

## How COVID-19 Affected the Customer Experiences of Restaurant in Busan

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### Abstract

COVID-19 epidemic had a significant impact on restaurants and food service enterprises. Food safety and limiting the spread of coronavirus have become a challenge in the food services and restaurant sectors, where delicate and fresh food items are served and delivered to customers after passing through a series of operational steps that include order taking, food receiving, food preparation, packing, and delivery to customers. The present study aimed to investigate how COVID-19 affected the customer experience of the restaurant in Busan. The research model has tested the relationship among customer expectations, behavioral intentions, and customer satisfaction. Factor analysis has been employed where five dimensions were found to affect behavioral intention of customers: safety, online food service, inconvenience, COVID-19 policy, and less socialization of restaurants. Multiple regression analysis tests indicated acceptable and unaccepted behavioral intentions. The result indicated that the safety and COVID-19 policy had a more significant influence on the behavioral intention of customer experience during the COVID-19 pandemic. Moreover, the mediating effect of satisfaction demonstrates that customer's less socialization as unfavorable behavioral intention.

**Keywords:** COVID-19; Customer Experiences; Restaurant; Behavioral Intention; Customer Loyalty

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## 1. Introduction

The world is currently confronted with one of the most significant challenges it has ever faced. Every part of our lives is being impacted by the COVID-19 situation. Society and the economy have come to a halt, and almost every country is experiencing a downturn. The coronavirus disease outbreak of 2019 (COVID-19) has shaken the world in unprecedented ways. When the domestic outbreak was still in its early stages, COVID-19 was designated a global emergency on March 1, 2020 (World Health Organization, 2021). According to the World health organization (WHO), Millions of enterprises face an empirical challenge. Almost 3.3 billion half of the world's global workforce are at risk of losing their livelihoods, informal economy workers are particularly vulnerable because the majority lack social protection and access to quality health care and have lost access to productive assets.

Busan is a highly-rated tourist destination in South Korea. It's also one of the most densely populated cities and a popular seaport in the Pan-Asia region. The city offers one of the most all-around tourism experiences in the world for this reason it is easy to find a variety of restaurants, night clubs and places to hang out in the evening. This research aimed to analyze the impact and influence the Covid-19 pandemic had on customers' overall experience in the Busan Restaurant industry. Covid-19 had affected the restaurant industry greatly and was one of the most significant impacts it had on the restaurant industry. The aim was to observe both sides, their perspectives about the pandemic, how both sides adjusted to it, how changes were made, how customers' preferences and overall experience have changed, what are their current wants, needs, and preferences.

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Quantitative research was used in the process of gathering data. Two groups of people were interviewed, Restaurant sector representatives: top management, managers, owners, HR managers, staff, and on the other side customers. Furthermore, a survey was employed on customers of different restaurant sectors. The respondents are from different restaurants in Busan, For instance: restaurant, Coffee Corner, Burger Club, etc. These customers were going to restaurants more frequently, mostly with their friends, were not using delivery service much, and were more loyal to the restaurant, but after the Covid-19 pandemic fewer people are going to the restaurant, less goes with their friends and more just to eat. Customers start using more delivery services than before Covid-19 and are more concerned about safety standards and prices in the restaurant. At the beginning of the pandemic some recommendations were known in the world of service delivery that is aimed to aware customers the dangers of COVID-19. The aim of this study is thus to explore the customer expectation and experiences of services restaurants in Busan.

## **2. Literature Review**

### *2.1. Customer Experience*

Delivering a great customer experience is hugely important for any business. In the restaurant business, excellent customer experience is the foundation of any strong and successful restaurant. Therefore, the restaurant should be organizing operations and conducting service with the customer and convenience in mind. The better the experience customers have; the more visits from customers the restaurant will have and positive reviews as well.

