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Digital Marketing Strategies for Enhancing Customer Engagement: Unpacking the Mediating Effect of Service Quality

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Abstract. The hospitality industry has faced considerable challenges in its global advertising endeavors, which are predominantly attributable to the problem of expensive expenses. Conventional commercial communication channels, including television and radio, seem to accrue substantial costs without successfully reaching the intended audience, resulting in unsatisfactory results. This study investigates the mediating role of service quality in the relationship between digital marketing strategies and customer engagement within the context of the restaurant industry in Cyprus. With the increasing adoption of digital channels and evolving consumer behavior, restaurants are seeking effective marketing strategies to enhance customer engagement and loyalty. However, the potential influence of service quality as a mediator in this relationship has been relatively unexplored, particularly in the unique context of the Cypriot hospitality industry.

Employing a quantitative approach and structural equation modeling, this research examines data collected from 200 respondents, including managers and staff members of top-rated restaurants in Cyprus. The findings reveal a significant positive relationship between digital marketing strategies and customer engagement, with service quality partially mediating this relationship. Specifically, wellexecuted digital marketing strategies contribute to improved service quality perceptions, which subsequently foster higher levels of customer engagement. The study contributes to the existing literature by providing empirical evidence of the interplay between digital marketing strategies, service quality, and customer engagement within the restaurant industry. The findings underscore the importance of integrating digital marketing efforts with consistent delivery of high-quality services to enhance customer engagement and loyalty. Theoretical and practical implications for restaurant operators and marketers in Cyprus and broader hospitality contexts are discussed, highlighting the need for a holistic approach that combines effective digital marketing tactics with a customercentric service philosophy.

Keywords: Service Quality, mediation analysis, Digital marketing Strategy, Customer engagement, Cyprus Restaurant.

1. Introduction

The evolution of commerce has transformed the nature of business throughout history. In contemporary times, the rapid advancement of computer and Internet technology has expedited this transformation. The illustration indicates that e-business has facilitated the emergence of novel categories of enterprises and novel opportunities for growth for pre-existing ones(Henry, 2022). These enterprises have modified their marketing strategies to align with and capitalize on these changes.

Contemporary business organizations have adopted interactive marketing strategies that proactively engage their intended audience to enhance their financial gains. According to Abiyyuansyah and Irawan(2019), the Interactive Advertising Bureau's (IAB) definition of interactive advertising encompasses various forms of promotional techniques such as banners, endorsements, e-mail, keyword searches, referrals, positioned fees, classified ads, and dynamic television commercials. To establish credibility with their intended demographic, entrepreneurs may utilise electronic media as a component of their integrated marketing communication strategy. This approach ensures that the brand's message is consistently communicated across traditional and non-traditional channels. According to Vinerean and Opreana (2021), this facilitates businesses to engage in more significant interactions with their clientele.

Technological developments in hardware, software, and big data have enabled electronic marketers to assess the effectiveness of specific advertisements and organizational objectives through tangible metrics (F. Li et al., 2021). In contemporary times, owing to technological advancements, enterprises and dining establishments across the globe are incessantly gathering consumer data to enhance their operations and attain a competitive advantage. According to Dai and Wang(2021), cookies are commonly utilised by online enterprises and dining establishments to monitor their customers' online behaviors, aiming to deliver more pertinent advertisements.

The primary objective of commercial hospitality is to establish a powerful bond between the host and the visitor, thereby enhancing the overall experience and promoting customer loyalty (Tamanna & Bansal, 2022). Incorporating concepts from the hospitality sector can enhance the likelihood of facilitating engagement between service providers and consumers within commercial enterprises. As per Julianti and Delliana(2020) literature, the focus of research in the hotel industry should shift from merely monitoring service quality to encompassing the social or emotional engagement of the consumer. Comprehending the affective reaction of patrons towards service is a fundamental aspect for enterprises operating in the hospitality industry. In the food service industry, displaying appropriate hosting behaviour and providing exceptional service by the host staff can lead to an increase in client retention through eliciting positive emotional reactions. Lopes, Porto and Casais (2022) study suggests that customers' dining experiences are positively influenced by appropriate staff behaviour and an inviting restaurant atmosphere.

Consequently, the amicability of the personnel and the dining establishment's atmosphere significantly impact the affective reaction and the probability of a patron's reoccurrence. According to Yul Zamrudi and Il-Hyun(2022), entertainment is a fundamental basis for social and interpersonal engagement. It has been recognised as a viable means of establishing significant connections with others. According to Yachou Aityassine, Al-Ajlouni and Mohammad(2022) argument, the hotel industry could potentially enhance its customer engagement strategies by drawing insights from the entertainment industry.

The restaurant industry, among various other sectors, had a substantial challenge in 2020 due to the breakout of COVID-19 and the subsequent implementation of legislation. It is expected that eating establishments would experience a decline in revenue while they are closed for a prolonged duration (Suratos, 2022). Furthermore, the implementation of both the new customer cap and hourly limit has taken place. Nevertheless, it is important to note that these factors are solely the proximate elements that exerted an impact on the company industry(S. Q. Liu et al., 2020). Considering the broader context

is crucial, encompassing factors such as the increasing societal awareness of crowd sensitivity and the diminishing levels of discretionary cash among individuals(Liang & Chen, 2021).

In the current context, it is imperative to formulate a comprehensive marketing strategy that will effectively address obstacles, sustain the firm's achievements, and facilitate the expansion of both financial gains and customer allegiance. A marketing strategy refers to the strategic and prospective approach adopted by a firm to acquire a lasting competitive advantage by identifying and fulfilling the needs of its target market. According to Ahmadi & Harianto(2023), There is a potential for the company to surmount its current obstacles, improve its service offerings, and broaden its market reach by modifying its present marketing strategies and implementing a novel strategic blueprint.

The viability of the restaurant is contingent upon effective marketing strategies. The cafe is expected to attract a large number of customers as a result of its astute advertising effort. There is a strong likelihood that they will come back (Moon, 2021). The attainment of effective marketing strategies results in customers expressing satisfaction and willingly endorsing one's business to others, yielding financial advantages. The study conducted by Shcherbakova(2020) serves as the basis for this reference.

Merely possessing competence is no longer deemed satisfactory. Demonstrating one's value is of significant importance(Virola, 2019). A consumer who patronizes a dining establishment may have a reduced likelihood of revisiting it if their rating is merely classified as "good." The rationale behind this is that a multitude of alternative dining establishments of exceptional quality are available(Tan et al., 2023). A consumer who evaluates their experience as "excellent" is significantly more inclined to both revisit and endorse your business to acquaintances and relatives. The reference provided is Kaligis et al.(2021).

