

IMPACT OF SERVICE QUALITY ON CUSTOMER SATISFACTION IN RESTAURANT INDUSTRY

Shaher Murad

MS Scholar - Superior University Lahore, Pakistan

Email: fectanonverba@gmail.com

Prof. Muhammad Ali

PhD Scholar - Superior University Lahore, Pakistan

Email: aliatwork247@gmail.com

Abstract

The purpose of the study is to investigate service quality and its impact customer satisfaction in restaurant industry in Pakistan. And also examines that how different levels of service quality affects the customer loyalty and its perception according to the particular restaurant. Different service dimensions have been studied for this purpose. Respondents are chosen from different demographics using random sampling. Restaurant for both fast food and conventional food is selected for this study. Questionnaire technique is used to collect the data and about 152 questionnaires are distributed among people and all are selected for research analysis. Findings indicate that there is a highly significant relationship between service quality (tangibles, assurance, responsiveness, reliability, empathy) and customer satisfaction in restaurant industry. Restaurant industry is fast growing and emerging industry in Pakistan and there is the need to look after the phenomenon of customer satisfaction and service quality briefly in order to make it good and healthy for people. Therefore this study is specially conducted in Pakistan for taking fruitful results.

Key words service quality, customer satisfaction, tangibles, assurance, responsiveness, reliability, and empathy and restaurant industry

1. Introduction

In today highly competitive environment the restaurant industry is fast growing industry in every country of the globe. So in order to provide best food and best quality service the industry should make efforts to make the service quality a benchmark for every customer to gain the competitive advantage in the restaurant market. Even there is also the need of service quality in all sectors of business. So these studies are purely based on the service quality measures and techniques to makes customer happy and retain the customer to maximize the profitability. Considering the importance of client maintenance to the fast-food restaurant's growth the fast-food restaurant has to to adjust to the changing and leaning of clients and provide food its administration to attractive interest of the spot customers. Case in point, the late climb in gas costs may restrain a few customers to eat at the nearby fast-food restaurant or make fewer outings to the fast-food restaurant that is a more noteworthy separation from their area. Additionally, those needs and inclinations may speak to different administration characteristics, for example, the more

noteworthy determination of sound sustenance's, value dinners, quick exchange in administrations, better good-natured remarks, 24/7 entrance, and respectful/cordial workers. When these administration qualities are uncovered, the fast-food restaurant must distinguish what administration characteristics customers consider most vital and how well the fast-food restaurant is performing with respect to its rivals regarding each of those notable administration properties. With an end goal to help the fast-food restaurant upgrade its aggressiveness that depends on the customer impression of its general administration quality in examination to different contender, this paper conducts an aggressive benchmarking study that means to make an interpretation of customer management food into similar quality measures. Put basically, benchmarking is the procedure of making up for lost time with the best-in class hone by seeing how the best association turned into the best (Balm, 1992). The idea of benchmarking is to some degree unique in relation to that of benchmarks. As such, benchmarking is a quality change instrument that constantly hunt down best-in class practices to seek after brilliance, though benchmarks speak to estimations, for example, working measurements that gage the execution of a capacity, operation, or business with respect to others (McNair and Leibfried, 1992; Bogan).

It has been demonstrated that the happy a customer is by administrations offered by a restaurant; the more likely he or she is to revisit it in the future or recommend it to companions and associates (Kivela et al., 1999; Petti john et al., 1997). Social effect appears to assume a vital part to this end: 44 for each penny of customers that visit a restaurant for the time, seem to do as such at somebody's proposal while 10 for every penny are reality be told joined by a previous customer (Smith, 1996; Stevens et al.).

The essential idea in this is that if everybody actions to furnish one's interior customers with better management then external customers are liable to get management of higher quality (Lukas and Maignan, 1996). Fundamentally, this is a chain response that outcomes inside quality stream down to external customers (Woods, 1996). A few specialists have pushed that inability to fulfill the necessities of a member in this interior quality chain, (for example, a specialist or division) makes issues at another point (Oakland, 1989; Pfau et al., 1991), while others underline that inward quality is an essential to outside quality (Berry et al., 1990; George, 1990; Groenroos, 1990; Silvestro et al., 1992). As more stress is put on the nature of inside administrations, outside customers determine more fulfillments (Johnson, 1996; Schneider and Bowen, 1985). The idea of inside customers has uncommon significance when it alludes to cutting edge faculty, (for example, customer support) in light of the fact that the fulfillment of external customers generally relies on upon it; in this manner, the procurement of low-quality administration by inner suppliers may have as an impact the procurement of low-quality support of outside customers (Bowen and Johnston, 1999). Case in point, a bank employee can't serve clients in his or her line quick and efficiently if data innovation faculty neglects to furnish the teller with top notch PC framework supply.