Customer experience is considered a concept that can demonstrate the organization's level in specific areas. Creating an engaging experience for an organization and delivering a great experience is important in developing customers' loyalty (Rahimian, ShamiZanjani, Manian & Esfiddani, 2020). Organizations need to focus on managing the customers' experience which highlights the importance of designing and managing the customer experience in a variety of industries, especially customer-centered industries. Attention in customer management has mainly centered on customers' value creation for firms, with a focus on

metrics such as customer lifetime value (CLV), (Kumar & Shah, 2009), (Dahana, Miwa & Morisada, 2019) Customers tend to be more willing to use a product or service when they perceive that product or service to be highly innovative proposed, which implies that the use of smart technologies in the tourism industry can engage the customer in the value creation process (Yen, Teng & Tzeng, 2020)

The goal of this research is to find the customer experiences as well as the overall perception of customers about restaurants in this pandemic situation. Customer's restaurant choices have been the subject of extensive research into the elements that influence restaurant demand. The restaurant should interact with its customers in an atmosphere that profoundly affects the dining experience of its customers (Kotler, 2020). The physical environment of a restaurant has a significant impact on prospective customers' pre-purchase preferences as it can shape consumer feelings. Food quality, food hygiene and safety, price location, and service quality in the physical environment are the most important microelements influencing restaurant selection. Furthermore, internet reviews and guest satisfaction both of which are generated from the aforementioned factors can have an impact on the restaurant.

## *2.2. Consequences of Customer Experience*

Customer relations can establish long-term relationships with customers, particularly, to increase and improve the basic operation of the majority of customer satisfaction and customer complaints management configuration group exercises using a full matrix (Claycomb, Dröge & Germain, 1999). Employees who are motivated, knowledgeable, and helpful provide customers with a positive experience, which can be used as a management tool. Most businesses place a greater emphasis on consumer purchasing behavior than on customer emotions, and as a result, they overlook the value of brand experiences as inducements (Meyer and Schwager, 2007). (Day, 2000) is considered by a dedicated customer relationship management is a major obstacle to the unique competition continued interest. Growth mass customization and personalized service will result in enterprises and organizations is an important part of the survival time customer management (Bovel & Martha, 2000). Customer relationships, providing maintenance to expand customer value customer loyalty, companies

can differentiate product competitiveness (Bhimani & Ncube, 2006). This study seeks to determine which restaurant experiences influence the image of a restaurant's brand and the formation of customer loyalty. The research examines the connections among restaurant experiences, brand image, satisfaction, and loyalty in the context of full-service restaurants.

### *2.3. Restaurant in Busan*

Customer relations can establish long-term relationships with customers, particularly, to increase and improve the basic operation of the majority of customer satisfaction and customer complaints management configuration group exercises using a full matrix (Claycomb, Dröge & Germain, 1999). Employees who are motivated, knowledgeable, and helpful provide customers with a positive experience, which can be used as a management tool. Most businesses place a greater emphasis on consumer purchasing behavior than on customer emotions, and as a result, they overlook the value of brand experiences as inducements (Meyer and Schwager, 2007). (Day, 2000) is considered by a dedicated customer relationship management is a major obstacle to the unique competition continued interest. Growth mass customization and personalized service will result in enterprises and organizations is an important part of the survival time customer management (Bovel & Martha, 2000). Customer relationships, providing maintenance to expand customer value customer loyalty, companies can differentiate product competitiveness (Bhimani & Ncube, 2006). This study seeks to determine which restaurant experiences influence the image of a restaurant's brand and the formation of customer loyalty. The research examines the connections among restaurant experiences, brand image, satisfaction, and loyalty in the context of full-service restaurants.

### *2.4. Restaurant in Busan*

The reason to conduct this research in restaurants Busan is for research convenience of the research team. Busan has a rich cultural past and offers interesting cuisine, numerous temples, seaside activities, and a relatively warm and welcoming population. Particularly, Busan is relatively quiet compared to most South Korean cities, making it a good destination and a

peaceful getaway. Busan is also the second-largest metropolis and the largest international port city in South Korea. Owing to its strategic location, it serves as a gateway to the Eurasian continent from the Pacific Rim and vice versa, connecting neighboring Japan and faraway countries in Western Europe. Busan is at roughly the same latitude as Kimhae, Masan, and Gwangju in Korea, as well as international cities like Tokyo, Los Angeles, Baghdad, and Athens. Busan is a cultural city surrounded by scenic mountains, rivers, and the ocean. Blessed with a beautiful landscape created by the narrow Nakdong River valley and the popular Haeundae Beach, the city plays a key role in the development of the region's and the nation's culture.