According to Alsalim(2022), the marketing strategy emphasizes the significance of customer involvement in evaluating the impact and efficacy of advertising. Consequently, it encompasses the concepts and methods employed to modify consumers' understanding, mindsets, and behavior (Sai Vijay et al., 2019). Given that the primary goal is to generate profit, it is imperative to incorporate an examination of consumers' inclination to engage in purchasing inside the realm of online commerce while conducting an analysis. The graphic illustrates the structure for e-marketing strategy. Effective marketing plans that are thorough and skillfully implemented have the ability to attract new clients, maintain the interest of existing ones until an argument of purchase, and provide insights into the most profitable strategies for the future(Ariswanto & Alversia, 2021)

Globally, the hotel industries are one of the fastest-growing industries, contributing significantly to the economic growth of a country (Gom et al., 2021). The restaurant industry in Cyprus, a popular tourist destination in the Mediterranean region, has witnessed a surge in competition and the need for effective marketing strategies to enhance customer engagement. With the proliferation of digital channels and evolving consumer behavior, it is crucial to understand the interplay between digital marketing tactics, service quality, and their impact on fostering customer engagement within this context.

According to recent statistics, the restaurant industry in Cyprus has experienced consistent growth in recent years. In 2020, the sector contributed approximately 4.2% to the country's GDP, highlighting its economic significance (Cyprus Statistical Service). Furthermore, the Cyprus Tourism Organization reported that in 2019, the country welcomed over 3.97 million tourists, a significant portion of whom sought dining experiences during their visit. These statistics emphasize the importance of understanding and implementing effective digital marketing strategies to enhance customer engagement in Cypriot restaurants.

The rise of digital technology has revolutionized marketing practices in the restaurant industry. The adoption of digital marketing channels allows restaurants to reach a wider audience, engage customers on multiple platforms, and create personalized experiences. According to a survey conducted by eMarketer (2021) digital advertising spending worldwide is projected to reach $517.51 billion by 2023,

indicating the growing significance of digital marketing in the business landscape. However, the successful implementation of digital marketing strategies relies not only on technological advancements but also on the quality of service provided by restaurants.

Service quality is a critical factor influencing customer engagement and loyalty in the restaurant industry. Studies have shown that satisfied customers are more likely to engage in positive word-of-mouth, repeat visits, and long-term relationships with restaurants (Hennig-Thurau et al., 2002). A study by Parasuraman et al. (1988) highlighted the importance of service quality in shaping customers' perceptions and satisfaction. Therefore, understanding the mediating effect of service quality in the relationship between digital marketing strategies and customer engagement is crucial for restaurant managers and marketers in Cyprus.

Previous research has highlighted the importance of digital marketing strategies in enhancing customer engagement and loyalty (Pidada & Supartyani, 2022). However, the role of service quality as a potential mediator in this relationship has been relatively unexplored, particularly in the context of the hospitality industry (Thao & Tran, 2023). Drawing from the service-dominant logic and the technology acceptance model (Mert, 2022), this study aims to examine the mediating effect of service quality on the relationship between digital marketing strategies and customer engagement in the restaurant industry.

1.1 Problem Statement and Research Gap

According to Lopes, Porto and Casais (2022), a company's marketing efforts' effectiveness is directly correlated with its competitiveness and profitability. According to Herlina *et al.*(2022), half of all businesses experience failure within the initial five years of operation, with inadequate marketing being a significant contributing factor. Inefficient advertising strategies pose a significant challenge for small businesses, resulting in financial losses. Some managers in the hospitality sector exhibit a deficiency in effective marketing strategies that could potentially enhance their organizations' profitability and sustain consumer engagement.

Nonetheless, limited attention has been given to the impact of proficient marketing management strategies on restaurants' customer base engagement and outcomes. Consequently, there is a possibility that the affective reactions, engagement, and contentment of clients towards the service may not be given due attention(Zhang & Du, 2020). This study aims to assist dining establishments proprietors in devising digital marketing strategies and differentiation tactics that will enhance customer involvement. To date, no research of this kind has been conducted specifically on the hospitality industry in North Cyprus. This study represents the inaugural investigation into the digital marketing and relations with clients practices and the effect of service quality as a mediation role of the hospitality industry in North Cyprus.

While several studies have investigated the impact of digital marketing strategies on customer engagement in various industries (Thao & Tran, 2023; Kuzmenko et al., 2021), there is a paucity of research specifically examining this relationship within the context of the restaurant industry in Cyprus. Furthermore, the potential mediating role of service quality in this relationship remains largely unexplored, representing a significant gap in the literature that this study aims to address.

2. Literature Review

2.1. Customer Engagement

In essence, customer engagement refers to establishing and sustaining effective communication channels with one's customer base through diverse promotional platforms. Contemporary client engagement methods encompass a diverse range of channels, such as Short Message Service (SMS), electronic mail (email), online platforms, promotional campaigns, social networking platforms,

platforms dedicated to customer feedback, face-to-face consultations, and other means. Customers can be located in various locations, necessitating the marketer's responsibility to identify and engage with them(Zheng et al., 2022).

In contrast to previous marketing concepts, such as customer participation, engagement has evolved as a more recent phenomenon, with its inception in 2010 (Afifah et al., 2020). Scholars in the fields of organizational theory, educational theory, and social psychology have demonstrated a greater level of focus on the subject compared to the field of management theory(Shawky et al., 2020). Customer engagement has been identified as a significant determinant of contemporary consumers' behaviors and choices, as indicated by recent scholarly investigations in marketing (de Oliveira Santini et al., 2020). The concept of engagement, specifically concerning consumers or customers, has been extensively discussed in the marketing literature. However, other terms have emerged in this domain, such as CEB, which refers to customer brand engagement(Thi et al., 2020; Yoong & Lian, 2019; Vlachvei et al., 2022).

2.2. Digital Marketing

Digital marketing refers to online marketing enabling interactive connections between organizations and their customers via digital channels. Within the context of multichannel advertising (Masrianto et al., 2022), "digital marketing" refers to the deliberate and comprehensive utilization of the Internet, social media platforms, and marketing technology to attain overall organizational triumph. The increasing prevalence of online connectivity and global interactions has facilitated the ability of marketers to effectively engage with their desired consumer groups (Rizvanović et al., 2023). Technological advancements and the evolution of communication technologies have had a significant role in this outcome.

Marketing can be considered a dynamic commercial endeavor subject to constant change. The role of promotion has been significantly influenced by several factors such as material and energy shortages, inflation, economic recessions, high unemployment rates, declining industries and companies, acts of terrorism and war, and the consequences of rapid technological advancements in specific sectors (Langan et al., 2019). The emergence of the internet and other related causes have prompted contemporary marketing executives to adopt a more market-oriented approach in their strategic decision-making. This shift necessitates the implementation of a systematic methodology for collecting up-to-date and precise information on customers, products, and the overall market(Apasrawirote et al., 2022). Utilizing the World Wide Web as a platform for promoting and commercializing a product or service is sometimes called "Internet marketing." The utilization of internet platforms for marketing purposes capitalizes on the inherent convenience associated with online purchase(Setkute& Dibb, 2022). According to Saura(2021), every form of commercial activity carried out on the Internet falls within the category of electronic commerce, sometimes referred to as "e-commerce."

