American Journal of Multidisciplinary Research & Development (AJMRD)
*Volume 08, Issue 05 (**May - 2026**), PP 01-16*
ISSN: 2360-821X
www.ajmrd.com

Research Paper **Open Access**

OPERATIONAL SATISFACTION OF A FOOD DELIVERY COMPANY DURING COVID-19 PANDEMIC

RHANCEL LABUGA
(University of Cebu, Cebu City, Philippines)

ABSTRACT: This research was conducted to assess the operational satisfaction level of the food delivery app users to a food delivery app company. This study utilized descriptive statistics and inferential statistics. The data gathered from this research was obtained mainly in chosen food establishments in Cebu City. A total of 100 food delivery app users participated for this study. The result of the study showed that the age group of 20-26 years old mostly female, have the highest number of respondents ordering in a food delivery application during the pandemic. With the income of the respondents, the highest number of respondents who ordered on a food delivery application is below 10,000 and majority of the those using online delivery applications are college graduates and are single. Lastly, the respondents considered riders' satisfaction and reliable ordering system as highly satisfied among the summary of level of satisfaction. The cost satisfaction and handling of customer complaints were interpreted as moderately satisfied. Recommendations include addressing common issues like cost satisfaction and customer complaints, recognizing positive feedback regarding the physical environment, adjusting customer satisfaction strategies for younger customers, addressing the predominant demographic profile, and placing an emphasis on consistent service quality across a range of demographic segments.

Keywords: Covid – 19, Delivery Application, Demographic Segments, Operational Satisfaction, Pandemic

I. INTRODUCTION

Customers are the most significant element for any food business; keeping them satisfied with good food and service delights their expectations. Delivering service quality to customers is a vital factor for the food business to achieve success, and it needs to be continuously evaluated by focusing on improving the business resources in unexpected situations if necessary. The ongoing rise of technological applications is far evident in this fast-changing world, and its contribution to meeting the sales in the food business played an important role until the covid-19 pandemic struck and freed all the transactions and operations from different business industries around the world. The Covid-19 pandemic represents the ultimate test for numerous leaders, entrepreneurs, and employees operating in most if not all, industries. The contagion has severely affected the world economy, including the travel, tourism, and hospitality industries. Moreover, the unprecedented nature of COVID-19 has had crippling effects, with numerous restrictions on businesses, resulting in far-reaching impacts on hotels, restaurants, bars, and other hospitality businesses, with overall serious and seemingly insurmountable challenges for the hospitality industry, especially in the food business.

Mobile money can be accessed and used via mobile phones like Gcash and PayMaya. People already used plastic money or e-wallet for various kinds of payment, such as telecom top-ups, online shopping, money transfer, utilities, food-delivery services, on-site dining, online retail, and in numerous types of merchants due to the restrictions in going outside during the pandemic outbreak.

In connection, the COVID-19 outbreak is a sharp reminder that pandemics, like other rarely occurring catastrophes, have happened in the past and will continue to happen. The current outbreak has had severe economic consequences globally, and it does not look like any country will be unaffected. Around the world, societies are in lockdown, and citizens are asked to respect social distancing and stay at home. Countries have closed their borders, limited the movement of their citizens, and even confined citizens in quarantine within their homes for weeks. This is a rather unique occurrence, as we are used to freedom of movement, but during the pandemic outbreak, people have been fined just for being outside. This has consequences for the economy and society, which has led to dramatic changes in how businesses and consumers behave.

During the pandemic, limited or restricted from going to any food establishments was implemented. With these rising challenges to food establishments during the COVID-19 pandemic outbreak, restaurants have started to tie up and apply with food delivery app companies to keep their food business alive. It was a tremendous game-changer for food establishments who are almost going bankrupt and ones that were planning to close their food business due to low sales and restrictions, but thankfully, food delivery companies saved their business from closing permanently. One factor that keeps the food business alive is the swiftness and attentiveness of food delivery riders to bring the food to the customers on time and in good condition; that is why conducting this study will help the food delivery companies improve their services towards their app users, customers, and food business partners.

The results of this study will help determine the factors that can affect the satisfaction of our food delivery app users. This can be one of the pioneering bases for the management of food delivery companies to be keen in prioritizing challenges such as heeding concerns and issues affecting operational satisfaction and tracing areas for service improvement.

II. LITERATURE REVIEW

This study is anchored on the Expectancy-Disconfirmation Theory (EDT) proposed by Oliver (Oliver & Bearden, 1985), which explains that consumers evaluate products or services based on prior expectations and actual performance. According to this theory, satisfaction occurs when perceived performance meets or exceeds expectations, while dissatisfaction arises when performance falls short. The expectancy-disconfirmation model has become one of the most widely used frameworks in explaining customer satisfaction, particularly in public and service-oriented sectors.

Supporting this theoretical foundation is the Attribution Theory by Harvey and Weary (1984), which explains how individuals interpret outcomes and assign causes to events. This theory relates to the concept of assimilation theory, where consumers cognitively compare expectations with perceived performance. When discrepancies arise, cognitive dissonance occurs, influencing satisfaction judgments (Anderson, 2003).

In addition, the Theory of Negativity (Aronson & Smith, 2010) further explains that negative discrepancies between expectations and performance tend to have stronger psychological effects. Consumers are more likely to react negatively when expectations are not met, reinforcing dissatisfaction (Anderson, 2003; Peyton et al., 2003). These emotional responses influence attitudes, beliefs, and future purchasing behavior (Dobre et al., 2005).

Customer satisfaction has been widely recognized as a critical factor in the success of businesses, particularly in online environments. Shamsuddin et al. (2018) emphasized that organizations that prioritize customer needs and provide adequate support tend to build long-term satisfaction and trust. In the context of online food delivery, customers often compare their expectations with actual service experiences, influencing their confidence and satisfaction levels. However, scholars have pointed out limitations in the direct measurement of disconfirmation. Edwards (2001) argued that measuring discrepancies directly may result in ambiguity and bias, while Venkatesh and Goyal (2010) emphasized that linear models may fail to capture non-linear relationships in expectancy and performance, potentially leading to misleading conclusions.

Uncertainty also plays a significant role in consumer behavior. Defined as a condition where outcomes are unpredictable due to information asymmetry (Salancik & Pfeffer, 2002), uncertainty affects how customers perceive online transactions (Pavlou et al., 2007). Positive purchasing experiences increase the likelihood of repeat behavior, while negative experiences discourage future transactions (Peyton et al., 2003). The rise of online food delivery services has been driven by technological advancements and changing consumer lifestyles. The increasing demand for convenience, coupled with busy schedules, has encouraged businesses to adopt delivery platforms to meet consumer needs (Saad, 2021). Understanding consumer behavior in this sector is essential, as it significantly influences business performance and economic development. Empirical studies have identified several factors affecting customer satisfaction in online food delivery. Saad (2021) found that delivery time, service quality, price, and food condition directly influence satisfaction, while factors such as restaurant variety, menu options, delivery tracking, and rider attitude serve as indirect contributors. These findings highlight the multidimensional nature of customer satisfaction.