The administration environment or "services cape" additionally has a generous impact on consumer loyalty with an administration experience. Bitner (1992, p. 58) portrays the services cape as the "fabricated environment" or, all the more particularly, the "synthetic, physical surroundings rather than the common or social environment". As indicated by Bitner, two of the most imperative parts of the earth are spatial format and usefulness, and in addition components identified with stylish request. In view of their impression of these two arrangements of elements, clients will have particular contemplations and emotions (enthusiastic and physical) that will lead them to either approach or evade an administration (Wakefield and Blodgett, 1994; Jang et al., 2011). The significance of the physical environment in making feeling and consumer

loyalty is especially correlated to the restaurant industry on the grounds that cafes normally experience everything inside of the physical environment of the restaurant (Wall and Berry, 2007). Ryu and Han (2010) state that when sustenance and administration are of worthy quality, wonderful physical environment may focus their general fulfillment to a huge extent

Understanding the buyer is essential to attainment in the consideration industry (Goeldner et al., 2000). Consumer motivation has often been scrutinized in terms of customer decision making, fulfillment, encounter, environment and connections with others, and administration staff are trained to all choices about management of the accommodation must to start with comprehension of the visitor and determination of which choice "favors accomplishment for the inn as the arrangement well on the way to deliver a high measure of visitor fulfillment" (p. 374). Fulfillment is comprehended to be anticipated by administration quality (Sudin, 2011), and Nasution and Mavondo (2005) inferred that the in area have to concentrate particularly on furnishing quality administration for the elements of quality that are the most vital to clients. While administration quality and fulfillment are vital all through the lodging industry, they are no place more critical than in extravagance properties, where visitor expect great (Dubois et al., 2005). Dubois and Laurent (1994) demonstrated that customers partner extravagance with words, for example, "expensive", "quality" and "class". Given that the twenty-first century is a period of globalization, excessiveness products now go through all societies.

2 literature review

The restaurant business can be isolated into diverse sections as indicated by one of kind qualities that characterize every segment. Every portion has particular qualities, despite the fact that a significant number of the normal highlights can be perceived across more portions. There is no general institutionalization of these sections, there have been various proposals identified with this characterization (Goldman, 1993; Jones and Lockwood, 1998; Muller and Woods, 1994)

Customers are more leaning to assess their post-buy encounter at the property instead of item level. This quality based methodology permits specialists to conceptualize a client's blended sentiment about an item or administration. The target of the study was to analyze the connections between restaurant quality properties (nourishment, administration and feeling) and client behavioral plans (return proposition and comfortable). As customer impression of restaurant quality credits are considered to have different levels, this study additionally analyzed the impact of three levels of restaurant quality (beneath normal, normal or more normal). At long last, to record for intra-industry contrasts among restaurant portions, the study additionally incorporated two distinct sorts of restaurants (upscale and fast administration) (Mittal et al., 1998).

Administration quality, which may be the most concentrated on restaurant quality feature, has been characterized as the consumer's judgment of the general incredibleness or majority of the administration. In the restaurant business, administration quality is seen through elusive advantages, for example, responsiveness, affability, mindful and proficient practices gave by the administration staff (Stevens et al. 1995)

Return expectation is characterized as the longing of a client to take part in rehashed appearances to a foundation. Accordingly, return plan ought to be unmistakably differentiated from return behavior. They reasoned that arrival expectation spoke to by client "needs" had a more noteworthy effect on return conduct than return aim spoke to by client "desires". Generally speaking, return proposition and return conduct show connections. Nonetheless, what the client really does, contrasted with what they mean to do, is hard to gauge. (Sunderland and Öhman 2005) spoken exchange is characterized as the degree to which a client advises companions, relatives and partners about an occasion that has made a certain level of consumer loyalty or

disappointment. Positive informal happens when a client is exceptionally fulfilled by an administration and has a desire to impart this positive experience to other potential clients. Accordingly, verbal exchange has been perceived as a standout amongst the most imperative client practices that happen after the buy of products and administrations.