Busan is home to charming temples, natural attractions, and beautiful beaches. Furthermore, logically implies that, in the context of tourism, a significant number of tourists rely on restaurants to satisfy their culinary needs and wants, as well as to try delicacies not available at home. Restaurants, which are popular with tourists, are located in great places along the shores, including near or even on the beaches. Korean cuisine is emerging, signifying the tremendous potential for growth, and is being perceived differently for its uniqueness and flavor (Jang, Ha, & Silkes, 2009)

Busan's most mid-to high-range of South Korea's restaurants serve alcoholic beverages such as beer and wine. Some restaurants serve all the major meals, such as breakfast, lunch, and dinner (e.g., major fast-food chains, diners, hotel restaurants, and airport restaurants) chicken or seafood is more commonly eaten well, especially "Korean fried chicken" and Busan people more prefer raw fish. According to "Trip Advisor", Busan customers prefer foreign food more, than the traditional. Full-service Korean restaurants remained the leading segment of the restaurant industry in Korea by accounting for 46.4 percent of the restaurants and bars in the market in number or 43.6 percent in cash-register sales. Café (non-alcohol beverage bars), quick-service restaurants, and institutional feeding restaurants led the sales growth of the industry during the period. Strong consumer interest in new tastes, busier lifestyle, and concerns for the sluggish economy are likely to boost the sales of these segments in the coming years (Aralbayeva, Tao, & Kim, 2018) Customers who bring in new customers are

particularly beneficial to a growing business; customers thus become part of a company's marketing department (Rigby, Reichheld & Dawson, 2003).

### *2.5. Restaurant Industry during COVID-19*

COVID-19 is also seen as creating a worldwide economic disaster and uncertainty. The virus has created breaking points in the value chain, changed consumer patterns, and raised issues of fast cross-functional style assessment. It's not just the foodservice industry but as a matter of fact whole of travel and tourism is going to suffer the backlash of COVID-19.

### *2.6. Online ordering and third-party delivery*

To maintain social distancing and limit contact points, many restaurants launched online order platforms for their websites and expanded their third-party delivery partnerships. The closing of dining rooms and subsequent expansion and for some the addition of carry-out operations forced many restaurant owners to get creative and think outside of the box, not only with their menus and spaces but also delivering an experience to their customers and providing value.

## **3. Methodology**

### *3.1. Questionnaire Development and Administration*

Based on a literature review of a previously conducted customer experience survey customer experience questionnaire was developed during the COVID-19 situation. This instrument was adopted and modified to examine factors affecting recipients' customer experience. The final questionnaire had 15 items and used a 5-point Likert scale. According to the goggle survey, the questionnaire had been made for the study. In this study, recipients were asked about their experience and perception regarding restaurants during COVID-19. Questionnaires were prepared by using Google form and distributed the link of Google survey by using social media, cell phone, and email from 2021/10/23 till 2021/10/30. Data was gathered from

conducting a Google survey of 106 participants. The respondents are from different restaurants in Busan, For instance: restaurant, Coffee Corner, Burger Club, etc. In this regard, there are large numbers of restaurants in Busan. This research attempts to know what factors are the preferences of customers of the Busan restaurants and their satisfaction with the food and services offered by the restaurants during the COVID-19 period.

### *3.2. Sampling and Data Collection*

Data was gathered from primary sources. Primary data was gathered from conducting a Google survey within 106 participants who were interviewed using a standardized questionnaire, the research sample consisted of all customers who had a meal experience from the restaurant from Busan. 15 questionnaires were prepared by using Google form and distributed the link of Google survey by using social media, cell phone, and email.

### *3.3. Hypothesis Development*

The hypothesis developed for this study are:

- H-1 Safety factor has a statistically significant influence on the customer experience of the restaurant during covid-19.
- H-2 Online Food Service factor has a statistically significant influence on the customer experience of the restaurant during covid-19.
- H-3 Inconvenience factor has a statistically significant influence on the customer experience of the restaurant during covid-19.
- H-4 COVID-19 Policy factor has a statistically significant influence on the customer experience of the restaurant during covid-19.
- H-5 Less Socialization factor has a statistically significant influence on the customer experience of the restaurant during covid-19.