Customer satisfaction is also closely linked to repurchase intention. Nawangwulan et al. (2012) noted that satisfied customers are more likely to repurchase and recommend services, while dissatisfied customers tend to switch brands and express complaints. Similarly, Al-Marri et al. (2007) emphasized that customers seek maximum value for their money, making satisfaction a key determinant in decision-making. Montebon and Bachanicha (2018) also states that understanding satisfaction with the services offered can be useful in identifying the strengths and as well as areas that could be improved. Service quality remains one of the most significant predictors of customer satisfaction. He et al. (2009) explained that satisfaction is not only based on service reliability but also on the overall

customer experience. Yuksel and Yuksel (2022) further confirmed that service quality has a strong impact on dining satisfaction, while Hill et al. (2007) argued that satisfaction is more subjective and emotional compared to quality assessments.

In the hospitality and service industries, the ability to adapt to changing environments and meet customer expectations is essential for competitiveness (Gursoy & Swanger, 2007). Recent findings by Saleem et al. (2024) also confirmed that high service quality enhances customer satisfaction and strengthens customer loyalty. To measure service quality, many researchers utilize the SERVQUAL model (Khan & Fasih, 2014), which includes five dimensions: tangibility, responsiveness, reliability, assurance, and empathy. This model evaluates service performance before and after consumption, providing a comprehensive framework for assessing customer perceptions. With increasing globalization and technological advancements, customer expectations continue to rise, making service quality measurement even more important (Lin, 2010). Ismail et al. (2006) further supported that improved service quality leads to higher customer satisfaction.

The rapid growth of food delivery applications (FDAs) has significantly transformed consumer behavior. These platforms allow customers to browse menus, place orders, track deliveries, and make payments conveniently through smartphones (Pigatto et al., 2017). The COVID-19 pandemic further accelerated the adoption of online food delivery services due to health and safety concerns (Sjahroeddin, 2018). Restaurants have also embraced technological innovations to enhance service delivery and meet evolving consumer demands (Muller et al., 2018).

Despite its advantages, online food delivery also presents challenges. Li et al. (2020) highlighted both positive and negative impacts of food delivery services using sustainability perspectives, emphasizing the need to balance operational efficiency with social and environmental considerations. Overall, operational efficiency plays a crucial role in achieving customer satisfaction in the food delivery industry. Key factors such as timely delivery, food quality, order accuracy, and responsiveness significantly influence customer perceptions. Efficient logistics, consistent service performance, and responsiveness to feedback contribute to customer loyalty and long-term business sustainability. These findings underscore the importance of strategic operational management in enhancing service quality and maintaining competitiveness in the dynamic online food delivery market.

III. OBJECTIVES OF THE STUDY

This study aims to determine the level of operational satisfaction of a food delivery company during the COVID-19 pandemic, with the findings serving as a basis for an action plan. Specifically, it examined the profile of the respondents in terms of age, gender, civil status, highest educational attainment, and income level. It also determined the level of customer satisfaction in relation to riders, price, customer complaints or customer service, and the reliability of the ordering system. Furthermore, the study analyzed whether there is a significant relationship between the respondents' profile and their level of operational efficiency, as well as whether there are significant differences in the level of operational efficiency of the food delivery company. Finally, the study aimed to propose an action plan based on the results obtained.

IV. METHODOLOGY

This study employed a descriptive-correlational research design using a researcher-made questionnaire to assess customer satisfaction with online food delivery services in selected food establishments in Cebu City. Quantitative data were collected through a survey instrument consisting of two parts: the respondents' demographic profile (age, gender, educational attainment, and income) and their level of satisfaction. The collected data were organized, analyzed, and interpreted using both descriptive and inferential statistics. The research was conducted in Cebu City, Philippines, a highly urbanized area known for its growing food service and delivery industry. Data were gathered through face-to-face surveys in selected food franchise establishments. A total of 100 respondents, who were users of the GrabFood application, were selected using purposive and universal sampling techniques.

The research instrument was a structured questionnaire using a 5-point Likert scale ranging from "highly satisfied" to "not satisfied." To ensure validity and reliability, a pilot test was conducted among 20 Food Panda users, yielding a Cronbach's Alpha of 0.80, which indicates good internal consistency. Data gathering involved securing approval of the questionnaire, distributing survey forms to qualified respondents, and collecting completed responses for analysis. Secondary sources were also utilized to support the findings.

For data treatment, frequency and percentage were used to describe respondent profiles, while weighted mean, grand mean, and variance were applied to measure satisfaction levels. Inferential statistics such as Chi-square, Cramer's V, and regression analysis were used to determine relationships and differences among variables. Ethical considerations were strictly observed, ensuring voluntary participation, informed consent, confidentiality, and

compliance with the Data Privacy Act of 2012. The study also upheld research trustworthiness by maintaining transparency, credibility, and accuracy in data collection, analysis, and reporting.

V. RESULTS AND DISCUSSIONS

This section shows that results of operational satisfaction of a food delivery company during covid-19 pandemic. Table 1 presents the profile of the respondents in terms of age, monthly income, highest educational attainment, and civil status of the respondents. There were 100 respondents for the survey.

Table 1
Profile of the Respondents

Profile	Frequency	Percent (%)
Age (in years)		
• 20 – 26	55	55
• 27- 33	30	30
• 34 – 40	10	10
• 41 and above	5	5
Gender		
Male	44	44
Female	56	56
Civil Status		
Single	100	100
Monthly Income		
Below P10,000	40	40
P11,000 - P20,000	20	20
P21,000 - P 30,000	10	10
P31,000-P40,000	10	10
Above P41,000	20	20
Highest Educational Attainment		
• High School Graduate	10	10
• College Level	35	35
• College Graduate	40	40
• Masters	5	5
• Doctorate	10	10
Total	100	100

Table 1 shows that the age group of 20-26 years old mostly female, have the highest number of respondents ordering in a food delivery application during the pandemic. This is due to the fact that these are ones who are very familiar in using their cell phones or computer when ordering for a delivery. It is also evident that the lowest age group is 41 and above. This implied that most of these age group do not order online and may just be cooking at home. In the income of the respondents, the highest number of respondents who ordered on a food delivery application is below 10,000. This data result is consistent with the age bracket of the respondents. The assumption we can make is that the younger age bracket usually has a low income. The low income may be due to the fact they have just started a career and work and thus need more experience in their field to increase their income.

Majority of the those using online delivery applications are college graduates. Again, the result is consistent with the age and income of the group. Lastly, all the respondents are single. This is again consistent with the age, income, and educational attainment. Most of these respondents are not married yet at this age or are still contemplating on getting married.

Table 2
Level of Satisfactionon of the Customers in Terms of Riders Satisfaction

Indicators	**Weighted Mean**	**Description**
Punctuality	3.30	Highly Satisfied
Courteous	3.40	Highly Satisfied
Aggregate Mean	**3.35**	**Highly Satisfied**

As, reflected in Table 2, the respondents consider rider's satisfaction in terms of punctuality and courtesy as *highly satisfied* with the highest range of 3.40%. This means that most riders are punctual and courteous. This may be due to the fact that most riders are being trained to be punctual and courteous. Being punctual is also caused by the low vehicle occupying the road due to the lockdown. However, Table 2 also shows the lowest mean of 3.30% punctuality, is regarded as *highly satisfied*, and is vital for food delivery, which means that delivering food and beverage on time plays a significant role on riders' customer satisfaction.