It is for the most part concurred that larger amounts of consumer loyalty lead to more elevated amounts of behavioral aim, which is spoken to by return aim and expression of-mouth. Previous studies have demonstrated a positive relationship between quality, consumer loyalty and behavioral intentions in the connection of eateries; nourishment, administration and experience quality have been accounted for to have a positive effect on consumer behavioral plan. (Li and Petrick, 2010; Walter et al., 2010).

Some examination has recommended that the connections between eatery quality traits and client behavioral expectations are both positive and straight (DiPietro et al., 2011). Subsequently, as study members reported larger amounts of nourishment and/or administration quality, it was expected that there would be a relating addition in their behavioral plans. On the other hand, different studies have reported these connections to be non-direct or irregular.

Although former exploration has reliably demonstrated the connections between nourishment quality and client behavioral propositions to be both positive and direct over a wide range of eateries, this is not the situation for a percentage of the other more regular restaurant quality qualities. Case in point, past studies have demonstrated that speedy administration restaurant consumers put the most elevated emphasis on the novel administration measurements of accommodation, request exactness, immediacy and velocity of administration (Clark and Wood, 1998; DiPietro et al., 2011; Sulek and Hensley, 2004), yet were not as imperative to clients of upscale eateries. Rather, upscale restaurant clients expect elevated amounts of general administration quality, and exceptional administration brings about higher return propositions and more positive verbal (Han and Ryu, 2007; Wall and Berry, 2007).

The cost of the things on the menu can likewise significantly influence clients on the grounds that cost has the capacity of drawing in or repulsing them (Monroe, 1989)

The pricing of restaurant items also varies according to the type of restaurant. If the price is high, customers are likely to expect high quality, or it can induce a sense of being “ripped off.” Likewise, if the price is low, customers may question the ability of the restaurant to deliver product and service quality. Moreover, due to the competitiveness of the restaurant industry, customers are able to establish internal reference prices. When establishing prices for a restaurant, an internal reference price is defined as a price (or price scale) in buyers’ memory that serves as a basis for judging or comparing actual prices (Grewal et al., 1998). This indicates that the price offering for the restaurant needs to be in accord with what the market expects to pay by avoiding negative deviation

A vital variable driving fulfillment in the administration environment is administration quality. On this matter, however, there is some contention in respect to whether consumer loyalty is a forerunner or result of administration quality. One school of thought consider the administration quality as a worldwide evaluation about an administration class or a specific association

2.1 Service quality

Early administration quality examination concentrated on enhancing quality (a journey not to be neglected) and measuring the expense connected with quality change. The center of this study focused on characterizing administration quality to see how to better accomplish ceaseless change. Parasuraman et al. (1985, 1988) characterized administration quality as a general assessment which comes about because of contrasting an association's execution and the client's

general desires of how the industry ought to perform. At first, the creators recognized ten administration quality measurements (1985) which were later decreased to five (1988) (tangibles, dependability, responsiveness, certification, and compassion). The majority of these identify with human communication components of administration conveyance. Since the 1980s, numerous exploration endeavors concentrated all the more nearly on comprehension the connection of administration work force and clients as influencing clients' quality recognitions. Various studies have explored the significance of the administration experience as influencing client view of administration quality and fulfillment (Bitner et al., 1990, give an incomplete audit of these). Bitner et al. (1990) utilized the discriminating occurrences procedure (Flanagan, 1954) in gathering reactions from clients of inns, restaurants, and carriers (high-contact administrations). The current aggressive environment, where most lodgings have comparable offices, the survival of inns relies on upon conveyance of service quality bringing about client happiness (Mohsin and Lockyer, 2010). Wilkins et al. (2007) contended that there are three primary sorts of service quality in inns – physical item, service experience and quality of sustenance and refreshment. Then again, Kimpakorn and Tocquer (2007) focused on the expanding part of service quality in the light of the worker inspiration needed to bolster the brand picture/guarantee of the inn. Chang (2006) exhibited that the identity qualities of the bleeding edge workers of lodgings associated to the visitors' impression of service quality. Ineson et al. (2011) pointed out that key pointers for magnificent service incorporate workers with energy for service and for their work, and representative trustworthiness, reliability and capacity to manage crises. On account of this, Vijayadurai (2008) presumed that inn supervisors ought to prepare their work force to guarantee conveyance of amenable, aware and amicable service.