### 3.4. *Statistical Analysis*

Data were compiled and analyzed using the statistical analysis program SPSS (Statistical Package for Social Sciences). The respondents' socio-demographic characteristics were described using frequencies. Kaiser-Mayer-Olkin tests were utilized for factor analysis to determine whether the distribution of values was adequate for conducting factor analysis.

The Bartlett tests were employed for factor analysis to identify multivariate normality of the set of distributions. These tests also examined whether the correlation matrix was an identity matrix. Subsequent factor analysis would be meaningless with an identity matrix. For Bartlett tests, a significance value of  $< 0.05$  indicated that these data did not produce an identity matrix and were thus approximately multivariate normal and acceptable for factor analysis (George & Mallery, 2019). The data showed that Covid-19 has affected overall experience greatly. Customers were going to restaurants more frequently, mostly with their friends, were not using delivery service much, and were more loyal to the restaurant, but after the COVID-19 pandemic fewer people are going to the restaurant, they are more dependent on online delivery services as well as hygiene and safety protections, COVID-19 policy and less socialization.

The 15 items related to customer experience were examined using an exploratory factor analysis (EFA) with a maximum likelihood method combined with Varimax rotation. The 15 items related to customer experience were examined using an exploratory factor analysis (EFA) with a maximum likelihood method combined with Varimax rotation. The purpose of EFA was to merge items into a certain dimension. Varimax rotation is a popular scheme for orthogonal rotation, and it can make each original variable tend to be associated with one of the factors (Lewis-Beck, Bryman & Futing, 2003). Using 5 factors and outcome variables the following conceptual model was derived. There were 5 independent variables and 15 dependent variables after assessing the customer experiences in Busan restaurants. The 5 independent variables were safety, Online Food Services, Inconvenience, Covid-19 Policy, and Less Socialization. From these Safety factors, the study analyzed staff safety, Time Consuming in restaurants, Low safety Quality, and Sanitation. Furthermore, Online Food services included Online Order Safety, Searching Order and Online Food Temperature. The

third factor is Inconvenience low staff quality, Order Delay and Inconvenience. However, the independent factor COVID-19 policy had some dependent variables namely Afraid Online Payment, Unhappy Rules, and Low Service Quality. The behavioral Intention of customers focuses on behavioral intention context to investigate the satisfaction and experience influence on the behavior of customers about the restaurant industry. In Less Socialization factor included two dependent variables Less Visiting and Friendless. Therefore, research about these factors affecting consumer behavioral intention during the COVID-19 in the restaurant industry.

#### 4. Result

##### 4.1. Demographic Information

The socio-demographic characteristics of respondents are exhibited in Table 1. Out of the 19 distributed questionnaires, 106 respondents were collected and were used for the statistical analysis. Male constituted 43% whereas Females constituted 32% and 25% did not specify the gender of the respondents. The largest portions (93.3%) of respondents are living inside Busan and very few populations (6.7%) are not living Busan but those participants had a dining experience at Busan Restaurants.

Table 1. Demographic characteristic of customer experience recipients (n=106)

Variable	Frequency	Percent (%)
Gender		
Male	46	43
Female	34	32
Prefer Not to say	26	25
Living Busan		
Yes	99	93.3
No	7	6.7