According to Sun (2019), punctuality is the technique to providing excellent meal delivery services on daily operations. Platforms are subject to highly strict delivery speed and punctuality guidelines due to the specific nature of the industry. Minutes are used to measure labor in the delivery worker's process. The platform continues to accelerate at the same moment.

Furthermore, the likelihood that clients would leave negative reviews or file complaints rises dramatically with delayed orders. A significant amount of money is lost in penalties for negative evaluations and complaints regarding delivery personnel. Workers must attempt to ensure a timely delivery in order to minimize loss due to several penalties for late delivery.

According to Yoon et al. (2022), relatively little research has looked at the effects of customer civility, despite the fact that the effects of unfavorable customer treatment on service professionals and their businesses are frequently highlighted in both academic studies and popular media. Based on the social cognitive theory, we propose that politeness toward customers can improve staff self-efficacy, which in turn can improve service performance. While it may not be within an organization's direct control to get customers to be courteous, we believe that management may enhance these advantages by creating a strong organizational support environment.

Table 3
Level of Satisfaction of the Customers in Terms of Cost Satisfaction

Indicators	**Weighted Mean**	**Description**
Delivery Charges	3.05	Moderately Satisfied
Mode of Payment	3.60	Highly Satisfied
Discounts and Coupons	2.75	Moderately Satisfied
Aggregate Mean	**3.13**	**Moderately Satisfied**

Cost satisfaction is the monetary factor that a delivery application charges to the customer. The respondents consider cost of satisfaction factors with varying grades. Mode of payment was considered *highly satisfied* with a range of 3.60%. This means that the respondents have an ease in paying their bills using various digital payment scheme. The other factors, such as delivery charges with a range of 3.05% and discount and coupons with a range of 2.75% were regarded as *moderately satisfied*. This would imply that during this time of the pandemic the delivery charges were high because of the high demand and lockdown difficulty in travelling. Further, it goes without saying that most discounts and coupons are not being implemented during these times.

According to Kou (2013), a payment that is made, processed, and received electronically via the internet is referred to as an electronic payment, or e-payment. For e-commerce transactions, a variety of e-payment options are utilized, including credit cards, prepaid cards, smart cards, e-cash (digital cash), and e-checks (digital checks). The credit card technique is thought to be the most widely used e-payment option among them. Much prior research indicates that customers' reluctance to accept current e-commerce and e-payment techniques is primarily due to their perceptions of privacy, security, and trust.

Moreover, e-payments produce data that can be utilized for activities that compromise consumers' privacy, such as analyzing consumer purchasing patterns or carrying out other investigations. The subjective probability with which consumers believe that the collection and subsequent access, use, and disclosure of their private and personal

information is consistent with their expectations is how Pavlou & Chellappa (2001) defined perceived privacy. An individual's self-assessed state in which external agents have limited access to information about the consumer. Because they are not required to divulge as much personal information about themselves or their purchases, customers who utilize COD as a payment method may be able to exercise more control over their privacy.

According to See-Kwong et al. (2017) reduced financial and logistical obstacles to market entry, access to new and larger geographic markets, and higher sales volumes are some of the opportunities that have been highlighted. However, restaurants' already slim profit margins are being eroded by the delivery charges, substantial commission and service costs they pay to TPOFD aggregators, which can range from 5% to 40% on each delivery order (Moore, 2022). Additional difficulties include problems with operations and inconsistent food and service quality. Customers may have to pay more for the convenience of "dining-out" at home due to higher menu prices and delivery fees. Thus, whether to use in-house delivery or use TPOFD presents a true conundrum for food service operators when deciding whether to offer food delivery services. According to Venkatesan & Farris (2012), the digital coupon is a competitive program that O2O platforms run to draw customers. It is related to end users and the third-party platform itself, in addition to commercial businesses. Coupons have an impact on customers' buying utility and encourage price comparisons across several channels. Operational experience has empirically shown that for physical merchants, choosing the best-selling channel is heavily influenced by coupon marketing.

Additionally, well-executed discount campaigns can aid in the development of channels, but poorly executed coupon programs may result in issues (Dubé et al., 2017). Many merchants are still finding it difficult to measure the impact of digital coupon promotion on consumer choice and channel selection, despite the digital coupons' broad acceptance.

Table 4
Level of Satisfaction in Customers in Terms of Complaints/Customer Service

Indicators	**Weighted Mean**	**Description**
Handling Disputes	3.05	Moderately Satisfied
Opportunity to Cancel	3.15	Moderately Satisfied
Prompt Response to Order	3.15	Moderately Satisfied
Good Service Management	3.30	Highly Satisfied
Aggregate Mean	**3.16**	**Moderately Satisfied**

In Table 4, the area of customer complaints/customer service is being presented. The respondents consider good service management as *highly satisfied* with a range of 3.30%. This means that at the middle of the pandemic they have to provide the best service they can present so that their revenue would keep coming in this very difficult time of business. The items on opportunity to cancel and prompt response to order all are just moderately satisfied with a range of 3.15%. This may imply that at this time of the pandemic, the good service management is the most important factor for them to survive during this difficult moment of business time. The item handling disputes with a range of 3.05% which interpreted as moderately satisfied, show that food delivery company have weaker or rarely responses on guests and riders' conflict or dispute to whatever unsettlement or problems in food order should arise.

According to The PZB model, the company's operator must determine the deficiency in service quality. The OFD industry is committed to helping clients provide food delivery services. As the business has grown rapidly in recent years, many customers have been interested in the industry's service quality. Customers write questions regarding products, providing accurate and prompt answers plays an important role in the direct connection to a sale. At the moment, e-commerce websites usually respond in one of two ways. Under the first approach, an operator responds to questions posted by customers directly from the website. Since the product's operator writes it, clients may rely on accurate and trustworthy responses. Nevertheless, there is a waiting period before the response is given because this service is only available during customer service hours. Furthermore, because of the wide fluctuations in response times, clients find it challenging to anticipate when they will receive the response. Customers must therefore typically check the website from time to time to see if the operator has answered their question. Customers' loyalty to the mall will decline and, in the worst-case scenario, they may quit if the response is delayed.

Additionally, there is a drawback in that expenses, such as those for training the individuals in charge, are incurred, given that the expertise and knowledge of the person in charge has a significant impact on the quality of customer service (Guo & Niu, 2007). Using a chatbot, which generates answers on its own when users ask it questions, is the second way to provide answers. This method can respond rapidly, no matter what time of day it operates.

Table 5
Level of Satisfaction by the Customers in Terms of Reliable Ordering System

Indicators	**Weighted Mean**	**Description**
User-Friendly App	3.70	Highly Satisfied
Real-time Tracking	3.70	Highly Satisfied
Aggregate Mean	**3.70**	**Highly Satisfied**

The area of reliable ordering system received the highest rating of *highly satisfied* for all factors namely, user friendly app and real-time tracking with both range of 3.70%. This means that to the respondents the application is very user friendly and is easily received by the riders. In addition, it shows how easy and convenient for customers to use the app with no technical problems and quick access when ordering food and beverage to a particular food delivery app.

According to Hirschberg et al. (2016) We anticipate rising penetration rates of customers using food delivery apps. Eventually, when the market develops further attaining 65 percent annually of its users. The benefit of internet purchasing and the explanations behind the expansion of the meal delivery app market is convenience, easier to use menu substantial savings, hassle-free, etc.

