

Determinants of Customer Satisfaction in Quick Service Restaurants as Predictors of Customer Repurchase Intention Towards Quick Service Restaurants in India

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Abstract

Restaurant industry in India is facing so many challenges one of them is the ever-growing volume and competitions of foreign brands and Indian brands of restaurant. Excellent service quality offers to customer's results in increase level of satisfaction and revisit of customers and increase profit of the company. The main aim of this study to investigate what determinants of customer satisfaction in quick service restaurants as predictors of customer repurchase intention towards quick service restaurants in India, many foreign origin and Indian origin quick service restaurant chain rapidly increase their outlets in urban and metro cities. Five quick service restaurants chain of Delhi NCR selected such as (Mc Donald's, Dominos, Haldiram's, Bikanerwala and Shreerathnam) on the basis of convenience and data filled by those customers who have availed the services of quick service restaurants for refreshment from one of outlets of each quick service restaurant chains in Delhi NCR . Total customers focused were 150. Thirty customers from each outlet of restaurant were selected those who want to participate in the survey and all questionnaires 150 out of 150 was filled 100 % by customers. Linear regression analysis was applied to analyze data. The results of the study shown that Food quality determinants is most significant factor in customer satisfaction and Individual Attention is least factor in customer satisfaction.

Keywords: Restaurant Customer Satisfaction, Quick Service Restaurant, Food Quality and Customer Intention to Return.

Introduction

Service industry is the growth engine of economy and it is the corner stone of success in profit oriented organizations

as well as nonprofit oriented organizations. Restaurant industry deals in the service of food and beverage and contributes in the economic growth of country. Competition is increasing in food service industry at very fast speed. Excellent service quality offers to customer's results in increase level of satisfaction and revisit of customers and increase profit of the company Brink & Berndt (2008). Poor service quality generally increases dissatisfaction in customers and he/she will not come back to restaurant again. Excellent service quality improves satisfaction which leads to customer retention and it's a life blood of a restaurant. Christopher et al. (2002) pointed out that "restaurants management not only attract new customers but also retain existing customers". Since the last decade people are frequently dine out with friends and family, most of people involve in information technology business and lives in metro cities both man and woman are working and they have no time to cook food so they prefer to eating out. Technopak (2014) report on quick service restaurant stated that Indian market have vast opportunity to grow in quick service restaurant sector, Indian population is 1.2 billion with 65 % of population under 35 years, world's youngest population country and 64 % of population comes under the working age and they prefer to eat fast food. Spending power of middle class people increasing and it is a good sign for the growth of restaurant sector in India. Super Market, Multiplexes, Food Court and Railway Lounge provide beneficial condition to Indian as well as international brands to set up their business in India.

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Quick Service Restaurant (QSR)

The concept of quick service restaurant (QSR) based on minimum table service, fixed menu and ready to prepare meal at reasonable price and food prepared in advance. QSR are generally a franchise outlet or a part of restaurant chain. Generally, main features of this segment is follow norms set by the government, quality control, multiple outlets, structured supply chain with standardized design and transparency. This segment of restaurant targeted customer's usually young people between 16-35 years. This type of restaurant is informal, yet hygienically kept and is located in a busy area such as multiplex, supermarket, metro stations, bus stand shopping malls and so on, cater to the requirement of the middle class and the customers who are in a hurry. The restaurant is generally quite large with more numbers of covers. It serves the dishes that are very popular and highly demanded in that area, quickly and at a moderate price. Customer's ordered from a menu board which is hanging on the wall or from the ceiling. The menu may either be displayed on a board at a prominent place or printed and laminated. The food is plated in the kitchen and carried to the table on a tray and served. Disposable items such as plates, spoons and forks are extensively used. The cutlery, crockery used is moderate.

In 1996 Mc Donald's entered in India with the concept of Quick service food. After that so many foreign brands such as Mc Donald's, Dominos, Subway, Pizza Hut and KFC opened their outlets in India, either through franchise outlets or their own company outlets in the organized sector.