2.3. Service Quality

According to Endeshaw(2021), service quality can be defined as a dynamic condition wherein the products, individuals, processes, and environment provided by a company either meet or beyond the expectations of its customers. The SERVQUAL rating scale was first developed by (Supriyanto et al., 2021; Afthanorhan et al., 2019). Incorporating more factors such as "tangible," "reliable," "responsive," "communicative," "assuring," and "empathetic." Rita et al.(2019) posits that a high-quality service comprises several essential elements, including a physical product that instills confidence in the user, adequate technological infrastructure, and well-trained personnel. Reliability, which lies at the core, entails fulfilling continuously or beyond consumer expectations(Uvet, 2020). Being responsive refers to promptly addressing requests, eliminating service failures, and reducing waiting periods. Possessing capabilities to deliver services, establish trust with clients, and demonstrate respect and caring towards them all indicate assurance(Agarwal & Dhingra, 2023). The capacity to demonstrate empathy towards consumers and customize services according to their individual needs significantly influences a

company's competitive edge and overall success(Chen& Zhong, 2022). This examination considers service quality indicators such as quantifiability, reliability, flexibility, assurance, and empathy.

2.4. Digital Marketing and Customer Engagement

Customer engagement is commonly regarded as a psychological condition in which customers develop an emotional connection with a specific brand (Akbar & Suwitho, 2022). The impact of marketing strategy is predicated upon a fundamental assumption. As per the definition proposed by Clarence & Keni(2022b), the concept of "customer engagement" encompasses customer behaviors that extend beyond the mere act of making a purchase, including positive word-of-mouth (WOM) and active involvement. According to recent studies conducted by Habib et al.(2022) and Kaihatu(2020), marketing through social media and mobile devices are two prominent digital marketing strategies that have significantly impacted client engagement. According to Clarence & Keni(2022a), there is a positive relationship between consumers' perceptions of the value of eco-friendly products and their brand loyalty. The relationship between social media analytics and corporate performance is significantly influenced by consumer contact, as Susanti & Bunda (2021) discussed.

The efficacy of digital marketing in establishing connections with clients is widely recognized. As posited by Abiyyuansyah & Irawan(2019), engagement is most effectively comprehended as a cognitive state distinct from behaviors such as the consumption and dissemination of content. The majority of existing research has focused on investigating the impact of digital and social media marketing specifically within the context of for-profit enterprises(Susanti& Bunda, 2021). However, a limited number of studies have explored this subject matter from the standpoint of non-profit entities. Recent research have established a correlation between digital marketing and heightened levels of customer engagement (Stefanus Kaihatu, 2020). The responses of users to social media activities exhibit variability contingent upon the specific platform employed. Scholars such as Clement Addo et al.(2021), Terho et al.(2022), El(2021) and Kulikovskaja et al.(2023) have conducted investigations on the utilization of Facebook and Twitter by nonprofit organizations, yielding diverse findings and discernible effects on user engagement. To facilitate the preservation of enduring customer relationships, marketers must effectively communicate and actively engage with their intended target audience(Nawaz & Kaldeen, 2020). Lasting customer connections are established through the cultivation of trust, likeability, and loyalty, with digital marketing serving as a facilitator (Vinerean & Opreana, 2021). In their study, YachouAityassine et al.(2022) examined a dataset consisting of 106,316 Facebook posts derived from 782 different organizations. Their findings indicate that the utilization of comedic elements and emotional appeals positively influences audience engagement and participation. Individuals who choose to follow brand pages are granted the privilege of accessing material and are provided with opportunities to interact with said content through a range of methods (Zahay, 2021).

According to the findings of ALDAIHANI(2021), it can be inferred that engagement is highly contingent upon specific situational factors. Based on the findings of their quantitative investigation, the pivotal factor for comprehending the relationship between consumers' views towards advertisements and their use of digital media is their engagement in digital marketing. In their study, Rizvanović et al.(2023) utilized the engagement encounter paradigm as a framework to investigate the concept of engagement and its ramifications for marketing on social media platforms. Based on the engagement experience paradigm, an individual's degree of digital engagement increases in response to their digital interactions. The flexible approach employed in this study assessed customer engagement across different brand and product scenarios. Syaglova & Mojsovska Salamovska(2019) conducted a study that provided evidence supporting the notion that employing a varied approach to assessing engagement can be beneficial in predicting consumer behavior and customer involvement.

The advent of digital marketing has given rise to a novel landscape characterized by a distinct network of interpersonal connections. Companies are acknowledging the potential of this trend and actively striving to incorporate it into their operations (K. H. Kim et al., 2021). Meanwhile, consumers

are once again positioned at the forefront of the corporate landscape. Consumer purchase behavior refers to the inclination of individuals to engage in activities such as shopping, evaluating alternatives, making commitments, and ultimately disposing of the goods and services they require (Julianti & Delliana, 2020). Researchers have developed models that represent the purchasing behaviors of customers. The consumer decision-making process involves identifying needs and wants, followed by thorough research, evaluation of available options, the actual purchase, and ultimately, a post-buy analysis Blut et al.(2023). The advent of social media has provided marketers with new avenues for communication and client involvement.

In conclusion, it is imperative for digital marketing strategies to enhance customer engagement and maximize a firm's profitability to consider the influence of digital marketing on consumers' purchasing behavior(Raghavan& Pai, 2021). According to Sakas et al.(2022), businesses have the opportunity to advertise themselves without incurring any expenses due to the affordability of advertising on social media platforms. According to Mogaji et al.(2021), a relatively small initial investment by a company can be enough to initiate a social media strategy effectively.

The findings above indicate a potential cause-and-effect connection between the implementation of digital marketing strategies and the level of customer engagement. Consequently, this prompts the formulation of the following hypothesis.

2.5. Mediating role of service quality

As per the scholarly literature Simbolon and Yanti(2021), the term "perceived quality of service" refers to a comprehensive evaluation or perspective concerning the superiority of services. Monferrer, Moliner and Estrada(2019) argue that antecedents that prioritize customer-centric approaches are more effective in capturing customers' genuine engagement and cooperation, leading to favorable outcomes for organizations regarding consumer behavior. The researchers analyzed the impact of customers' psychological tendencies, perceived benefits, and social values on their engagement with brands and organizations. As per Mathur, Tewari and Singh (2021) marketing research findings, consumers are increasingly inclined to seek experiential value from the products and services they procure.

Empirical studies generally indicate a strong correlation between customer-based metrics and customer engagement. However, the findings of Park and Gong(2023) suggest that the relationship between service quality and customer engagement is not particularly noteworthy. The impact of brand experience on customer engagement is significant, both directly and indirectly. This study diverges from previous research that has conceptualized service quality as a forecaster of customer engagement. Instead, it proposes that the evaluations made by students regarding the quality of services offered by online vendors function as intermediaries in the sequential influence of brand experience on consumer engagement(Sulaimon & Vorobyova, 2022).

Guru *et al.*(2023) posit that branding is a significant and favorable precursor to customer engagement. The perception of the quality of service is intricately connected to the overall brand experience.

According to the research conducted by Malhotra and Agarwal(2020), the marketing mix elements that have the greatest impact on customers' purchasing decisions are price, promotion, new product development, and placement. This implies that travel agencies can retain their existing customer base by providing attractive, competitive pricing and discounts.

According to Ameen *et al.*(2021), implementing customer relationship management (CRM) in Jordanian banks has been observed to influence customer satisfaction, retention, and service excellence. Furthermore, Beloucif, Mehafdi and Komey(2022) discovered that proficient administration of the student-parent relationship augmented the probability of students advocating for their schools to prospective students. Thi Bao Tram, Hai Quynh and Author(2021) found that electronic customer relationship management's pre-service and during-service features are strong predictors of customer loyalty.