In addition, due to the widespread use of smartphones and easy access to the Internet, meal delivery services have experienced a significant surge in popularity. Additionally, ordering food online saves clients a ton of time, and businesses are finding it easier to reach new customers by using meal delivery services. Moreover, meal delivery apps help restaurants meet the demands and expectations of their ever expanding clientele.

Table 6
Summary of Level of Satisfaction

Indicators	**Weighted Mean**	**Description**
Riders' Satisfaction	3.35	Highly Satisfied
Cost Satisfaction	3.13	Moderately Satisfied
Customer Complaints	3.16	Moderately Satisfied
Reliable Ordering System	3.70	Highly Satisfied
Grand Mean	**3.70**	**Highly Satisfied**

In summary, the respondents considered riders' satisfaction with a range of 3.35% and reliable ordering system with a range of 3.70% as *highly satisfied*. This means that most of the respondents are *very satisfied* on this aspect of the delivery application. The cost satisfaction with a range of 3.13% and handling of customer complaints with a range of 3.16% were interpreted as moderately satisfied. This means that the food service delivery is not keen on focusing on lowering its cost and handling customer complaints as this is during the pandemic and their efforts are more focused on surviving the pandemic.

According to Sjahroeddin (2018), the swift advancement of food delivery has resulted in modifications to individuals' lifestyles. FDA, or food delivery applications, are currently popular in the industry. People are ordering meals online more than ever during the covid-19 pandemic because they are more concerned about sanitation and health safety. FDA permits patrons to select items from menus, place restaurant orders, and have meals delivered to their residences (Pigatto et al., 2017). Customers can conveniently purchase food through mobile applications by utilizing the FDA. In addition to food ordering, FDA provides other services such order tracking, food delivery monitoring, merchant communications, and payment processing. As a result of restaurant operators' growing adoption of technological advancements that create new avenues for meeting client demand for food goods, third parties now have more options to enter the food delivery market by acting as middlemen between restaurants and patrons.

In addition, restaurants have always looked for ways to increase productivity, profits, and client connections. The restaurant business has been concentrating more on the food delivery market during the last ten years (Kimes, 2011).

Table 7
Test of Hypothesis on the Age of the Respondents and their assessment on the Food Delivery Application

Paired Variables	Computed Chi-Square	df	Cramer's V	P-Values	Decision on Ho	Interpretation
Age and Riders' Satisfaction	34.487	6	0.415	0.000	Reject Ho	Significant Relationship
Age and Cost Efficiency	8.532	6	0.207	0.202	Accept Ho	No Significant Relationship
Age and Discounts and Coupons	25.185	6	0.355	0.000	Reject Ho	Significant Relationship
Age and Customer Complaints	25.185	6	0.355	0.000	Reject Ho	Significant Relationship
Age and Food App	8.532	6	0.207	0.202	Accept Ho	No Significant Relationship

*P is significant at $\alpha \leq 0.05$

To determine the existence of a significant relationship between the age of respondents and the satisfaction of the Food App, a chi-square test of independence was computed. The results revealed that there is a significant relationship between the age and the riders' satisfaction. This comes from the p value of 000. The p value of 000 is much lesser that of .05. Thus, the null hypothesis is rejected. This means that the age of the respondents can truly affect the satisfaction of the riders. This is supported by the fact that the maximum age bracket of the respondents is between 20 to 26 years old. This age group are very familiar and knowledgeable in ordering using a food app thereby helping in the satisfaction of the riders since they can easily communicate and connect with each other.

The items between the age and discount coupons and customer complaints also have a significant relationship. This comes from the p value of 000. The p value of 000 is much lesser than that of .05. Thus, the null hypothesis is rejected. Again, this proves that age can really affect the discount coupons since they are the ones who know how to redeem them and can also be knowledgeable in making complaints to the delivery application.

In between the age of the respondents and cost satisfaction, the result showed that there is no significant relationship. This comes from the p value of .202. The p value of .202 is much higher than that of .05. Thus, the null hypothesis is accepted. This means that regardless of age respondents, cost efficiency would not be a factor.

However, there is no significant relationship between the age of the respondents and their assessment of cost efficiency, discounts and coupons, customer complaints, and the overall efficiency of the food app. A p value of .202 is much higher than that of .05. Thus, the null hypothesis is rejected. This means overall, the profile of the respondents in terms of age cannot affect their assessment of the food delivery application. Thus, the null hypothesis is accepted.

According to Alrousan & Jones (2016) E-commerce has surpassed its traditional definition. Because they may purchase whenever they want and from the comfort of their homes, consumers choose e-commerce platforms. The growth of internet shopping means that customers may choose from an almost infinite variety of goods and services, with the added benefits of quick delivery, real-time interactive communication, and product customization. Although the food industry is a saturated market, in order to stay competitive, shops have started offering more online services. However, previous studies have primarily looked at how consumers feel about. Food is a low-involvement product, consumers rarely recollect its expenses. This shows that consumers make logical decisions regarding food costs at the moment, taking past transactions into account, which is startling (Monroe 2011).

Table 8
Test of Hypothesis on the Gender of the Respondents and their Assessment on the Food Delivery Application

Paired Variables	Computed Chi-Square	df	Cramer's V	P-Values	Decision on Ho	Interpretation
Gender and Rider Satisfaction	8.173	2	0.286	0.017	Reject Ho	Significant Relationship
Gender and Cost Satisfaction	4.762	2	0.218	0.092	Accept Ho	No Significant Relationship
Gender and Discounts and Coupons	12.682	2	0.356	0.002	Reject Ho	Significant Relationship
Gender and Customer Complaints	12.682	2	0.356	0.002	Reject Ho	Significant Relationship
Gender and Food App	4.762	2	0.218	0.092	Accept Ho	No Significant Relationship

*P is significant at $\alpha < 0.05$

There is a significant relationship detected between the gender of the respondents and their assessment of the satisfaction of the Food App in terms of riders, discounts and coupons, and handling customer complaints. The p-value showed .017, .002 and .002, respectively. These figures are much lower than .05 thus the null hypothesis is rejected. This means that the gender of the respondents can affect the satisfaction of the riders, discount and coupons and handling of customer complains. However, there is no association between the gender of the respondents the efficiency of the riders, and the overall efficiency of the Food App. A total p value of .092 is much higher than a p value of .05, thus, the null hypothesis is rejected. This means that a gender of a customer cannot affect the overall assessment of a food delivery application.

According to Faqih & Jaradat (2015) extant literature corroborates that the consumption habits and intentions are particularly affected by demographic features, especially gender. Specifically, marketing research has examined in great detail how gender functions as a social construct that has the power to dramatically affect consumer behavior.

Furthermore, some research has examined the impact of gender on customers' intentions and behaviors by concentrating on the OFDS. Notably, Hwang & Kim (2019) discovered by concentrating on green consumption that gender moderates the association between consumers' attitudes on using drone food delivery services and their intentions to spread the word. Specifically, it has been discovered that the male group's route coefficient is larger than the female group's.