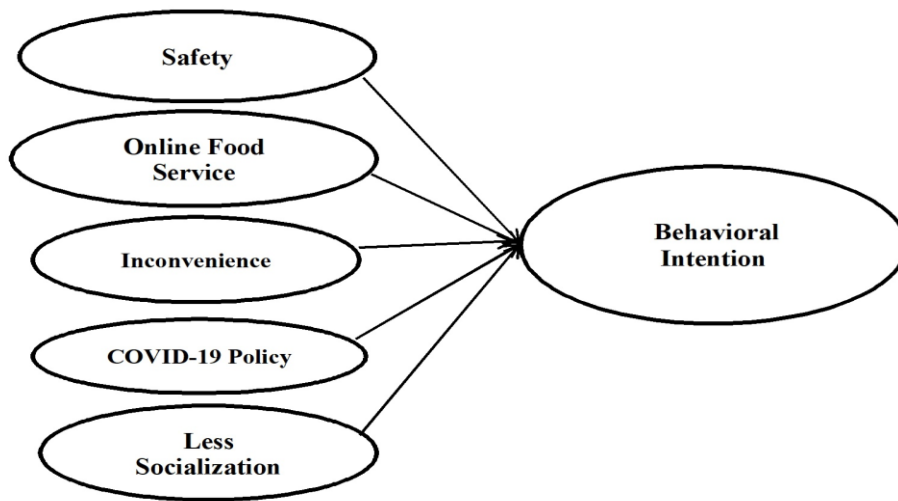


Figure 1. Conceptual Model

4.1. Results Analysis

EFA was used to confirm whether the number of dimension conceptualize can be verified empirically. In this study the EFA for Customer Experience item generated 5 factors, as expected; each factor had an Eigenvalue above 1.00 and the cumulative explanatory power of 55.964%, which reflected most of the information related to the original factor. The 5 factors were identified as “Safety”, “Online food service”, “Inconvenience”, “COVID-19 policy” and “Less visiting”.

Table 2. Factor Analysis Result of Customer Experience (CE) From Restaurants (N=106)

Factor and Items	Factor Loading	Eigenvalue	Variance %	Cronbach's $\alpha$
Factor 1: Safety				
Staff safety	.771	3.363	22.421	.548
Time consuming in	.738			
Restaurant				
Low safety Quality	.551			
Sanitation	.541			

Factor 2: Online Food Service				
Online Order safety	.797	1.439	9.596	.542
Searching Order	.660			
Online Food Temperature	.558			
Factor 3: Inconvenience				
Low staff quality	.622	1.244	8.292	.435
Order delay	.616			
Inconvenience	.588			
Factor 4: COVID-19 Policy				
Afraid online payment	.454	1.210	8.065	.521
Unhappy Rules	.785			
Low Service Quality	.735			
Factor 5: less Visiting				
Less Visiting	.789	1.139	7.590	.488
Friendless	.729			
		KMO = 0.694		
Total Model		Bartlett's Test = 359.878 (p < .001)		
		Total Variance= 55.964		

For Customer Experience, the results of the reliability analysis on total 5 latent variables are as follows. Firstly, this study Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, is 0.694 almost close to 1. And Bartlett's test of Sphericity test is Significant at  $p = 0.000$ . Thus, the customer experience scale were suit and meaningful to do the factor analysis. The cronbach's  $\alpha$  coefficient was higher than 0.7, thereby indicating a highly reliable score. Furthermore, exploratory factor analysis was performed using principal component analysis for factor extraction and the Principal Component Analysis and Varimax method as the rotation method.

Table 3. Summary of Hierarchical Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Significance Probability	Result
	B	Std Error	Beta			
Constant	3.981	.084				
Predictors						
Safety	.323	.084	.329	3.827	.000	Accepted
Online Food Service	.183	.084	.187	2.173	.032	Accepted
Inconvenience	.239	.084	.244	2.832	.006	Accepted
COVID-19 Policy	.251	.084	.256	2.976	.004	Accepted
Less Visiting	.112	.084	.114	1.326	.188	Unaccepted

Note: Dependent variable: Behavioral Intention (BI)  
R2= 0.282; Adjusted R2= 0.245; F= 7.602  
\*p<0.05 \*\*p<0.01 \*\*\*p<0.001

Table 3 shows interpreting the regression result, the overall variance was explained by two predictor (R2=.245). F and its corresponding p value (F=7.602, p<.001) indicates that the testing was significantly influence the behavioral intention. Moreover, there was no violation of multiple regression and predictor variable are themselves highly correlated according to tolerance statistic and VIF (variance inflation factor) value as regression analysis testing, safety, online food service, inconvenience and COVID-19 policy variable was significant at .001 level, indicating positive effect on a Behavioral intention of customer experience towards restaurant’s industries.

