895**	0.676	0.667	0.690	0.557	0.554
X2.3	0.762	**0.906**	0.771	0.699	0.651	0.653	0.592
X3.1	0.709	0.727	**0.814**	0.567	0.599	0.619	0.527
X3.2	0.765	0.805	**0.812**	0.717	0.703	0.671	0.630
X3.3	0.655	0.610	**0.858**	0.631	0.537	0.632	0.490
X3.4	0.656	0.685	**0.881**	0.631	0.606	0.664	0.693
X3.5	0.668	0.589	**0.870**	0.617	0.585	0.683	0.625
X4.1	0.648	0.707	0.711	**0.890**	0.718	0.685	0.644
X4.2	0.717	0.639	0.689	**0.926**	0.722	0.765	0.705
X4.3	0.580	0.560	0.592	**0.852**	0.703	0.621	0.602
X5.1	0.569	0.559	0.435	0.599	**0.795**	0.416	0.640
X5.2	0.726	0.640	0.684	0.698	**0.892**	0.591	0.685
X5.3	0.680	0.702	0.722	0.777	**0.878**	0.645	0.637
X5.4	0.672	0.656	0.638	0.716	**0.922**	0.595	0.740
Y1.1	0.627	0.594	0.707	0.582	0.516	**0.865**	0.631
Y1.2	0.583	0.567	0.629	0.633	0.444	**0.842**	0.552
Y1.3	0.722	0.615	0.655	0.716	0.573	**0.830**	0.675
Y1.4	0.603	0.510	0.567	0.637	0.600	**0.774**	0.778
Y2.1	0.661	0.658	0.657	0.676	0.714	0.756	**0.883**
Y2.2	0.555	0.484	0.514	0.635	0.653	0.671	**0.905**
Y2.3	0.636	0.566	0.743	0.691	0.690	0.769	**0.880**
Y2.4	0.583	0.571	0.609	0.632	0.725	0.683	**0.929**

Appendix D: Discriminant Validity Test Results (Fornell-Larcker Criterion) for Overall Sample

Items	X5	X4	X1	Y2	X3	X4	Y1
X5	**0.884**						
X4	0.653	**0.874**					
X1	0.652	0.787	**0.812**				
Y2	0.672	0.674	0.686	**0.882**			
X3	0.708	0.740	0.773	0.693	**0.828**		
X4	0.696	0.688	0.732	0.681	0.703	**0.851**	
Y1	0.573	0.671	0.743	0.746	0.693	0.721	**0.845**

Appendix E: Discriminant Validity Test Results (Fornell-Larcker Criterion) for Traditional Padang Restaurant

Items	X5	X4	X1	Y2	X3	X4	Y1
X5	**0.885**						
X4	0.602	**0.850**					
X1	0.586	0.776	**0.811**				
Y2	0.592	0.716	0.693	**0.866**			
X3	0.727	0.660	0.738	0.681	**0.816**		
X4	0.595	0.662	0.742	0.626	0.654	**0.818**	
Y1	0.522	0.647	0.720	0.689	0.602	0.661	**0.864**

Appendix F: Discriminant Validity Test Results (Fornell-Larcker Criterion) for Modern Fast Food Restaurant

Items	X5	X4	X1	Y2	X3	X4	Y1
X5	**0.873**						
X4	0.734	**0.900**					
X1	0.761	0.798	**0.820**				
Y2	0.774	0.636	0.679	**0.900**			
X3	0.717	0.807	0.815	0.706	**0.847**		
X4	0.802	0.715	0.732	0.733	0.748	**0.890**	
Y1	0.649	0.691	0.770	0.802	0.773	0.779	**0.828**