Table 9
Test of Hypothesis on the Highest Educational Attainment of the Respondents and their Assessment on the Food Delivery Application

Paired Variables	Computed Chi-Square	df	Cramer's V	P-Values	Decision on Ho	Interpretation
Highest Educational Attainment and Rider Satisfaction	23.268	6	0.341	0.001	Reject Ho	Significant Relationship
Highest Educational Attainment and Cost Satisfaction	22.336	6	0.334	0.001	Reject Ho	Significant Relationship
Highest Educational Attainment and Handling of Customer Complaints	32.93	6	0.406	0.000	Reject Ho	Significant Relationship

Highest Educational Attainment and Food App	22.336	6	0.334	0.001	Reject Ho	Significant Relationship

*P is significant at $\alpha < 0.05$

The results revealed that the highest educational attainments of the respondents are related to their assessment of the satisfaction of the riders, cost, and handling of customer complaints. An overall p value of .001 is significantly lower than a p value of .05. This the null hypothesis is rejected. This means that the educational attainment of the respondents can truly affect their assessment of the food delivery application. Education thus plays a major role in assessing a food delivery application. This is due the fact that most educated people can easily detect anomalies and mistakes of food delivery applications.

According to Hashem (2020) stated that the increase in internet buying is a result of the covid-19 epidemic. Moreover, Nguyen et al.'s empirical research revealed a noteworthy effect of situational influence (Covid-19) on consumer behavior. Additionally, the results of the PLS multi-group analysis provide an explanation for the variations among the groups in the connections between the variables. There are two primary ways in which the gender group disparities are exhibited. First, the results show that consumers' intentions to employ OFDO services are strongly and favorably influenced by optimism and inventiveness. The male subgroup was more affected by these factors. Second, the findings suggest that the female subgroup is more susceptible to the negative impacts of uneasiness and insecurity. Research has shown that men are more likely than women to possess advanced technological abilities, be tech-savvy, and be less afraid to use electronics. Men with higher levels of self-confidence are more eager to accept new technology devices than women.

Furthermore, there are two primary variables that primarily illustrate the disparities in education and economic groups. The results showed that the high income and high education subgroups had stronger effects of optimism and innovativeness. However, those with lower incomes and levels of education experience more instability and discomfort. The degree of education attained has also been regarded as a critical determinant of customers' willingness to accept new technology. It has been discovered that those with lower levels of education possess less sophisticated cognitive abilities, which may limit their capacity to pick up new technologies. The results of a prior study by Porter and Donthu (2006) showed that perceived internet usability was positively correlated with educational attainment. In a comparable way, consumers with higher incomes are more likely to embrace new technology and are confident in their ability to do so, whereas people with lower incomes tend to be resistant to it. They think technology has a greater influence on their private life than they do. They are therefore less inclined to adopt new technology. Income is therefore regarded as an inhibitor.

VI. CONCLUSIONS

This study concludes that the profile of food delivery app users significantly influences their level of operational satisfaction, particularly in terms of app accessibility and perceived benefits. This finding supports the Expectancy-Disconfirmation Theory, which posits that customer satisfaction is shaped by the comparison between prior expectations and actual service performance. Users with varying demographic characteristics tend to form different expectations, which in turn affect how they evaluate the performance of the food delivery application. Moreover, the results revealed that respondents are highly satisfied with riders' performance and the reliability of the ordering system. This indicates that when service delivery meets or exceeds customer expectations, positive disconfirmation occurs, leading to higher satisfaction levels. The findings also align with the Theory of Negativity, suggesting that minimizing service failures—particularly in delivery and system reliability—helps prevent negative perceptions and enhances the overall customer experience. Additionally, the Attribution Theory explains that customers attribute efficient service delivery to the competence of the provider, further reinforcing satisfaction and trust.

Overall, the study affirms that operational efficiency, particularly in service delivery and system reliability, plays a crucial role in achieving customer satisfaction in the food delivery industry. In this regard, future researchers are encouraged to explore other dimensions of operational satisfaction, particularly cost satisfaction and the handling of customer complaints, as these may further influence customer perceptions and overall satisfaction. Food delivery companies are likewise encouraged to adopt the proposed action plan to enhance operational satisfaction and ensure that service performance consistently meets or exceeds customer expectations. Furthermore, service providers should continuously improve delivery efficiency, system reliability, and customer service responsiveness to sustain positive customer experiences and minimize negative disconfirmation.

VII. ACKNOWLEDGMENT

Firstly, the researcher would like to firmly express his sincere gratitude to his parents especially to his supportive Mom **Maricel U. Labuga,** who have been a big help to his studies financially during the Covid-19 pandemic.

To **Dr. Rene D. Osorno** and **Dr. Grayfield T. Bajao**, his thesis advisers and faithful companions towards the success of this study. To **Dr. Richie Montebon** for his guidance and unwavering support. His sincerest gratitude to all of them for being an approachable and humble teacher for guiding;

To **Dr. Victoria S. Amadora**, Dean, College of Hospitality Management of UC Main Campus, for helping and convincing him to pursue this degree and for being his second Mom since his college years to University of Cebu;

To **UC Graduate School Department** and to **Dr. Yolanda C. Sayson**, the Dean of the Graduate School, for her spirited support and encouragement for her students to finish their master's journey; to the whole UC community, for the love and knowledge that molded him to become professionally strong and for contributing to the success of his academic journey since his undergraduate level; and

To God who is never tired of his cries and prayers. All glory and honor are to God for all the favors and miracles He has given him especially His Grace of Mercy and His instruments that He sent him to continue living the life with positivism.

Firstly, the researcher would like to express his heartfelt gratitude to his parents, especially to his supportive mother, Mrs. Maricel U. Labuga, who has been a great source of financial and emotional support throughout his studies, particularly during the COVID-19 pandemic.

The researcher also extends his sincere appreciation to Dr. Rene D. Osorno and Dr. Grayfield T. Bajao, his thesis advisers, for their dedication toward the successful completion of this study. Likewise, special thanks are given to Dr. Richie Montebon for his invaluable guidance and unwavering support. The researcher is deeply grateful to all of them for being approachable, humble, and inspiring mentors.

Gratitude is also extended to Dr. Victoria S. Amadora, Dean of the College of Hospitality Management at the University of Cebu – Main Campus, for her encouragement in pursuing this degree and for being a second mother to the researcher since his college years.

The researcher likewise acknowledges the University of Cebu Graduate School, especially Dr. Yolanda C. Sayson, Dean of the Graduate School, for her enthusiastic support and motivation that encouraged students to complete their master's journey. Appreciation is also given to the entire UC community for the knowledge, values, and experiences that shaped the researcher into a competent professional and contributed to the success of his academic journey since his undergraduate years.

Above all, the researcher offers his deepest gratitude to God, who never tires of hearing his prayers. All glory and honor are given to Him for the countless blessings, guidance, and grace that sustained the researcher and allowed him to persevere with faith and positivity.