2.6. Digital Marketing and Service Quality

Kerdpitak(2022) defined service quality as the primary focal point for assessing customer satisfaction with the overall service experience. The recognition of the significance of service quality in relation to loyalty and retention of clients has been acknowledged for a considerable period. According to Djakasaputra et al.(2021), the referred component is extensively studied in the context of effective collaborations. It is imperative for businesses to consistently deliver exceptional service and demonstrate proficiency in delivering value to their clientele. It is advisable for companies operating in marketplaces characterized by intense competition to give precedence to service quality and implement strategies that are designed to enhance customer lifetime value (Liwafa & Utami, 2021; Ardisa et al., 2022). Enhancing the quality of client connections and services by investing in them increases customer satisfaction. According to Koesharijadi et al.(2022), effectively managing a company's tangible and intangible assets has the potential to enhance customer satisfaction and improve the firm's market position.

Technological improvements have led to enhancements in service quality and increased user convenience (Sumarlinah et al., 2022). Reshanggono & Pradana(2021) define "service quality" as the extent to which a customer is content with the total service experience, encompassing elements such as staff friendliness and geographical convenience. Ghosh & Roy(2022) were among the pioneering academics who initially attempted to formulate a conceptualization of service quality. The term was defined as a "quantification of the degree to which the level of service offered aligns with the customer's anticipated level of satisfaction." Within this particular context, the term "service quality" pertains to a comprehensive perception of the service's exceptional nature. According to Mulyadi et al.(2023), a crucial initial phase in enhancing service quality involves evaluating the extent to which actual outcomes align with client expectations. Khasanah & Syahrani(2022) posited that this phenomenon arises from the act of comparing one's real performance to an ideal standard or from individuals' subjective evaluations of their own achievement. Multiple studies have indicated that service quality may be divided into two primary components, as evidenced by the work of (Saiful, 2022). The primary aspect to contemplate is the nature of the service rendered, commonly referred to as the "outcome quality" or "technical quality" of the service. The second determinant pertains to the service's mode of delivery, encompassing the sequential actions undertaken by a consumer in order to obtain the ultimate outcome of the service(Ginting et al., 2022).

2.7. Customer Engagement and Service Quality

The significance of service quality in relation to customer satisfaction has been firmly established in the literature (Chang et al., 2021). According to Merdiaty & Aldrin(2022), the concept of e-service quality refers to the degree to which online websites improve the efficiency and effectiveness of customers' exploration and consumption activities, encompassing service elements such as distribution and consultation. According to Ananda et al.(2022), it reflects customers' perceptions of the overall quality of the online shopping process.

In order to effectively support value co-creation on an e-commerce platform, it is imperative to consider the significance of customer involvement behavior (Prentice et al., 2019). The notion of consumer engagement has been conceptualized in diverse manners. Customer engagement can be defined as the cognitive and affective commitment that consumers develop towards a brand (Khan et al., 2023). J. S. Chen et al.(2020)define "customer engagement" as the affective commitment of customers towards the process of co-creating value. Client engagement is perceived as a series of acts that are motivated by various motivations (Dhasan et al., 2021).

Mohd Ridzuan et al.(2022) conducted a study to investigate the impact of mobile service quality on customer engagement behavior in the mobile commerce era. In particular, the data was collected from Chinese mobile shoppers who have cross-border online shopping experiences for Korean clothing products. An online questionnaire was used to collect data. Statistical tools of software SPSS 26 and

AMOS 24 are used to do reliability and validity analysis, correlation analysis, and the model-fit test of the structural equation model (SEM). In total, 420 valid questionnaires were utilized. The results verified the 13 hypotheses, which provide valuable insights into mobile service quality for mobile retailers to elicit customer engagement behaviors. Furthermore, the results show that customer satisfaction is the most significant mediating variable, which provides a new view to understanding mobile service quality's impact on customer engagement behavior. The structural framework could fill some research gaps of service quality in mobile commerce and provide some ideas for future research, i.e., gender view for online customers(Wijesekera& Fernando, 2023).

The issue of service quality has been a subject of debate within the realm of supporting business-to-consumer (B2C) e-commerce transactions, as discussed (Gupta & Singharia, 2021). According to the definition provided by Indarto et al.(2021), customer engagement refers to the establishment of a tangible and affective bond between a business-to-consumer (B2C) online retailer and its clientele. The level of customer engagement is enhanced when individuals utilize electronic services to make purchases of goods or services (Islam et al., 2019). The provision of exceptional service has been identified as a means to enhance customer loyalty (Utami et al., 2022). Consequently, this will result in heightened levels of client satisfaction within the realm of business-to-consumer (B2C) electronic commerce.

The study highlighted two research hypotheses outlined as under:

H1*:* The direct influence of digital marketing strategy on customer engagement is significant within the context of Cyprus restaurants.

H2*:* the Service quality acts as a mediator, contributing to the indirect impact of digital marketing strategy on customer engagement in Cyprus restaurants.

3. Methods

3.1. Participants

The institutional review board, reviewed and approved the current study. There are many different ways to select survey participants, each with its advantages and disadvantages. One technique often used is purposive sampling because it allows researchers to select a specific type of person they want to include in their study. It can be a more efficient way to select participants since the researcher does not have to sift through a large pool of potential respondents. Finally, purposive sampling can help ensure that the survey participants are representative of the population of interest (Ames et al., 2019). Despite the usefulness of the purposive sampling method, it also comes with certain limitations. For example, it takes longer to recruit participants using purposive sampling than probability methods like simple randomization because researchers actively seek out individuals who meet specific criteria instead of randomly assigning them from a larger pool (Etikan et al., 2016). To avoid such limitations, we explicitly followed strict inclusion and exclusion criteria for selecting the participants. Participants were identified as Marketing Manger of the 40 best restaurants in Cyprus according to Tripadvisor website (Updated December 2023) (tripadvisor.com) through personal contacts and their social media profile (LinkedIn). The participants were selected based on strict inclusion criteria, which stated that each participant must have at least three years of experience in restaurant management, marketing management and hospitality, be part of the restaurant's marketing administrative setup, and be actively involved in decision-making. However, participant selection was eased out for the ethnicity and origin of the participants. This diversity of respondents strengthened the richness of the collected data.