Review of Literature

Customer Satisfaction

Williams & Buswell (2003) research study shown that satisfaction of customer's is the result of service received by the customers which is equals or exceeds their expectation. So, it is clear that customer satisfaction equal to perception and perception equal to expectation both are vice- versa. It can be written as:

Customer satisfaction=Perception = Expectations.

The feeling of dissatisfaction comes when quality of services less than expectation. Usually when the quality of

services meets with the expectation, customer is satisfied. Customer is delighted if expectation exceeds Kotler et al. (1996).

Restaurant Customer Satisfaction

McColl-Kennedy & Schneider (2000) suggested that restaurant success primarily depend on customer satisfaction. Eliwa (2006) investigated that dining experiences of a customer primarily depend on Meal-30 %, cost-20 %, service-26 % and environment-24 %.

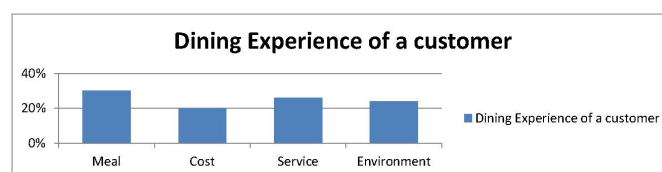


Fig. 1: Dining Experience of a Customer

Source: Eliwa (2006)

Zeithmal et al. (1993) pointed out that revisit of customer and positive words of mouth communications about restaurant to others, results in happy and satisfied customers.

Customer Satisfaction Factors in the Restaurant: Johns & Tyas (1996) adapted 'SERVQUAL' measuring scale in United Kingdom to determine service quality perceptions of catering operation. They created 12 variables of customer satisfaction such as presentation of food, hygienic preparation of food, service of food at appropriate temperature, menu variety, portion size of meal, taste of food, presence of management/manager, healthy food option in menu, value for money, selection of dishes change on regular basis and freshness of food.

Oh & Jeong (1996) applied a questionnaire in their study to asses customer satisfaction it include five factors with eighteen variables.

Table 1: Customer Satisfaction Attributes in Restaurants

Sr. No.	Factors	Variables
1	Food	Food taste, quality of food, portion size of food, freshness of food and price.

Sr. No.	Factors	Variables
2	Service	Quick service of food, staff welcomes guest, responsiveness and attitude of staff.
3	Amenities	Space of restaurant, ambience and table seating.
4	Appearance	Neat and clean appearance of staff and facilities.
5	Convenience	Availability of menu dishes, service at promised time, temperature in the restaurant and location convenient.

Source: Oh & Jeong (1996)

Gagić et al. (2013) results of their study identified that food quality, service quality, physical environment and perceived price fairness act as a significant factor in customers restaurant experience. Pettijohn et al. (1997) investigated dimensions of customer satisfaction in quick service restaurant on a five point 'Likert scale'. Dimensions were food quality, cleanliness, value for money, menu variety, atmosphere and convenience. Kivela et al. (1999b) research work very clearly investigated the nature of association between customer revisit intentions and customer satisfaction in a Chinese restaurant in Hong Kong. He applied a questionnaire in their study that includes five factors with twenty seven variables.

Table 2: Customer Satisfaction Attributes

Sr. No.	Factors	Variables
1	Food	Presentation of food attractive, Variety in menu items, healthy food, taste of food, ingredients freshness, service of food at correct temperature.
2	Service	Friendly behavior of staff, staff paying special attention, staff greets customers, service efficiency, willing to help customers, service knowledge of staff, understand customers' needs.
3	Atmosphere	Comfortable atmosphere, noise in the dining area, restaurant view, cleanliness of the dining area, privacy of customers, temperature in the dining area, ambience, appearance of staff.

Sr. No.	Factors	Variables
4	Convenience	Table reservation through telephone, convenient parking.
5	A restaurant that offers.....	Good dining experience, consistently standardized taste of food, pleasant environment, consistently standardized service.

Source: Kivela (1999b)

Sulek & Hensley (2004) concluded that there was direct link between food quality, atmosphere and wait time on customer intention to return and satisfaction in the restaurants. The findings of the study revealed that food quality was important factor in customer intention to return and satisfaction followed by atmosphere and wait time in restaurants.