REFERENCE

Books

1. Bandura, A. (2023). Cultivate self-efficacy for personal and organizational effectiveness. *Principles of organizational behavior: The handbook of evidence-based management* (3rd ed., pp. 113-135). Wiley Online Library.
2. Grigoroudis, E. & Yannis S. (2009). Basic methodological approaches. In *Customer satisfaction evaluation*. Boston, MA: Springer US.
3. Grigoroudis, E. & Yannis S. (2010). *Customer satisfaction evaluation*. Boston, MA: Springer US.
4. Grigoroudis, E. & Yannis S. (2009). *Customer satisfaction evaluation*. Boston, MA: Springer US.
5. Hill, N., Roche, G. & Allen, R. (2007). *Customer satisfaction: The customer experience through the customer's eyes*. Cogent Publishing Ltd.
6. Hirschberg, C., Rajko, A., Schumacher, T. & Wrulich, M. (2016). *The changing market for food delivery*. McKinsey
7. Hoyer, W. D. & MacInnis, D. J. (2001). *Consumer behaviour* (2nd ed). Boston: Houghton Mifflin Company.
8. Kou, W. (Ed.). (2013). *Payment technologies for e-commerce*. Springer Science & Business Media.

9. Mohammadhossein, N. Ahmad, M. N. Zakaria, N. H. & Goudarzi, S. (2015). A study towards the relation of customer relationship management customer benefits and customer satisfaction. In *marketing and consumer behavior: Concepts, methodologies, tools, and applications,* 1268-1287. IGI Global Scientific Publishing.
10. Monroe, K. B. (2011). Some personal reflections on pricing research. In *Review of marketing research: Special issue–marketing legends* (pp. 209-241). Emerald Group Publishing Limited.
11. Weiner, B. (1985). Attribution theory. In *Human motivation* (pp. 275-326). New York, NY: Springer New York.

Periodicals/Journals

12. Aga, M. & Safakli, O. V. (2007). An empirical investigation of service quality and customer satisfaction in professional accounting firms: Evidence from North Cyprus. *Problems and Perspectives in Management, 5*(3), 84-98.
13. Afzal, F., Mahmood, K., Sherazi, S. M. R., Sajid, M. & Hassan, M. (2013). Effect of human resource planning on organizational performance of telecom sector. *Information and Knowledge Management, 3*(2), 173-182.
14. Ali, S., Khalid, N., Javed, H. M. U. & Islam, D. M. Z. (2020). Consumer adoption of online food delivery ordering (OFDO) services in Pakistan: The impact of the Covid-19 pandemic situation. *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(1), 10.
15. Al-Marri, K., Moneim M. Baheeg Ahmed, A. & Zairi, M. (2007). Excellence in service: An empirical study of the UAE banking sector. *International Journal of Quality & Reliability Management, 24*(2), 164-176.
16. Alrousan, M. K. & Jones, E. (2016). A conceptual model of factors affecting e-commerce adoption by SME owner/managers in Jordan. *International Journal of Business Information Systems*, *21*(3), 269-308.
17. Anderson, C. J. (2003). The psychology of doing nothing: Forms of decision avoidance result from reason and emotion. *Psychological Bulletin*, *129*(1), 139.
18. Anderson, E. (2010). Cross-category variation in customer satisfaction and retention. *Marketing Letters*, *5*, 19-30.
19. Annaraud, K. & Berezina, K. (2020). Predicting satisfaction and intentions to use online food delivery: What really makes a difference? *Journal of Foodservice Business Research*, *23*(4), 305-323.
20. Aronson, P. (2003). Feminist or "post-feminist"? Young women's attitudes toward feminism and gender relations. *Gender & Society*, *17*(6), 903- 922.
21. Aronson, J. & Smith, K. (2010). Managing restructured social services: Expanding the social? *British Journal of Social Work*, *40*(2), 530-547.
22. Aslam, H., Blome, C., Roscoe, S. & Azhar, T. M. (2018). Dynamic supply chain capabilities: How market sensing, supply chain agility and adaptability affect supply chain ambidexterity. *International Journal of Operations & Production Management*, *38*(12), 2266-2285.
23. Banerjee, A Chandrasekhar, A. G., Duflo, E. & Jackson, M. O. (2019). Using gossips to spread information: Theory and evidence from two randomized controlled trials. *The Review of Economic Studies*, *86*(6), 2453-2490.
24. Barczak, G. (2015). Publishing qualitative versus quantitative research. *J. Prod. Innov. Manage., 5*(32), 658.
25. Bartik, A.W., Bertrand, M., Cullen, Z. B., Glaeser, E. L., Luca, M. & Stanton, C. T. (2020). *How are small businesses adjusting to Covid-19? Early evidence from a survey.* Working Paper 26989. National Bureau of Economic Research, Cambridge, MA.
26. Brakus, A., Đoković, G. & Zdravković, J. (2018). Marketing concept and customer satisfaction. *Leadership & Management: Integrated Politics of Research and Innovations*, 652.
27. Bunarunraksa, P. & Nuangjamnong, C. (2022). Factors affecting customer satisfaction with online food delivery application during the Covid-19 outbreak in Bangkok: A case study of top three applications. *International Multidisciplinary Journal, 2*, 48-61.

28. Cai, R. & Chi, C. G. Q. (2018). The impacts of complaint efforts on customer satisfaction and loyalty. *The Service Industries Journal*, *38*(15-16), 1095-1115.
29. Carlsmith, J. M., & Aronson, E. (1963). Some hedonic consequences of the confirmation and disconfirmation of expectances. *The Journal of Abnormal and Social Psychology, 66*(2), 151-156.
30. Chang, Y. H. & Yeh, C. H. (2003). A survey analysis of service quality for domestic airlines. *Quality Control and Applied Statistics*, *48*(1), 91-92.
31. Chellappa, R. K., & Pavlou, P. A. (2002). Perceived information security, financial liability and consumer trust in electronic commerce transactions. *Logistics Information Management, 15*(5/6), 358-368.
32. Cheng, Y. M. He, H. Y. & Gui, Y. M. (2009). The customer satisfaction matrix: A method to analyze, evaluate and improve customer satisfaction. In *2009 International Conference on Management and Service Science* (pp. 1-4). IEEE.
33. Dirsehan, T. & Cankat, E. (2021). Role of mobile food-ordering applications in developing restaurants' brand satisfaction and loyalty in the pandemic period. *Journal of Retailing and Consumer Services*, *62*, 102608.
34. Dobre, O. A., Abdi, A., Bar-Ness, Y. & Su, W. (2005, April). Blind modulation classification: A concept whose time has come. *IEEE/Sarnoff Symposium on Advances in Wired and Wireless Communication,* 223-228.
35. Dubé, J. P., Fang, Z., Fong, N. & Luo, X. (2017). Competitive price targeting with smartphone coupons. *Marketing Science*, *36*(6), 944-975.
36. Edwards, J. R. (2001). Ten difference score myths. *Organizational Research Methods, 4*(3), 265-287.
37. Fakfare, P. (2021). Influence of service attributes of food delivery application on customers' satisfaction and their behavioural responses: The IPMA approach. *International Journal of Gastronomy and Food Science, 25,* 100392.
38. Faqih, K. M. & Jaradat, M. I. R. M. (2015). Assessing the moderating effect of gender differences and individualism-collectivism at individual-level on the adoption of mobile commerce technology: TAM3 perspective. *Journal of Retailing and Consumer Services*, *22*, 37-52.
39. Fan, Z. J. & Jiang, Z. L. (2012). Integrated quantitative analysis of customer satisfaction based on Kano's model. *Applied Mechanics and Materials*, *224*, 358-361.
40. Francioni, B., Curina, I., Hegner, S. M. & Cioppi, M. (2022). Predictors of continuance intention of online food delivery services: Gender as moderator. *International Journal of Retail & Distribution Management, 50*(12), 1437-1457.
41. Gössling, S., Scott, D. & Hall, C. M. (2020). Pandemics, tourism and global change: A rapid assessment of Covid-19. *Journal of Sustainable Tourism, 29* (1), 1-20.
42. Guo, Y. C. & Niu, D. X. (2007, August). A knowledge-based intelligent system for power customer service management. In *2007 International Conference on Machine Learning and Cybernetics, 5,* 2925-2930. IEEE. https://ieeexplore.ieee.org/abstract/document/4370648.
43. Gursoy, D. & Swanger, N. (2007). Performance-enhancing internal strategic factors and competencies: Impacts on financial success. *International Journal of Hospitality Management*, *26*(1), 213-227.
44. Haider, G. (2014). Attribution theory and L2 writing processes: Results and implications. *International Journal of English and Education, 3*(02), 436-446.
45. Halaweh, M. (2017, May). Intention to adopt the cash on delivery (COD) payment model for E-commerce transactions: An empirical study. In *IFIP International Conference on Computer Information Systems and Industrial Management* (pp. 628-637). Cham: Springer International Publishing.
46. Han J., Li J. & Fan W. (2010). Customer lifetime value model based on customer satisfaction. In *2010 2nd International Conference on Information Science and Engineering (ICISE)*. IEEE.
47. Harvey, J. H. & Weary, G. (1984). Current issues in attribution theory and research. *Annual Review of Psychology*, *35*(1), 427-459.
48. Hashem, T. N. (2020). Examining the influence of Covid-19 pandemic in changing customers' orientation towards e-shopping. *Modern Applied Science*, *14*(8), 59-76.
49. Hassan, S. & Shamsudin, M. F. (2019). Measuring the effect of service quality and corporate image on student satisfaction and loyalty in higher learning institutes of technical and vocational education and training. *International Journal of Engineering and Advanced Technology*, *8*(5), 533-538.
50. He, K., Song, L., Cummings, L. W., Goldman, J., Huganir, R. L. & Lee, H. K. (2009). Stabilization of Ca2+-permeable AMPA receptors at perisynaptic sites by GluR1-S845 phosphorylation. *Proceedings of the National Academy of Sciences*, *106*(47), 20033-20038.