3.2. Instruments

Initially, semi-structured interviews were performed involving 15 experts from the top Marketing management of Cyprus restaurants to assess their first-hand experiences and perspectives on Digital marketing strategy within their workplaces. Through in-depth conversations, the experts shared instances of specific behaviors, dynamics, and Marketing challenges related to Digital marketing. The thematic content analysis of these interviews yielded a rich set of attributes that were essential in

crafting the questionnaire items for the Digital marketing strategy. The attributes for Digital marketing strategy were derived from the interview data and available literature, when it comes to digital marketing several theoretical frameworks have been applied to guide research and analysis, in our study social media engagement framework (SMEF) were considered, SMEF Given the significance of social media in digital marketing, various theoretical frameworks have been developed to understand and measure digital marketing and social media engagement. These frameworks encompass dimensions such as attention, participation, interaction, and influence. Empirical research based on social media engagement frameworks may involve content analysis, surveys, or experiments to examine users' engagement behaviors, motivations, and the impact of digital marketing strategies on social media platforms (Zhang et al., 2019; liang et al., 2020; Hutter et al, 2018).

whereas attributes for service quality and customer engagement were developed also from available literature and validated from established instruments in the literature, including the (Al-hawary & Obiadat, 2021; Lopez-Gracia et al, 2019; Ilyas et al., 2021), for service quality the study depends on the SERVQUAL framework, It provides a basis for assessing and improving service quality by identifying the gaps between customer expectations and perceptions by focusing on five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988; Supriyanto et al., 2021; Afthanorhan et al., 2019).

for customer engagement a framework, proposed by Brodie et al. (2011), emphasizes the multidimensional nature of customer engagement. It considers cognitive, emotional, and behavioral aspects of engagement and highlights the importance of customer participation, interaction, and identification with a brand or service. a survey, questionnaire comprising 10 attributes for Digital marketing Strategy, 4 attributes for Customer engagement, and 4 for Service Quality was developed. The questionnaire encompassed four axes: the first gathered demographic data, while the subsequent axes included items related to each tested variable (Table 1).

3.2.1. Digital marketing

For the measure of Digital marketing strategies, participants were first given a list of digital marketing strategies that commonly used in the marketing plan strategies in the restaurants in Cyprus, the list adapt according to (SMEF), Given the significance of social media in digital marketing to understand and measure digital marketing and social media engagement (Zhang et al., 2019; liang et al., 2020; Hutter et al, 2018). Then, participants read the list , these strategies include social media marketing, where platforms like Facebook, Instagram, TikTok, X….etc, are utilized to engage with the target audience and promote special offers. Email marketing is employed to build customer subscriber lists and send newsletters, promotions, and updates. Search engine optimization (SEO) ensures that restaurant websites rank higher in search results, while online advertising campaigns increase visibility and drive traffic. Reputation management involves monitoring and responding to online reviews, while influencer marketing leverages collaborations with popular food bloggers and social media influencers. Optimizing websites for online reservations and providing user-friendly experiences, along with content marketing efforts, further contribute to effective digital marketing strategies for restaurants in Cyprus..” After reading the list, participants indicated how often they experienced these strategies at the workplace using a 5-point Likert-type scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The participants were asked 10 questions related to the most common digital marketing strategies used in their restaurant to be assessed by the participants, the Tested variables and their respective items listed in the questionnaire survey (DM1, DM2, DM3 DM4, DM4, DM5, DM7, DM8, DM9, DM10), for example” Your website acts as a virtual embodiment of your business or brand, serving as a platform to present your products, services, values, and distinctive identity to potential customers.”, “the website expands your visibility, enabling you to execute diverse and dynamic marketing campaigns.”, “the content marketing focus on creating valuable and relevant content to your products and services to attract and engage your customer “, you use SEO to optimizing your website to improve it visibility on search engine.”

3.2.2. Service Quality

Service quality can be defined as the perception of the service rendered compared to the buyers' expectations. When the performance falls short of expectations, it results in a lower perceived quality and leads to customer dissatisfaction. The SERVQUAL model, initially developed by Parasuraman et al., (1985; 1988) defines service quality through ten dimensions, then (Supriyanto et al., 2021; Afthanorhan et al., 2019)revised the model and decrease the dimensions to five: reliability, assurance, tangibles, empathy, and responsiveness. Numerous researchers have explored the influence of service quality on customer engagement and loyalty using the SERVQUAL measurement scale. While initially designed for trading companies, the model has been applied to various industries such as banking, informatics, telecommunications, and Hotel industry. The SERVQUAL model is valuable for e system managers seeking to identify areas for service improvement and researchers assessing the success of e system services (Brzakovic et al., 2021).

Participants were asked to indicate the extent to which they agreed with four statements using a 5-point Likert scale ranging from 1 (*Least satisfied*) to 5 (*most satisfied*). The SERVQUAL consists of 21 items that assess four key elements of Service Quality that create significant results: (SQ1) Reliability, (SQ2) Tangibility, (SQ3) Empathy, and (SQ4) Responsiveness (Brzakovic et al., 2021).

3.2.3. Customer engagement

To assess the prevalence of Customer engagement behaviors in Cyprus restaurants, a survey instrument developed in light of literature (Al-hawary & alfassed (2022) and Alalwan et al., (2020). This instrument comprised four dimensions aimed at capturing different aspects of Customer engagement behaviors, The modified survey items were designed to align with the unique challenges and dynamics present in restaurants context , particularly focusing on the four tested bahavious and their respective in the model; (CE1) Cognitive engagements, (CE2) emotional engagements, (CE3) behavioral engagements, and (CE4) Social engagements. Participants were asked to rate their agreement with each statement on a 5-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree), reflecting their perceptions and experiences regarding Customer engagement behaviors within their respective work environments.

3.3. Survey procedure

A pilot study was conducted with five respondents to validate the survey instrument and identify areas the respondents found challenging to apprehend. Changes were made where necessary to ensure that the survey instrument was clear and suitable for its intended purpose.

In addition to the pilot study, expert review was carried out to evaluate the content validity of the survey instrument. Experts in the field were consulted to assess the relevance and appropriateness of the survey items and provide recommendations for any necessary modifications. Their expertise and insights were instrumental in refining the survey instrument, enhancing its content validity.

To ensure the reliability and validity of the survey instruments, a rigorous validation process will be undertaken. First, the items and scales will be adapted from well-established sources in the literature (hair et al, 2019) and reviewed by a panel of subject matter experts in the fields of digital marketing, service quality, and customer engagement. Next, a pilot study will be conducted with a small sample of restaurant managers and staff to assess the clarity and comprehensibility of the items. Based on the feedback from the pilot study, minor revisions will be made to improve the instrument's readability and relevance to the Cypriot restaurant context. Finally, the validated survey instruments will be subjected to reliability and validity analyses, including Cronbach's alpha, composite reliability, and average variance extracted (AVE) calculations, to ensure their psychometric properties before proceeding with data collection and analysis. the items has a stronger reliability coefficient and that measurement error has a smaller impact on test scores (Bryman et al., 2021).

Participants were informed via an email invitation about the study's objectives of the study along with a consent form and a link to the online survey developed by Qualtrics, an online survey platform (Baker, 2013). All participants completed an informed consent form to acknowledge their participation agreement. The survey took approximately 15-20 minutes, and participants were under no time limit while taking the survey, allowing them to provide thoughtful and accurate responses.

Out of the 270 invitations sent, a total of 210 participants responded positively, indicating an initial response rate of 77.8%. Ultimately, 200 participants successfully completed the entire study, resulting in a final completion rate of 74.1%. These response rates exceeded the widely accepted threshold of 60%, as suggested by Kamaruddin et al. (2019), indicating a robust participant engagement. To ensure data completeness and encourage full participation, reminder emails were sent every two weeks to those participants who had not responded to all the questions within the given time frame. This follow-up approach helped to minimize missing data and maintain a high level of data quality throughout the study. By incorporating information on the pilot study, expert review, reliability testing, survey administration, and participant response rates, the paragraph now provides a more comprehensive overview of the methodological rigor employed in validating the survey instrument and collecting the data.