2.2 Customer satisfaction

Various studies have hypothetically and experimentally researched the relationship between administration quality and fulfillment in numerous commercial ventures, for example, Internet keeping money (Ramseook-Munhurrin and Naidoo, 2011), the US air transport industry (Grewal et al., 2010), retailing (Voss et al., 2010) and administration plants (Olorunniwo et al., 2006). Bitner et al. (1990) gathered 700 episodes from customers of carriers, housing and restaurant and underscore the significance of links in the middle of representatives and visitors and reasoned that the workers' level of learning was a key calculate fulfilling the needs of the customer.

Customers see that reckless spending give better value analyzed than standard residence in the territories of dishonor and quality (Nasution and Mavondo, 2008). Accordingly, customers anticipate that higher classified will give common fulfillment through better nature of administration and offices. Wu and Liang (2009) recognized that a high quality of administration, a wonderful environment and an absorbing background are all crucial for customer fulfillment. Cadotte and Turgeon's (1988) study demonstrated that the climates of lodging anterooms and nature of nourishment are key considers visitor fulfillment. Also, cleanliness of inn rooms, nature of administration and workers' learning and administration were imperative variables deciding the fulfillment of inn visitors. Additionally, bleeding edge administration suppliers in inns need to give an institutionalized, organized and simplified conveyance procedure to fulfill their visitors completely (Vijayadurai, 2008). Min et al. (2002) showed that regular visitors are educated around an administration quality, and that visitors are liable to belittle the same on their next step.

Administration quality has been proposed as an in number indicator of client maintenance and consumer loyalty by numerous authoritative specialists. Administration quality is a drive of the consumer loyalty that affects client dependability (Cronin et al., 2000). Administration quality is

a key element for consumer loyalty. It is a critical device for banks for enlarging their pay and piece of the overall industry (Muyeed, 2012)

Also, considering the diverse periods of the client relationship life-cycle highlights essential issues and serves to delineate the level of consumer loyalty at every stage. It likewise serves to accentuate on particular client needs and desires at every phase of the relationship (Ravald & Grönroos, 1996). Consumer loyalty connotes the relationship in the middle of client and administration supplier. It achieves client devotion and actuates a long haul relationship between both sides.