51. Hwang, J. & Kim, H. (2019). Consequences of a green image of drone food delivery services: The moderating role of gender and age. *Business Strategy and the Environment*, *28*(5), 872-884.
52. Ismail, I., Haron, H., Nasir Ibrahim, D. & Mohd Isa, S. (2006). Service quality, client satisfaction and loyalty towards audit firms. *Managerial Auditing Journal, 21*(7), 738-756.
53. Jayasundara, C., Ngulube, P. & Minishi-Majanja, M. K. (2009). A theoretical model to predict customer satisfaction in relation to service quality in selected university libraries in Sri Lanka. *South African Journal of Libraries and Information Science*, *75*(2), 179-194.
54. Jiang, L. A., Yang, Z. & Jun, M. (2013). Measuring consumer perceptions of online shopping convenience. *Journal of Service Management*, *24*(2), 191-214.
55. Khan, M. M. & Fasih, M. (2014). Impact of service quality on customer satisfaction and customer loyalty: Evidence from banking sector. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, *8*(2), 331-354.
56. Kim, E., Yoon, H., Lee, J. & Kim, M. (2022). Accurate and prompt answering framework based on customer reviews and question-answer pairs. *Expert Systems with Applications*, *203*, 117405.
57. Kimes, S. E. (2011). The current state of online food ordering in the US restaurant industry. *Cornell Hospitality Report, 11(*17).
58. Lin, W. B. (2010). Service recovery expectation model–from the perspectives of consumers. *The Service Industries Journal*, *30*(6), 873-889.
59. Li, C., Mirosa, M. & Bremer, P. (2020). Review of online food delivery platforms and their impacts on sustainability. *Sustainability*, *12*(14), 5528.
60. Mehrolia, S., Alagarsamy, S. & Solaikutty, V. M. (2021). Customers response to online food delivery services during Covid-19 outbreak using binary logistic regression. *International Journal of Consumer Studies*, *45*(3), 396-408.
61. Montebon, R. L., & Bachanicha, R. M. (2018). Assessment of the Student Satisfaction on the Consultation Program. *JPAIR Institutional Research Journal*, *11*(1), 1-1.
62. Moore, D. V. (2022). Predatory pricing, network effects, and the food delivery industry: A case study. *N. Ky. L. Rev*, *49*, 93.
63. Müller, J. M., Buliga, O. & Voigt, K. I. (2018). Fortune favors the prepared: How SMEs approach business model innovations in industry 4.0. *Technological Forecasting and Social Change*, *132*, 2-17.
64. multidimensional scale', Psychology and Marketing, vol. 17, no. 5, pp. 369–86
65. Nawangwulan, I. M., Anantadjaya, S. P., Widayatmoko, D. & Seancho, W. (2012). Consumer behaviors and customer satisfaction: Any value created? *Society of Interdisciplinary Business Research*, *1*(1).
66. Nuradyani, A. L., Aslamiyah, S. B., Chairuddin, I. & Lestari, R. (2021). The effect of punctuality and security of goods on customer satisfaction with sicepat delivery service (Case study of sicepat customers in Bekasi during the Covid-19 pandemic). *Advances in Transportation and Logistics Research*, *4*, 1068-1076.
67. Oliver, R. L. & Bearden, W. O. (1985). Disconfirmation processes and consumer evaluations in product usage. *Journal of Business Research*, *13*(3), 235-246.
68. Oliver R. L. & DeSarbo, W. S. (2008). Response determinants in satisfaction judgment. *Journal of Consumer Research, 14,* 495- 507.
69. Osaili, T. M., Al-Nabulsi, A. A., Taybeh, A. O., Cheikh Ismail, L. & Saleh, S. T. (2023). Healthy food and determinants of food choice on online food delivery applications. *Plos One*, *18*(10), e0293004.
70. Pal, D., Funilkul, S., Eamsinvattana, W. & Siyal, S. (2022). Using online food delivery applications during the Covid-19 lockdown period: What drives university students' satisfaction and loyalty? *Journal of Food Service Business Research*, *25*(5), 561-605.
71. Pal, R., Torstensson, & H. Mattila, H. (2014). Antecedents of organizational resilience in economic crises—An empirical study of Swedish textile and clothing SMEs. *Int. J. Prod. Econ., 147,* 410–428.
72. Pandey, N. & Pal, A. (2020). Impact of digital surge during Covid-19 pandemic: A viewpoint on research and practice. *International Journal of Information Management*, *55*, 102171.
73. Pavlou, P. A., Liang, H. & Xue, Y. (2007). Understanding and mitigating uncertainty in online exchange relationships: A principal-agent perspective. *MIS Quarterly*, 105-136.
74. Peyton, R. M., Pitts, S. & Kamery, R. H. (2003). Consumer satisfaction/dissatisfaction (CS/D): A review of the literature prior to the 1990s. In *Allied Academies International Conference. Academy of Organizational Culture, Communications and Conflict Proceedings, 8*(2), 42.