This table displays the factor analysis significant probability of the regression results, as well as the overall variance explained in the table, and whether or not the results are acceptable. We conducted and wanted know whether the items in the survey have similar patterns of responses. The basic assumption of factor analysis is that for a collection of observed variables there are a set of underlying variables called factors that can explain the interrelationships among those variables.

#### Factor 1: Safety

On the safety factor, the results (Co-efficient unnormalized co-efficient) are .323 at a .084 error level. On the other hand, the standardization factor-beta .329 and t value are 3.827. As analysis, safety factor included for items was significant level with the ( $\beta = .329$ ,  $p < .000$ ); therefore, factor one is supported and accepted. For Bartlett tests, a significance value of  $< 0.05$  indicated that these data did not produce an identity matrix and were thus approximately multivariate normal and acceptable for factor analysis. After analyzing the relationship, the factor safety has a direct effect on customer experience on staff safety and sanitation in the restaurant during the COVID-19 situation. The factors are tested and this factor has a significant effect on the Behavioral intention of customer experience.

#### Factor 2: Online Food Service

Online food service, predicting those customers who are satisfied with online food delivery services. Moreover, the data  $\beta$  (Co-efficient unnormalized co-efficient) are .183 at the error level of .084. As factor two analysis, the result shows that significant probability, ( $\beta = .183$ ,  $p < .032$ ) and Standardized Coefficients are .187. So, the results of the factor two analysis are supported or accepted.

#### Factor 3: Inconvenience

Data (Co-efficient unnormalized co-efficient) for the factor inconvenience was .239 at an error level of .084. The standardization factor was beta .244 and the t value was 2.832, respectively. Low staff quality, order delay, and inconvenience were the three inconvenient factors. As a result of the analysis, the inconvenience factor contained variables that were significant at the ( $\beta = .239$ ,  $p < .006$ ) level, indicating that factor three is supported.

#### Factor 4: COVID-19 Policy

Policy for COVID-19 at a .084 error level, the factor, data (Co-efficient unnormalized co-efficient) was .251. The standardization factor-beta .256 was used, and the t value was 2.976.

COVID-19 policy comprised the following items: fear of online payment, dissatisfied rules, and poor service quality. Customers who were more satisfied with the restaurant, according to the factor. COVID-19 policies and procedures as predicted, the perception of the restaurant had a significant impact on customer behavioral intention ( $\beta = .112$ ,  $p < .004$ ), hence factor four was supported and approved.

#### Factor 5: Less Socialization

Data (Co-efficient unnormalized co-efficient) was .112 at the error level of .084 for the less visiting factor. The standardization factor was beta .114, with a t value of 1.326. The probability significance was .188 in this case. As a result, the customers are unsatisfied with this establishment. As a result of the mediating effect of contentment, it is obvious that customers who made less frequently have undesirable behavioral intentions as a result of their unhappiness.

## 5. Discussion

The research model can be considered as the test of the relationship between independent variables – Customers Expectation, Behavioral Intention, and dependent variables. There were 5 independent variables were safety, Online Food Services, Inconvenience, Covid-19 Policy, and Less Socialization. All the independent variables have a strong relationship with dependent variables. Furthermore, although the relationship between Behavioral Intention and customer experience of independent variables safety has a p-value at 0.000, the H1 hypothesize relationship was statistically significant due to all P-value being less than 0.05. The relationship Customer experience of safety factor has positive behavioral intention which means that Customer Experience has the largest positive impact on Behavioral intention ( $\beta = .323$ ,  $p < 0.000$ ), supporting the hypothesis H1. Moreover, even though the association between Behavioral Intention and customer experience of independent variables online

foodservice has a p-value of .032, the H2 hypothesis relationship was statistically significant because all P-values were less than 0.05.

The customer experience of online food services factor has positive behavioral intention, indicating that Customer Experience has the greatest positive impact on behavioral intention of customer satisfaction ( $\beta = .187$ ,  $p < .032$ ), confirming hypothesis H2. Because the p-value of 0.006 is smaller than .05, the factor of inconvenience was statistically significant. The customer experience of inconvenience factor has positive behavioral intention, implying that Customer Experience has the greatest positive impact on behavioral intention ( $\beta = .239$ ,  $P < 0.006$ ), hence validating hypothesis H3 has positive behavioral intention, implying that Customer Experience has the greatest positive impact on Behavioral intention ( $\beta = .251$ ,  $p < 0.004$ ), hence validating hypothesis H3. H4 has a positive behavioral intention, showing that Customer Experience has the highest positive impact on behavioral intention ( $\beta = .251$ ,  $p < 0.004$ ), implying that hypothesis H4 is correct.