3.4.Statistical analysis

The data analysis employed a causal-predictive structural equation modeling (SEM) approach using Smart PLS 4 software (Ringle et al., 2015). Covariance-based SEM (CB-SEM) relies on the ambiguity of item scores (Rigdon et al., 2017). In contrast, PLS-SEM works with fixed latent scores and aims to maximize the prediction of endogenous components rather than focusing solely on model fit, (SEM) was selected as the analytical framework for this study due to its suitability for examining complex relationships among latent variables. (Hair et al., 2019). SEM allows for the simultaneous analysis of multiple variables and their interrelationships, making it well-suited for investigating the intricate relationships between digital marketing, service quality, and customer engagement in the context of the restaurant industry.

The research objectives of this study involve exploring the underlying constructs and examining the associations between digital marketing, service quality, and customer engagement. SEM provides a comprehensive approach that enables the examination of both direct and indirect effects among variables, allowing for a more nuanced understanding of the relationships between these constructs. Furthermore selecting Smart PLS 4 is its ability to handle non-normal and multivariate data, which can often be encountered in social science research. This is particularly relevant for this study as digital marketing, service quality, and customer engagement constructs may not follow a normal distribution and can exhibit non-linear relationships. By utilizing Smart PLS 4, the researchers can effectively analyze the collected data, evaluate the measurement and structural models, and derive meaningful insights regarding the relationships between digital marketing, service quality, and customer engagement in the restaurant industry.

The reliability and validity of the models were rigorously evaluated through established statistical methods. To gauge internal consistency, Cronbach's alpha (α) values exceeding 0.70 were employed, ensuring that the items within each construct consistently measured the same underlying concept. Additionally, composite reliability (CR) values greater than 0.70 were utilized to confirm the reliability of the measurement model, indicating the degree to which the observed variables reliably reflected their corresponding latent constructs. For construct validity, the average variance extracted (AVE) was a key metric. AVE values exceeding 0.50 indicated that a substantial proportion of the variance in the construct was captured by its associated indicators. Furthermore, the Fornell–Larcker criterion was applied to assess discriminant validity. This involved comparing the square of each variable's AVE with the inter-correlations between constructs. The criterion was considered satisfied when the square of each variable's AVE exceeded its correlations with other constructs (Radomir and Moisescu, 2020).

4. Results

4.1. Demographic information of the participants

Table 1 illustrates the demographic information of the survey participants. The frequency distribution revealed that 73.0 % of participants were male, whereas 27.0% were females. Concerning age, 56.0 % of participants were between the ages of 30-35, whereas 12.5% were under 30. And 31.5% for 35-40, Regarding the qualification of the participants, 46.0 % had a higher education, whereas 54.0 % of participants held a bachelor's degree. 51.0 % of the participants had 5-10 years of work experience, followed by ≥ 10 years % with experience more than 10 years of experience. Concerning their current position in hotel management, 44.0 % of participants were Content creator manager, followed by marketing Manager (43.0%).

Table 1. Demographic information of the survey participants

Characteristics	Categories	Frequency	Percent
Gender	Male	146	73.0
	Female	54	27.0
Age	25 – 30	25	12.5
	30 – 35	112	56.0
	35 – 40	63	31.5
Qualification	Bachelor's degree	108	54.0
	Higher education	92	46.0
Experience	≤5 years	43	21.5
	5-10 years	102	51.0
	≥ 10 years	55	27.5
Current Position	marketing Manager	86	43.0
	Content creator manager	88	44.0
	Website Manager	26	13.0

4.2. Assessment of the measurement model

To assess and evaluate the interactive relationships among the model variables, we employed a causal-predictive structural equation modeling (SEM) approach using Smart PLS 4 software. PLS-SEM is particularly advantageous for handling challenging and intricate structural models, including second-order models and small sample sizes, and it is less stringent regarding data normality. In Figure 1, the loadings of items from various scales and R_2 for each variable within the inner model are presented. Figure 2 displays the significance levels of each scale item in the outer model, as well as the significance levels of the relationships between the variables within the inner model.