75. Pigatto, G., Machado, J. G. D. C. F., Dos Santos Negreti, A. & Machado, L. M. (2017). Have you chosen your request? Analysis of online food delivery companies in Brazil. *British Food Journal*, *119*(3), 639-657.
76. Porter, C. E. & Donthu, N. (2006). Using the technology acceptance model to explain how attitudes determine Internet usage: The role of perceived access barriers and demographics. *Journal of Business Research*, *59*(9), 999-1007.
77. Ramesh, R., Prabhu, S. V., Sasikumar, B., Devi, B. K., Prasath, P. & Kamala, S. P. R. (2023). An empirical study of online food delivery services from applications perspective. *Materials Today: Proceedings*, *80*, 1751-1755.
78. Rezaei, J., Nispeling, T., Sarkis, J. & Tavasszy, L. (2016). A supplier selection life cycle approach integrating traditional and environmental criteria using the best worst method. *Journal of Cleaner Production*, *135*, 577-588.
79. Saad, A. T. (2021). Factors affecting online food delivery service in Bangladesh: An empirical study. *British Food Journal*, *123*(2), 535-550.
80. Saleem, S. M. U. Taib, C. A. Ikram, M. & Mehmood, W. (2024). A comprehensive analysis of service quality: A systematic literature review. *Total Quality Management & Business Excellence*, *35*(9-10), 1124-1166.
81. Salancik, G. R. & Pfeffer, J. (2002). Uncertainty, secrecy, and the choice of similar others. *Social Psychology*, 246-255.
82. See-Kwong, G., Soo-Ryue, N. G., Shiun-Yi, W. & Lily, C. (2017). Outsourcing to online food delivery services: Perspective of F&B business owners. *Journal of Internet Banking and Commerce*, *22*(2).
83. Shamsuddin, A., Ganesan, T. K., Rosli, N. S. D. C., Mathaven, V. K. & Zawari, M. Z. (2018). Factors influence graduates in becoming entrepreneurs among accounting students in Malaysian University. *International Journal of Business, Economics and Law*, *15*(4), 87-98.
84. Sjahroeddin, F. (2018, October). The role of ES-Qual and food quality on customer satisfaction in online food delivery service. In *Prosiding Industrial Research Workshop and National Seminar, 9(*23*),* 551-558.
85. Suhartanto, D., Helmi Ali, M., Tan, K. H., Sjahroeddin, F. & Kusdibyo, L. (2019). Loyalty toward online food delivery service: The role of e-service quality and food quality. *Journal of Foodservice Business Research*, *22*(1), 81-97.
86. Sulaiman, S. M. (2018). Customer relationship management, customer satisfaction and its impact on customer loyalty. In *Proceedings of the 7th International Conference on Multidisciplinary Research* (pp. 692-698). SCITEPRESS-Science and Technology Publications.
87. Sun, P. (2019). Digital labor within the logic of algorithms: A study of food delivery workers in platform economy. *Thinking*, *45*(6), 50-57.
88. Sweeney, J. C., Hausknecht, D. & Soutar, G. N. (2000). Measuring cognitive dissonance: A multidimensional scale. *Psychology and Marketing*, *17*(5), 369-386.
89. Taylor, S. A. & Baker, T. L. (2016). An assessment of the relationship between service quality and customer satisfaction in the formation of consumers' purchase intentions. *Journal of Retailing*, *70*(2), 163-178.
90. Tech, J. E. T. (2020). The influence of online food delivery service quality on customer satisfaction and customer loyalty: The role of personal innovativeness. *Journal of Environmental Treatment Techniques*, *8*(1), 6-12.
91. Traynor, M., Bernard, S., Moreo, A. & O'Neill, S. (2022). Investigating the emergence of third-party online food delivery in the US restaurant industry: A grounded theory approach. *International Journal of Hospitality Management, 107,* 103299.
92. Tzeng, S. Y., Ertz, M., Jo, M. S. & Sarigöllü, E. (2021). Factors affecting customer satisfaction on online shopping holiday. *Marketing Intelligence & Planning*, *39*(4), 516-532.
93. Venkatesan, R. & Farris, P. W. (2012). Measuring and managing returns from retailer-customized coupon campaigns. *Journal of Marketing*, *76*(1), 76-94.
94. Venkatesh, V. & Goyal, S. (2010). Expectation disconfirmation and technology adoption: Polynomial modeling and response surface analysis. *MIS Quarterly*, 281-303.
95. Wang, Y. & Zhao, P. (2009). Return on satisfaction: Is customer satisfaction really profitable? In *2009 6th International Conference on Service Systems and Service Management,* (pp. 387-391). IEEE.
96. Williams, P. & Naumann, E. (2011). Customer satisfaction and business performance: A firm-level analysis. *Journal of Services Marketing*, *25*(1), 20-32.

97. Yoon, D. J., Muir, C. P., Yoon, M. H. & Kim, E. (2022). Customer courtesy and service performance: The roles of self-efficacy and social context. *Journal of Organizational Behavior*, *43*(6), 1015-1037.
98. Yüksel, A. & Yüksel, F. (2002). Market segmentation based on tourists' dining preferences. *Journal of Hospitality & Tourism Research*, *26*(4), 315-331.
99. Zannrni, E., Al-salami, Q. & El-Zelawi, F. (2023). Customer satisfaction on online shopping service quality during Covid-19 spreading. In *erence onth International Conf4 AdministrativeFinancial & ,Sciences* (pp. 14-22). Cihan University-Erbil.
100. Zeelenberg, M. & Pieters, R. (2007). A theory of regret regulation 1.0. *Journal of Consumer Psychology*, *17*(1), 3-18.

Unpublished Materials

101. Davis, G. S. (2003). *Customer satisfaction for professional services group, Inc.: Development of an online customer satisfaction survey.* Doctoral Dissertation, University of Wisconsin--Stout.
102. Hutagaol, D. C. & Erdiansyah, R. (2020, May). *The effect of service quality, price, customer satisfaction on customer loyalty of airAsia customers*. In Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2019) 356-362. Atlantis Press.
103. Nicolaou, D. (2007). *An holistic customer satisfaction model.* Doctoral Dissertation, University of Warwick.
104. Parodi, V. (2022). *Customer satisfaction data driven analysis*. Doctoral Thesis, Università Degli Studi Di Genova.
105. Priporas, C. V. A. (2002). *Store image and customer satisfaction.* Doctoral Dissertation, Newcastle University.
106. Simpson, E. P. (2006). *Examining employee satisfaction, customer service and customer satisfaction in a retail banking organization*. Thesis, University of North Texas.
107. Thakural, P. (2021). *Study to examine how the lifetime value and buying behavior of customer is affected by the huge discounts offered by online food delivery*. Doctoral dissertation, Delhi Technological University.
108. Vuniq, V., Maida, K. & Medeleine, B. (2011). *Customer satisfaction online banking*. Thesis, Internationella Handelshögskolan, Högskolan i Jönköping, IHH, Entreprenörskap, Marknadsföring, Management (EMM).

Internet Sources

109. Maras, E. (2019). Third-party delivery forces tough decisions for restaurants. Retrieved December 09, 2023 from https://www.fastcasual. com/articles/third-party-delivery-forces-toughdecisions-for-restaurants.
110. World Health Organization [WHO]. (2020). Covid-19 Weekly Epidemiological Update. Retrieved December 09, 2023 from https://covid19.who.int/ region/searo/Country/id.