Andaleeb & Conway (2006) applied a model of customer satisfaction in their survey study of restaurant by using the transaction-specific framework to determine the factors which is responsible for customer satisfaction in the restaurant industry. The findings of the study clarify that model satisfactorily explained customer satisfaction. Management concentrate primarily on food quality, price and service quality of a restaurant. Results of the survey study shown that 'managers of a restaurant' should regularly check the performance of employees.

Gupta et al. (2007) conducted a survey on customer satisfaction to evaluate the association among dining experience and customer satisfaction by using a questionnaire of twenty one statements. The study concluded that comfortable, clean and inviting restaurant rated highest satisfaction and food quality rated lowest satisfaction. The results of the research work shown that customer intention to return depend on service, value for money, cheerful greeting of customer and taste of food.

Namkung & Jang (2008) investigated a survey study to evaluate the quality perception from the view point of satisfied customers of a full service restaurant. The questionnaire rate on seven point 'Likert scale' consist of 'perceived quality' factors i.e. food (five items), atmospherics (four items), and service (four items). The study results showed that perceptions of highly satisfied guest different from non-highly satisfied guest. The study results also pointed out that taste of food, presentation were more important as compared to healthy options, freshness, and temperature. Conversely, music, layout of

restaurant, interior design and atmosphere in the restaurant attributes was playing an important role in high level of customer satisfaction.

Hwang & Zhao (2010) conducted a study in 'Miami' used 'Answer Tree Method' to evaluate the differences between satisfied and dissatisfied customers. The study concluded that value for money, taste of food and cleanliness factors directly influenced customer satisfaction. Conversely, value for money, taste of food, and menu knowledge of staff also influenced dissatisfaction of customers.

Customer Intention to Return

Customer satisfaction is a good sign to know whether customer will return or not. On the other hand it is not confirmed that satisfied customer will return to restaurant but it is confirmed that unsatisfied customer will never come back. Customer satisfaction has great impact on customer retention and it results to increase company profit. Apart from the customer satisfaction there are others factors that influence the customer decision in selecting the restaurant such as food quality, service quality, value, cleanliness, responsiveness, empathy etc. From all these factors in restaurant, the results of the study shown that food quality was rated as the most influential factor of customer return patronage. Pettijohn et al. (1997) investigated determinants of customer satisfaction in fast food industry, the results shown that food quality and physical setting, both of these factor influence customer satisfaction and intention to return. Kivela et al. (2000) investigated that convenience factor in restaurant is an important indicator of customer return intentions. Sulek & Hensley (2004) focused on the University dining facilities, the finding of the research work clarify that atmosphere (décor, music and lighting) of the restaurant influence satisfaction and intention to return of customer.

Factor Responsible for Customer's Decision on Return to the Restaurant

The following factors are responsible for customers decision on return to the restaurant

Convenience

Klassen et al. (2005) agreed that customers often preferred to take their meal on that restaurant which is very near

to the building they are in or cover very less distance. Mattila (2001) presented a study showed that a convenient location factor in restaurant is an important indicator of customer's satisfaction. Shoemaker (1998) also studied about University Dining Facility, the findings showed that convenient location is an important indicator for customers, they prefer to select those eating outlet which is near to their class and offices.

Demographic Profile

Slama & Tashchian (1985) authors believed that customer demographic profile such as gender, education, income, and age have direct link with customers buying process. Chowa et al. (2007) described four demographic variables such as gender, education level, age and income level that have a link with return intention of customers in a Chinese full service restaurant.

Food Quality

Food refers as tangible element of restaurant dining experience. Restaurant position is depending upon food quality good or bad (Spears & Gregoire, 2004). Some authors develop a strong link between food quality dimension and satisfaction, loyalty and return intention of guest in restaurant. Qu (1997) conducted a study on 'Chinese restaurants', the study showed that price and value factors in restaurants were an important indicator of customer return intentions. Usually taste of food attributes plays an important role in shaping customer satisfaction in restaurants. Brown, (2004); Spears and Gregoire, (2004) stated that customers usually go to a particular restaurant just only because of taste.