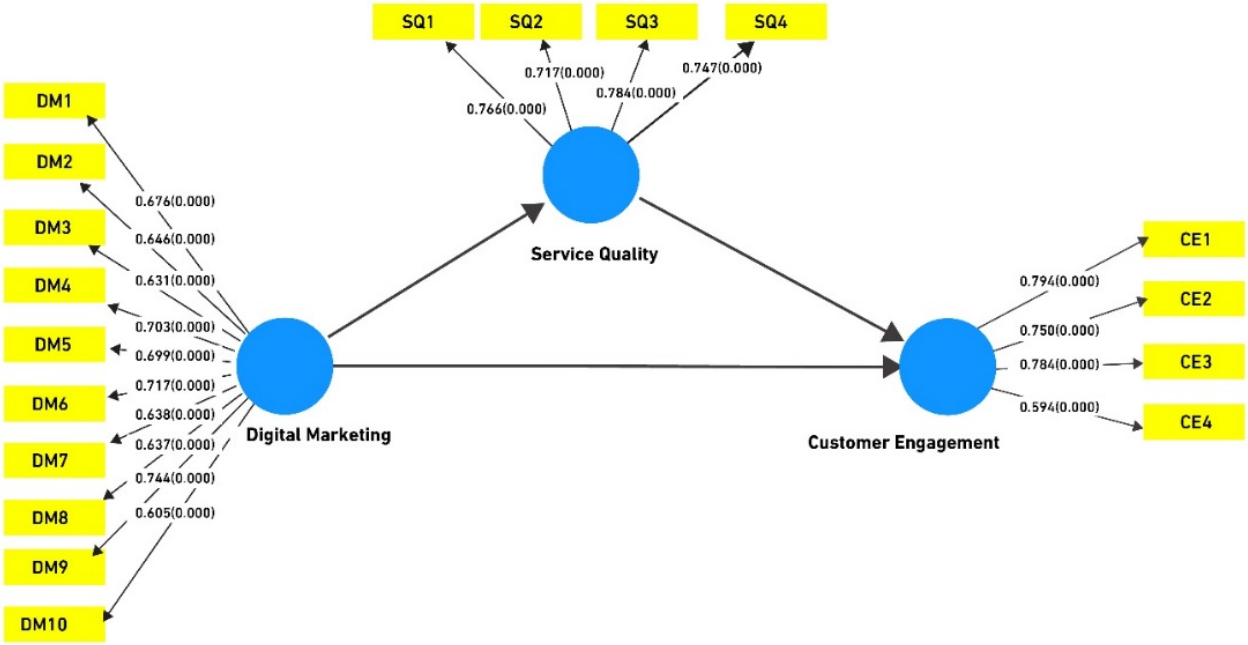


Fig.1: Item loadings

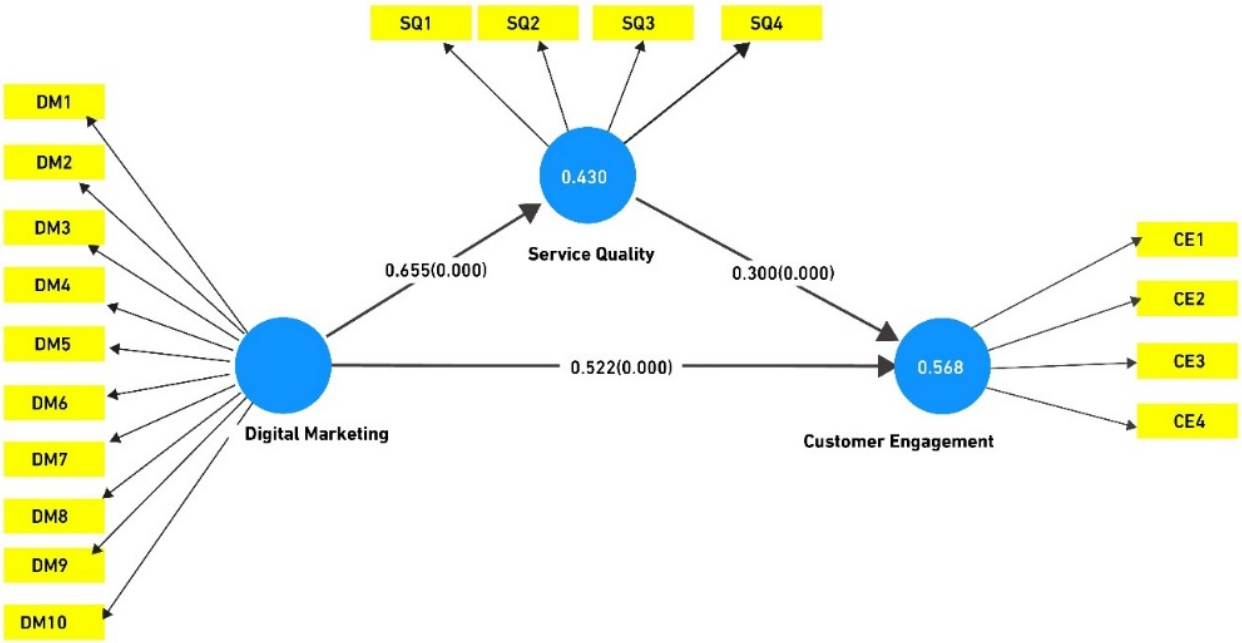


Fig.2: Path coefficients and R-square

In Figure 1, the outer model loadings predominantly exceeded the 0.7 threshold, and their corresponding p-values played a crucial role in Figure 2. Additionally, Table 2 indicates that Cronbach's alpha (α) > 0.70, composite reliability (CR) > 0.70, and average variance extracted (AVE) > 0.50, further supporting the reliability of the measurements. Furthermore, Table 2 demonstrates the fulfillment of the Fornell–Larcker criterion, as the square of each variable's AVE surpasses the inter-correlations.

Table 2. Convergent validity of the tested variables

Instruments	α	CR	rho	AVE	R^2
Digital Marketing Strategy	0.864	0.867	0.891	0.506	-
Customer engagement	0.712	0.830	0.823	0.608	**0.568**
Service Quality	0.747	0.751	0.840	0.568	**0.430**

Table 3. Divergent validity based on the Fornell–Larcker approach

Measures	1	2	3
Digital Marketing Strategy (DMS)	**0.671**		
Customer engagement	0.719	**0.735**	
Service Quality	0.655	0.642	**0.754**

Table 4 presents the coefficient estimations for the structural model. "The structural model results reveal a significant positive relationship between digital marketing strategies and customer engagement ($\beta = 0.522$, $p < 0.001$), indicating that effective digital marketing efforts contribute to higher levels of customer engagement within the restaurant industry in Cyprus. Additionally, the positive and significant relationship between service quality and customer engagement ($\beta = 0.300$, $p < 0.001$) underscores the importance of consistently delivering high-quality services to foster customer engagement. Notably, the mediating effect of service quality on the relationship between digital marketing strategies and customer engagement ($\beta = 0.196$, $p < 0.001$) suggests that wellexecuted digital marketing strategies can enhance customers' perceptions of service quality, which, in turn, positively influences their engagement with the restaurant. These findings align with the service-dominant logic (Liwafa & Utami, 2021) and highlight the synergistic effect of integrating digital marketing efforts with a customer-centric service philosophy to drive customer engagement and loyalty within the competitive Cypriot restaurant industry.

Furthermore, the model's R^2, explaining the variance, is 0.568, equivalent to 56.8% for Customer engagement. Falk and Miller (1992) proposed a benchmark for R^2 values, suggesting that the lowest recommended level should be 0.10. Thus, digital marketing strategies has a complementary partial mediation effect on Customer engagement via Service Quality as all the three components of the path analysis possessed significant path coefficients.

Table 3. Direct and interaction effects

Relationships	β	T	ρ
Direct effects			
Digital Marketing Strategy-> Customer engagement	0.522	9.046	0.000
Digital Marketing Strategy -> Service Quality	0.655	18.789	0.000
Service Quality -> Customer engagement	0.300	4.644	0.000
Interaction effect			
Digital Marketing Strategy -> Service Quality -> Customer engagement	0.196	4.591	0.000

Note: β, beta value; ρ, ρ-value; T, T-value

5. Discussion

The present study investigates the influence of proficient restaurant digital marketing strategies and customer engagement on the moderation of service quality within the hospitality industry of North Cyprus. This research aims to provide insights into the relationship between these factors and their impact on service quality. The results of the assessment of the measurement model, conducted through a causal-predictive structural equation modeling (SEM) approach using Smart PLS 4 software, provide valuable insights into the interactive relationships among the variables in the study. In contrast to

covariance-based SEM, the chosen PLS-SEM approach, known for its flexibility in handling complex structural models and small sample sizes, prioritizes the prediction of endogenous components. The robustness of the model is further examined through the examination of Cronbach's alpha, composite reliability, and average variance extracted. The Fornell–Larcker criterion is employed to assess discriminant validity, affirming the distinctiveness of each variable by comparing the square of its AVE with inter-correlations. The structural model's coefficient estimations unravel the direct impacts of digital marketing strategies and service Quality on customer engagement, while service quality exerts a positive and significant influence. Furthermore, the mediating role of Service quality in mitigating the impact of digital marketing strategies on customer engagement is explored. The achieved R^2 of 56.8% for customer engagement, raises important considerations and aligns with established benchmarks. Falk and Miller (1992) suggest a minimum R^2 level of 0.10, prompting a nuanced exploration of the explanatory power of the model.

The attention of scholars, managers, investors, and investors in the future has been drawn to marketing approaches, particularly digital marketing, and due to their significance in contemporary business operations. It is well acknowledged that numerous multinational corporations heavily depend on digital marketing channels for various purposes, including advertising, sales, brand promotion, and other related activities. The credibility of current social media platforms has come under scrutiny. In recent years, scholars have directed their attention towards this particular domain with the aim of formulating a viable resolution to the problem of reduced operational availability. There exists a prevailing opinion among experts that the proficient use of social media platforms by aspiring entrepreneurs is an indispensable prerequisite for achieving success.