On the other hand, Less Socialization has the smallest impact on behavioral Intention compared to other relationships; hypothesis H5 is unaccepted. The factor of less Socialization was not statistically significant at the 0.05 level since the p-value .112 is greater than .05. In short, it is concluded that all the initial hypotheses including H1, H2, H3, and H4 are accepted and are statistically significant. In other words, there was a positive impact of Safety, Online Food Service, Inconvenience and COVID-19 Policy and perceived value on the behavioral intention of customer experience in the restaurant industry during the covid-19. Furthermore, all hypotheses H1, H2, H3, and H4 perceived value have a significant impact on customer satisfaction. Finally, customer experience has a strongly positive influence on Behavioral Intention. Behavioral intentions are an appropriate factor to measure customer expectation and anticipate future behavior for the customer.

According to the research studies previously conducted, evaluating this five-factor Safety, Online Food Service, Inconvenience, COVID-19 Policy and Less Socialization for the COVID-19 is essential and subsequently, it will help to improve the service of restaurants in

the Busan. As noted earlier, this type of restaurant service is popular because of the pandemic situation.

### *5.1. Conclusion*

This research provides a new way for customers to assess value, which raises customer happiness and improves the customer experience that restaurant customers confront in this COVID-19 situation. This study suggests a new view among the customer perceived value which increases the customer satisfaction level and customer experience that challenges restaurant customer faces in this COVID-19 situation. Because the restaurant's organization of precaution is different, which affected the customer's everyday lifestyle in the pandemic, some customers have unfavorable views and others have positive ones. The findings of this study have some practical consequences. To begin, it finds evidence for a favorable relationship between the several COVID-19 factors. Our findings show that safety, online services, inconvenience, and the COVID-19 policy are acceptable factors that lead to a good view in behavioral intention, resulting in consumer satisfaction and loyalty. Less visitation, on the other side, causes unhappiness.

### *5.2. Limitation and future study*

Despite these theoretical and practical implications noted above, there are several limitations of this study. One limitation is that collected data are cross-sectional. Thus, there is a limit to making definite conclusions about the results of the study. Future research may explain the causal process in which antecedent variables lead to positive and negative behavioral intention. Moreover, surveys with higher sample sizes can give better ideas about the customer experience of the COVID-19 pandemic situation among the restaurant industry. In this study, the first limitation is the sample size is small 106, as well as respondents, are not enough mature. A second limitation is that Cronbach's alpha is very low here. In future research,

various possible variables should be expanded in addition to low question size is another limitation of this research. In this study, the total number of factors is limited.

### *5.3. Implications of the study*

COVID 19 and social distancing disrupted the whole range of consumer behavior and foodservice business operation it has generated several new research opportunities in the recent world. A social major area for academic research has to do with consumer resilience and improvisation. It is a new field of research and the Covid-19 crisis has surfaced it as a great research opportunity.

First, this study suggests focusing on physical touchpoints to increase safety and sanitation. Similarly important are digital devices, such as social media and websites to inform and reassure guests about the online food service. This study also recommends investing in technological innovations such as smartphones and the latest device. Ultimately, it may be necessary to introduce new (digital) represent to increase safety by reducing physical interactions between customers and restaurant staff.

Second, in terms of the environment, this study suggests designing and implementing general rules to ensure appropriate hygiene instructions and COVID 19 policy for the prevention of the spread of Covid-19. All much as possible restaurant areas should be sanitized and disinfected. This study also highlights the importance of social distancing wearing the mask and using PPT without neglecting.

In a conclusion, making a memorable customer experience is both an art and a science, but it all warms close to getting customers to feel special. The customer experience is very crucial in today's COVID-19 pandemic situation. The results from this study suggest that safety, online services, and COVID-19 policy can be increased as well as less visiting can be decreased during the pandemic.

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