Price and Value

Yuksel & Yuksel (2002) study showed that customers revisit restaurant not only because of tasty food, service quality and a pleasant environment in restaurant but also price they are paying against the services availed in the restaurant that represents value for money. On the other hand, Shoemaker (1998) conducted a survey study on students of 'University Dining Facility', reasonable price play a significant role in the selection of restaurant. Customers usually go to that restaurant where they feel that food they order, provide better value for money (Yuksel & Yuksel, 2002).

Physical Appearance

It refers to the first impression of restaurant. It is not only attractive but also inviting to guest. Colour of building, window, curtains, flowers thereof, type of entrance, and a signboard with name of restaurant on the exterior of the restaurant. In the restaurants it acts as a key factor to influenced customer's decision of restaurant. This dimension used by many researcher in their study to investigate customer satisfaction in restaurants for instance Malik et al. (2013); Kasapila (2006); Kaur, M (2013); Franchuk (2012); Voon et al. (2013); Kariru & Aloo (2014); Raza et al. (2012); Tantakasem & Lee (2008); Bucak (2014).

Layout Design

In restaurants, layout design means entrance and exit point, corridor, service lift and guest lift, food service area, rest room are designed in an organized and correct way.

Hygienic Environment

Customers choose only those restaurants that follow hygienic standards, customers pay more because they want to enjoy their meal in clean environment otherwise quality and tasty food also available at road side food mobile van. Hygienic environment is important variables in restaurants and used by Malik et al. (2013); Barros & Freitas (2013); Surapranata & Iskandar (2013); Ahmad et al. (2013) in their study.

Individual Attention

It matters a lot in service business, main cause of one restaurant success and another fail of similar standards due to caring staff and staff pay individual attention to customers. Staff in restaurant greet guest by their name, remember his/her food choice, table preference and be sympathetic about their request/problem. Customers visit again and again only in those restaurants whose staff are caring. Caring staff variable found in many studies of restaurants for instance Seyanont (2007); Kasapila (2006); Kaur, M (2013); Hermanus (1997); Dogdubay & Avcikurt (2009); Blešić et al. (2011); Barros & Freitas (2013); Van Ree (2010); Stromgren (2007); Guo, M (2012).

Restaurant Ambience

Dimension play a significant role in the selection of restaurant, evidence from the research work of various scholars like Markovic et al. (2010); Kumaran et al. (2011); Hwang & Zhao (2010); Kasapila (2006); Kaur, M (2013); Naseem et al. (2011); Haghighi et al. (2012); Voon et al. (2013); Soriano (2002); Canny (2014); Saraiva et al. (2011); Melkis et al. (2014); Nadzirah et al. (2012). Customers select restaurant not only because of food quality but there are some others factors that responsible for selection of restaurant. Rande (1995) pointed out that good ambience of restaurants such as décor, interior, texture of walls, colour scheme and building design influenced customer dining experience. The restaurant creates atmosphere in which customers enjoy and relax themselves and happy guest revisit again in restaurant. Whereas, revisit intentions of customers, clear indication of success and profitability of restaurant business. Wakefield & Blodgett, (1994); Yüksel & Yüksel, (2002) concluded that restaurant ambience partly more significant for the long term success of restaurant. The results of the study shown that customers usually attracted by the ambience of restaurant, customers are likely to spend more time and more money in those establishments which have good ambience. Yüksel & Yüksel (2002) stated that the restaurant succeed who serve average food but with good building design, interior, colour scheme and trendy furniture and good ambience. On the other hand, restaurant with poorly designed ambience offer average food usually fail. So, ambience plays a significant role in customer's whole dining experience.