A range of theoretical frameworks were employed to study the diverse digital marketing channels. The findings of the study indicate the utilization of digital marketing platforms has demonstrated a substantial enhancement in client engagement. One of the notable strategies for influencing customer behavior is acquiring comprehensive knowledge about consumer demands and subsequently addressing those needs in the most effective manner possible. Due to the substantial financial consequences associated with altering customer behavior, the task necessitates an interruption and highly innovative endeavour, as highlighted by Jeyakumar & Saravanan(2023). The process of altering individuals' purchasing patterns requires a significant amount of time. Merely presenting adverts to consumers is insufficient. Achieving a fair price necessitates both active engagement and the provision of high-quality services. According to a number of studies (Mehmeti-Bajrami et al., 2022; Khalid et al., 2020; Alnaim & Albarq, 2023), the provision of high-quality products at competitive prices and the provision of sufficient after-sales service are identified as crucial variables that influence customers' purchase choices.

The surge in online marketing was observed as a result of the limited accessibility to physical retail establishments during and during the Covid-19 pandemic. The utilization of many communication channels, encompassing digital marketing, to engage with consumers. According to Gujrati & Uygun(2020), digital marketing is a versatile approach that effectively influences both existing and potential clients through various media channels. In contrast to conventional marketing endeavours, the impact of digital marketing on consumers' purchasing behaviour may be readily discerned. According to S. Das & Mishra(2022), the widespread use of digital marketing strategies during the covid-19 pandemic has led to a shift in consumers' perspectives on the acquisition of services and products.

The empirical evidence regarding brand preferences substantiates the existence of strong correlations between conventional marketing principles and digital marketing, hence providing support for the proposition that a fusion of the two approaches is warranted. To effectively cater to the needs of their clientele, enterprises must consistently adapt their strategies. Nevertheless, organizations must give due consideration to the input they receive from millennials who express a lack of enthusiasm for digital advertisements. The study exclusively examined a limited portion of the entire population. As a result, it might be inferred that the findings may not necessarily be representative of the broader millennial population. The matter of location also serves as a limiting factor.

The utilization of product packaging as a networking tool has the potential to disseminate information and educate prospective consumers effectively. The packaging of a product plays a crucial role in conveying important information about the product itself and the brand it represents. This includes providing details on the composition of its components, the intended use of the product, and ensuring a consistent representation of the brand. It is imperative to incorporate all pertinent information in the local language on the packaging as a gesture of reverence towards the local population. The adoption of environmentally sustainable packaging has become imperative in contemporary markets due to its significant role in capturing consumer interest and maintaining their engagement during the purchasing process. Marketers must assign high importance to this matter and adhere to established methodologies, including the utilization of containers that may be recycled (Xiang et al., 2021; Prasad et al., 2019).

In light of the ongoing evolution of the digital marketing landscape, firms are employing many tools and strategies to enhance their ability to engage with their intended audiences in a manner that is both more impactful and resource-efficient (Rachmawati et al., 2019). Companies are employing digital technologies such as social media, multimedia marketing, video content, and data analytics to engage with their target audiences and achieve improved outcomes effectively. In light of the increasing prevalence of digital marketing, organizations must remain abreast of the current developments to ensure their competitiveness and success.

The results of this study suggest that customer engagement remains rather low, even for the factors that have been previously identified as the most influential. The utilization of two-way communication has emerged as a prevalent strategy on social media platforms, facilitating the interaction between consumers and companies, as well as fostering connections among consumers themselves. The results of the study on customer engagement suggest that the participants generally do not actively engage in the reciprocal exchange of communication. When seeking information, it appears that the reliability primarily resides with fellow consumers rather than the fashion brands themselves on social media platforms.

The present study suggests that the implementation of digital marketing management approaches has a notable influence on customer engagement within the hospitality sector of North Cyprus. Furthermore, it is observed that service quality plays a mediating role in the relationship between these strategies and customer engagement. The adoption of new methods by restaurant managers has the potential to influence the satisfaction and loyalty of both current and potential consumers.

The findings of this thesis suggest that customer engagement remains generally low, even for reasons that have been previously identified as the most probable ones in existing research. Social media platforms have witnessed a growing trend in the utilization of two-way interactions to establish connections between businesses and customers, as well as foster conversations among customers themselves. Studies on customer interaction have indicated that participants seldom participate in a substantial and interactive dialogue. Social media users exhibit a higher level of trust towards recommendations originating from their peers in comparison to those emanating from fashion enterprises.

The hospitality sector in North Cyprus has a strong correlation between consumer loyalty and service quality, which can be attributed to the implementation of marketing management strategies within restaurants. Restaurant proprietors and operators possess the power to exert influence over both current and prospective patrons through the use of novel strategies aimed at customer retention.

6. Conclusion

In conclusion, this study has explored the mediating role of service quality in the relationship between digital marketing strategies and customer engagement within the context of the restaurant industry in Cyprus. The findings contribute to the existing body of knowledge by providing empirical

evidence of the interplay between these variables and the significant influence of service quality as a mediator in this relationship.

Notably, the results highlight the positive impact of well-executed digital marketing strategies on customer engagement, further amplified by the mediating effect of perceived service quality. This underscores the importance of integrating digital marketing efforts with a commitment to delivering consistently high-quality services to enhance customer engagement and loyalty within the highly competitive restaurant industry.

While the study's findings are specific to the Cypriot context, they hold broader implications for restaurant operators and marketers in the hospitality industry. By adopting a holistic approach that combines effective digital marketing tactics with a customer-centric service philosophy, businesses can foster stronger customer engagement, loyalty, and ultimately, long-term success.

However, it is important to acknowledge the limitations of this study, such as the potential for response biases due to self-reported data, the cross-sectional nature of the data collection, and the focus on a specific geographic region. Future research could explore longitudinal or experimental designs to establish causality and examine the generalizability of the findings across different cultural contexts or industry sectors.

Additionally, further investigations could delve into the specific digital marketing strategies or service quality dimensions that have the most significant impact on customer engagement, providing more actionable insights for practitioners. Qualitative studies could also complement the quantitative findings, offering deeper insights into the lived experiences and perceptions of customers and service providers within the hospitality industry

Also Restaurant owners can use the findings to raise the probability of accurate and predictable sustainability, as well as secure funding for environmental and philanthropic initiatives, encourage job development, and increase revenue. The researcher anticipates that the company will gain a full understanding of each stage of the product introduction process as a result of the decisive results. This will allow for the formulation of further marketing strategies for the restaurants' expansion, as well as the execution of these phases in accordance with the project type or launching strategy.

The reach of the findings had been limited due to the study's cross-sectional design and reliance on a single data gathering method. Future research on this topic should widen its scope to include other industries in order to improve the utility of data gathered from the restaurant industry. Our inquiry was primarily concerned with examining the underlying components, not with generating predictions. Future studies may use an experimental strategy to determine the causes of these connections. Future researchers may choose to collect information from a variety of sources or at varied time intervals (cross-sectional) in order to offset the inherent biases in cross-sectional data. An second issue is the limited application of data acquired from restaurants in northern Cyprus to Pakistan. Future study has the ability to reproduce the same findings in a wide range of organisational and cultural settings.

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