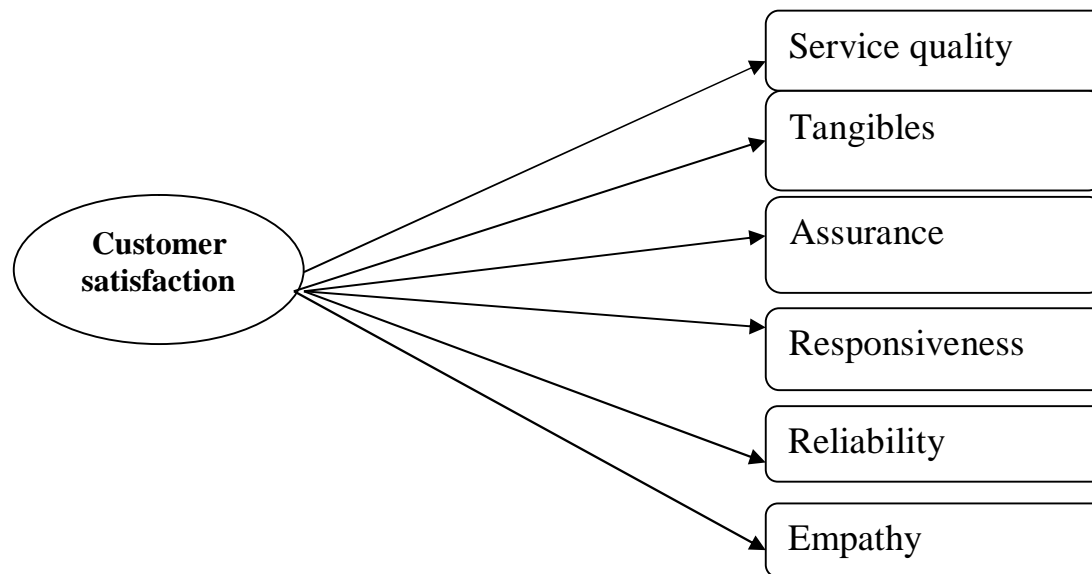


Figure 1 of theoretical framework

4. Hypothesis of the study

H 0: there is no relationship between service quality and customer satisfaction

H 1: there is a relationship between service quality and customer satisfaction

H 3: there is no relationship between tangibles and customer satisfaction

H 4: there is no relationship between assurance and customer satisfaction

H 5: there is no relationship between responsiveness and customer satisfaction

H 6: there is no relationship between reliability and customer satisfaction

H 7: there is no relationship between empathy and customer satisfaction

5. Research methodology

5.1 Population and sampling technique

We have selected the restaurant industry from population which includes students, restaurant owner's teachers and other. Stratified random sampling technique is used. Our sample size is 152.

5.2 Data collection methods

The primary technique for data collection is questionnaire. The questionnaires have 26 sections. The first section is related to tangibles and second is the assurance. Then the

third section is responsiveness and fourth section is reliability. The fifth section is empathy and the sixth section is customer satisfaction.

5.3 Procedures

Data is collected from different restaurants at different educational as well as demographic levels like students, teachers, employees and others.

Following tests are applied to this data:

Descriptive (demographic) statistics

Inferential statistics

Correlation matrix

Regression analysis

6. Results and interpretations

Table 1: demographic information of respondents (frequencies and percentages)

Demographics	Categories	Frequency	Percentage
Gender	Male	97	63.8
	Female	55	36.2
	Total	152	100
Age	Below 20	34	22.4
	20-30	85	55.9
	30-40	33	21.7
	40-50	0	0
	Above 50	0	0
	Total	152	100
Marital status	Married	10	21.7
	Single	142	65.8
	Total	152	100
Qualification	Undergraduate	33	21.7
	Graduate	67	44.1
	Post graduate	52	34.2
	Total	152	100

From above table it is clearly mention that total respondents are 152 from which 97 are male and 55 are female and there percentage are 63.8 and 36.2 respectively. The age of 34 respondents are below 20 and 85 respondents are between the age ranges from 20 to 30 years. 33 respondents lie between the ages of 30 to 40 year. 142 respondents are unmarried and only 10 respondents are married and their percentage is 65.8 and 21.2 respectively. Then 33 respondents are under graduate and 67 respondents are graduates. 52 respondents are post graduates. And their percentage is 21.7, 44.1 and 34.2 respectively.

Table 2: reliability analysis

Variables	Items	Cronbach'alpha
Total	29	.908
Tangibles	4	.756
Assurance	7	.737
Responsiveness	7	.771
Reliability	4	.740
Empathy	3	.736
Customer satisfaction	4	.776

The reliability analysis is applied on collected data. And the overall reliability of the items is .908. the factor wise reliability of tangibles is .756 and assurance is .737. The reliability of responsiveness, reliability and empathy is .771, .740 and .736 respectively. In the end the reliability of customer satisfaction is .776 which is quite good.

Table 3: Correlation matrix

Variables	Tangibles	Assurance	Responsiveness	Reliability	Empathy	Customer satisfaction
Tangibles	1					
Assurance	.356**	1				
Responsiveness	.414**	.576**	1			
Reliability	.301**	.426**	.550**	1		
Empathy	.310**	.552**	.569**	.307**	1	
Customer satisfaction	.310**	.523**	.498**	.535**	.438**	1

** .Correlation is significant at 0.01(2- tailed)

The Pearson correlation matrix shows that there is highly positive significant relation between tangibles and assurance

The Pearson correlation matrix shows that there is highly positive significant relation between responsiveness and assurance

The Pearson correlation matrix shows that there is highly positive significant relation between reliability and responsiveness.

The Pearson correlation matrix shows that there is highly positive significant relation between empathy and reliability.