Dining Experience

In service industry like restaurants this dimension plays an important role in customer's decision to select restaurant. In restaurant business willing to help customers factor have great impact on customers dining experience and it applied in many research articles by the researchers like Hermanus (1997); Patrício et al. (2006); Barros & Freitas (2013); Franchuk (2012); Canny (2014); Kariru & Aloo (2014); Raza et al. (2012); Van Ree (2010); Stromgren (2007); Giritlioglu et al. (2014); Osman (2013); Tantakasem & Lee (2008); Bucak (2014); Tan et al. (2014); Guo, M (2012); Marković et al. (2013); Bhat & Qadir (2013).

Presentations of Food

Presentation gives eye appealing effects to customers. Even best prepared food is some time not like by customers if it is not well presented. So this dimension makes or mars the whole dining experience. Several authors used this variable in their study such as Brown (2004); Kasapila (2006); Barros & Freitas (2013); Surapranata & Iskandar (2013); Ahmad et al. (2013); Voon et al. (2013); Canny (2014); Saravia et al. (2011); Ramseook-Munhurrin (2012); Ng.Y.N. (2005).

Objective of the Study

To identify the significant determinants of customer satisfaction in quick service restaurants as predictors of customer repurchase intention towards quick service restaurants in India.

Hypothesis of the Study

H1: Physical appearance is positively related to the customer satisfaction on repurchase intention.

H2: Restaurant Ambience positively related to customer satisfaction on repurchase intention.

H3: Convenience and customer satisfaction are also positively related on repurchase intention.

H4: Dining Experience plays an important role in the satisfaction of customer and revisit intention in restaurant.

H5: Price & value has positive impact on customer satisfaction.

H6: Food Quality is positively related to customer satisfaction.

H7: Hygienic environment has also positive relation with customer satisfaction.

H8: Individual Attention is positively associated to customer satisfaction.

Research Methodology

In this study, secondary data has also collected from various sources such as previous research papers published in journals, books, published and unpublished thesis and websites. With the help of literature review,

questionnaire was developed, formulating the variables, select hypothesis and also helpful in analysis and interpretation of the results. As the study was empirical in nature both data sources such as primary as well as secondary source of data used in the study. Primary data were collected through self administrated questionnaire that was prepared by the researcher based on the extensive literature review and after consulting the experts from the Academician and industry professional from hospitality industry. Total customers focused were 150. Thirty customers from each outlet of restaurant were selected those who want to participate in the survey. Linear regression analysis was applied to analyze data. SPSS-20 version used to analyze data.

Table 3: Reliability of Scale

Sr. No	Variables	Croanbach's Alpha
1	Physical Appearance	0.751
2	Restaurant Ambience	0.732
3	Convenience	0.743
4	Dining Experience	0.719
5	Price & value	0.739
6	Food Quality	0.765
7	Hygienic Environment	0.728
8	Individual Attention	0.775

Five quick service restaurant of Delhi NCR selected such as (Mc Donald's, Dominos, Haldiram's, Bikanerwala and Shreerathnam) on the basis of convenience and data filled by those customers who have availed the services of quick service restaurants for refreshment. Total customers focused were 150. Thirty customers from each restaurant and all questionnaires filled 100 % by customers. The data has shown in Table-4 that 57 % Male and 43 % female respondent's filled questionnaire. The table has shown that 73 % customer up to 20 Years, 17 % from 21-40 Years age group and 10 % from 41-60 Years. 80 Respondents married and 70 respondents single. 24 % respondents visit restaurant single, 50 % with spouse, 13 % with family and 13 % with friends.

Table 4: Demographic Profile of Respondents

Demography Profile of Respondents		Frequencies	Percentage
Gender	Male	85	57
	Female	65	43

Demography Profile of Respondents		Frequencies	Percentage
Age in Year's	Up to 20 Years	110	73
	21-40 Years	25	17
	41-60 Years	15	10
	Above 60 Years	0	0
Marital Status	Single	70	47
	Married	80	53
With Whom You Visit	Single	35	24
	With Spouse	75	50
	With Family	20	13
	With Friends	20	13

Data Analysis & Result

Dependent Variable: Customer Satisfaction

Independent variable: (Food Quality, Price & Value, Dining Experience, Individual Attention, Convenience, Hygienic Environment, Restaurant Ambience, Physical Appearance).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880	.774	.771	.45705
Predictors: (Constant), Physical Appearance, Restaurant Ambience, Convenience, Dining Experience, Price & Value, Food Quality, Hygienic Environment and Individual Attention				

The adjusted R square is (.771). It means that dependent variables (Customer Satisfaction) is affected by 77.1

% by independent variables (Physical Appearance, Restaurant Ambience, Convenience, Dining Experience, Price & Value, Food Quality, Hygienic Environment and Individual Attention). It shows that (Physical Appearance, Restaurant Ambience, Convenience, Dining Experience, Price & Value, Food Quality, Hygienic Environment and Individual Attention) factors are responsible for customer satisfaction and predictors of repurchase intention of customers in quick service restaurants.

Anova Table-6 is showing the level of significance. From the table it is clear that all variable (Physical Appearance, Restaurant Ambience, Convenience, Dining Experience, Price & Value, Food Quality, Hygienic Environment and Individual Attention) are associated to customer satisfaction and the relationship among them is significant as compared to alpha value= 0.05.

Table 6: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.342	7	1.435	22.333	.000
	Residual	7.054	91	.068		
	Total	16.396	98			
Dependent Variable: Customer Satisfaction Predictors: (Constant), Physical Appearance, Restaurant Ambience, Convenience, Dining Experience, Price & Value, Food Quality, Hygienic Environment and Individual Attention.						

Regression Co-efficient

All the determinants of customer satisfaction in quick service restaurants are significant and these variables clearly shown that these variables affected the customer satisfaction and these determinants influenced the satisfaction of customers in quick service restaurants in India and predictors of customers repurchase intentions.

Table 7:

Model B		Un-Standardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	1.143	.257		4.423	.000
	Physical Appearance	.157	.087	.167	1.774	.063
	Restaurant Ambience	.254	.086	.267	2.657	.017
	Convenience	.243	.084	.287	1.276	.024
	Dining Experience	.246	.088	.269	2.748	.012
	Price & Value	.195	.076	.198	2.224	.028
	Food Quality	.287	.057	.297	2.545	.025
	Hygienic Environment	.179	.075	.187	2.564	.014
	Individual Attention	.124	.087	.135	1.776	.016
Dependent Variable: Customer Satisfaction						

The value of positive beta coefficients reflects a connection among independent variables and dependent variable and the value of significance is less than .005 shows the relationship or impact is significant. The determinant of customer satisfaction such as 'Convenience (beta=.287), Physical appearance (beta=.167), Hygienic Environment (beta=.187), Food Quality (beta=.297), Restaurant Ambience (beta=.267), Dining Experience (beta=.269), Price & Value (beta=.198) and Individual Attention (beta=.135). Food quality determinants were most significant factor in customer satisfaction and Individual Attention is least factor in customer satisfaction. Hence all these factors have positive values and influenced customer satisfaction and predictors of repurchase intention in quick service restaurants. Therefore, all the hypothesis of the study (H1, H2, H3, H4, H5, H6, H7 and H8) is positively significant.

Conclusion

Satisfied customers for an organization are asset for the organization they visit again and again to repurchase. The main aim of this research study to determine significant determinants of customer satisfaction that act as predictor of customer repurchase intention. Due to Competition in restaurant industry customers have many options, in recent times, global competition enables the customer to move to better alternatives. For the survival of a restaurant and increase market share the key element to increase customer satisfaction and retain them. Therefore, food and beverage service industry has to keep an up to date record of customers to plan effective marketing strategies.

This study was conducted and to examine the association among the customer satisfaction to (Physical Appearance, Restaurant Ambience, Convenience, Dining Experience, Price & Value, Food Quality, Hygienic Environment and Individual Attention) were the key determinant of customer satisfaction and predictors of repurchase intentions in the quick service restaurant. Food quality determinants were most significant factor in customer satisfaction and Individual Attention was least factor in customer satisfaction. Hence all these determinants have positive values and influenced customer satisfaction and predictors of repurchase intention in quick service restaurants in India.

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