The Pearson correlation matrix shows that there is highly positive significant relation between customer satisfaction and empathy.

The Pearson correlation matrix shows that there is highly positive significant relation between tangibles and reliability.

The Pearson correlation matrix shows that there is highly positive significant relation between customer satisfaction and empathy.

The Pearson correlation matrix shows that there is highly positive significant relation between tangibles and reliability

The Pearson correlation matrix shows that there is highly positive significant relation between tangibles and responsiveness

The Pearson correlation matrix shows that there is highly positive significant relation between tangibles and responsiveness.

The Pearson correlation matrix shows that there is highly positive significant relation between tangibles and empathy

The Pearson correlation matrix shows that there is highly positive significant relation between responsiveness and empathy.

The Pearson correlation matrix shows that there is highly positive significant relation between responsiveness and reliability

The Pearson correlation matrix shows that there is highly positive significant relation between customer satisfaction and empathy

Table 3: regression analysis

Variable	Beta	R	Std error
Customer satisfaction	.048	.647	.50713

This regression analysis is run on SPSS and above mention results have been extract which shows that the beta value is 0.48 and standard error is .57013 which is quite normal.

7. Discussion

This study is conducted to examine the behavior and satisfaction of customer regarding to the service quality of the restaurants of Pakistan. For this purpose data is collected from different age groups and gender. Regarding customers, 63.8 per cent were male and 36.2 per cent female. Age groupings were under 20 (22.4 per cent), 20-30 (55.9 per cent), and 30-40 years of age (21.7 per cent). The qualification of the respondents was as follows, undergraduate respondents were 21.7 percent graduate students were 44.1 percent and post graduate students were 34.2 per cent. The frequency the respondents about visiting restaurants, 9.2 per cent visited one time, 31.6 per cent visited twice and 59.2 percent visited more than two times. Most of the customers were very satisfy about the service quality of the restaurants. All those respondents who visited the restaurant for the first time were less satisfied with service and quality as compared to those respondents who visited more frequently. Only 54.3 per centralized that services provided by the restaurant represent their specific needs and wants. And 41 per cent of respondents were not very satisfied with waiters because they considered them too busy to respond to customer needs and wants. It is advised to pay intense attention to these points because, although quality and quantity of food and various dish variety are vital in a restaurant, service is also very important and if a restaurant provides an inadequate service it will directly affect the customer satisfaction and loyalty toward that restaurant. There are a lot of things despite quality of food the customer observed like Proper lighting, sitting arrangements and delivery time of food. Most of the respondents observed these factors while visiting restaurants. The more important factor which is analyzed by customer is the location of the restaurant. The proper and adequate location with parking arrangement is attracted by customers. Most of the respondents have some issue with parking of restaurants, they feel that the parking arrangements of restaurants is was not adequate.

8. Future implication

All the finding of this research indicates that top managers of the restaurant industry will have to focus on internal quality issues if they want to improve external service quality issues e.g. the managers should increase the level of internal cooperation and teamwork among different departments that are associates in workflow and help remove misunderstandings and engage all the departments in problem solving .Since external respondents reported that they received standardized services, it may be a good idea for management of restaurant (i.e. kitchen personnel) to be more flexible so that they may respond to individualized customer needs. The results of this study bring the attention of experts to the notion that while the food quality may satisfy customers, but the poor quality of services may still have a negative impact on total satisfaction.

9. Limitation

There are some limitations in this study. First of all the data apply to this research is totally collected from Lahore city. So, a lot of factors cannot be studied due to limited access from data collection. This study does not representative of all Pakistani restaurant industry. Secondly this study does not mention the name of restaurants on which this study is based. There is no specifically mention about standard of restaurants. The third one is about data collection, in this study researcher take sample size of 200. The 48 respondents were not eligible for further study so that those responses dropped by researcher and use 152 responses for study.

10. Conclusion

The results show that there is the relationship between service quality and customer satisfaction. The factors like tangibles and assurance have the impact which include in service quality on customer satisfaction. Then the responsiveness and reliability are also affects the service quality on customer satisfaction. And in last the empathy also affects the customer satisfaction. So it is concluded that in order to make the restaurant successful the management needs to evaluate these factors in such a way that improves service quality and gain customer satisfaction.

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