

## Factors Affecting Services Quality of Restaurants Business: A Study on Dhaka City

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**Abstract:** *This study aims to determine the factors and its associated attributes of services quality in the restaurants of Dhaka city by evaluating customers' perception. A structured questionnaire survey of total 307 restaurant customers is carried out using a convenience and snowball sampling methods. Based on this data, a demographic profile of the customers is developed before conducting factor analysis and ranking of attributes from most satisfied to least, on a five-point Likert scale. Ranking of the attributes indicates that respondents are satisfied with given all attributes of satisfaction measurement. Besides, five major factors are extracted by factor analysis namely, Physical Appearance, Staff Behavior, Expediting Determinants, Foods Quality and Pricing. Therefore, this research explores an untapped area of study of customer satisfactions and suggests important managerial implications to improve current services quality of restaurant business in Dhaka city.*

**Keywords:** *Customers' Satisfaction, Factor Analysis, Restaurant Business, Services Quality*

### 1. Introduction

People's preference for food and consumption pattern changes from essential dietary items to advanced 'food away from home' (FAFH) with the change in their level of income. As income increases, people initially shift their dietary preferences from cereal-based to fish, meat, fruit and vegetables (Kearney, 2010; Mottaleb, Rahut & Mishra, 2017; Pingali, 2006) and then like to take FAFH (Byrne, Capps & Saha, 1996; Pingali, 2006; Yen & Huang, 1996). Change in income is not the only reason that people go out to have a meal. The number of working women is increasing day by day, which leads to having less amount of time for women to prepare a meal for themselves and their family. Thus, people are having more dependency than ever on restaurants and outside foods, especially in city areas.

The current statistics also support the same phenomenon. The expenditure on FAFH in the USA has become almost doubled in 42 years. In 1970, while it was 25.9% of the total food expenditure of a household, in 2012, it increased to 43.1% (USDA, 2016).

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Moreover, it is increased to 9.5% in the UK, 21.3% in Italy, 20.9% in Belgium, 17.7% in Poland, and 23.1% in Denmark of the total households. Besides, Lee and Tan (2006) support that not only the developed countries but also people from middle income and rapidly growing developing countries also spent money on the restaurant. For example, in 1973, the average expenditure on a restaurant by a Malaysian household was only 4.6% of their total food expenditure, whereas, in 1999, the share increased to 10.9% (Mottaleb et al., 2017).

Like middle income and rapidly growing developing countries, the restaurant industry is also taking its booming pace in Bangladesh. According to the Bangladesh Bureau of Statistics (BBS), in the ongoing fiscal year (FY-18) country's hotel and restaurant sector may post 7.28 percent growth, which was 7.13 percent in the past fiscal year. According to BBS, the size of the sector was Tk. 68.20 billion in the past fiscal year, which may reach Tk. 73.16 billion in the current fiscal year. However, the contribution of the sector is not promising enough (only 0.75 percent to the overall economy) because of the lack of concern and initiative in the proper development of the industry. Among this so far, the development of restaurants, the majority are taking place in the capital city Dhaka. Dhaka is a thriving, colorful, and congested metropolis of some 18 million people, which offers new scope for the development of restaurants for busy city dwellers who prefer 'food away from home' (FAFH) ("Hotel and restaurant," 2018).

In this connection, a good number of registered and unregistered restaurants have already taken the place of their operation in Dhaka city. Though the Dhaka City Corporation registration list indicates there are around 1,000 restaurants in Dhaka city, the Foodiez Bangladesh website demands it more than 1800 restaurants. However, considering all unregistered restaurants in this list, the total number would be around 5000 (Akter, Hussain & Hussain, 2008). Moreover, there are several types of restaurants operating in Dhaka city based on authenticity, which can be classified as an authentic restaurant and inauthentic' restaurant. In authentic restaurants, food is prepared in the same fashion, with the same ingredients, as the original versions of the dish as they are prepared in their nation or region of origin like an Italian-owned Italian restaurant. On the other hand, an inauthentic' restaurant is not run by the people aligned with the restaurant's theme or backgrounds like a sushi restaurant, which is owned by Chinese people or Korean people ("Rise of authentic," 2017).

Though this booming services sector has the considerable potentiality to contribute to the national economy with higher revenue, little effort so far has been initiated in this industry to determine the current level of customer satisfaction and areas of improvement. As said before, change in income and food habits is not the only factor that influences people to go out for meals people also want excellent services, which include food quality, restaurant environment, the behavior of waiter, etc. Therefore, this study, as

applied research, is intended to develop an idea of factors critical to the quality of the service of the restaurant business in Dhaka city. The objectives of the study are first, exploring the current demographic and socio-economic status of restaurant customers, second, ranking the selected relevant attributes of customer satisfaction from most satisfied to least. Third, the dominant factors of the quality of the service that influence customer satisfaction in the restaurant business, and fourth, suggesting few managerial implications to ensure more customer satisfaction.

Thus, this study is significant to different stakeholders of the restaurant business in Bangladesh. However, the outcomes of these objectives will have important implications for the existing restaurant owners and the new restaurant entrepreneurs to improve the quality of their services. Managers will be benefited by exploring the current situation of customer satisfaction of restaurant services quality and their areas of improvement. Besides, owners will be benefited by finding major areas regarding infrastructural development, ensuring expediting determinants in addition to better food and staff management. Finally, customers will get a framework to evaluate the current status of restaurant services quality in Dhaka city and also get help from identified attributes as parameters to judge their satisfaction.

The remainder of this paper is organized as follows. Section 2 reviews the literature on consumer behavior, service quality, and restaurant business. The methodology is proposed and described in Section 3. Section 4 provides results and discussions on statistical analysis from the customer survey, and the conclusion and managerial implications are presented in Section 5.

## **2. Literature Review**

Generally, services organizations strive to achieve customer satisfaction and customer loyalty, which are undoubtedly two vital behavioral outcomes from them. A large number of previous studies explored that, delivering superior value and customers' complete experience with the services are the essential means of generating customer satisfaction and customer loyalty for these services organizations (Cronin, Brady, Hult, 2000; El-Adly, 2018; Gallarza & Saura, 2006; Kesari & Atulkar, 2016; Yang & Peterson, 2004). Satisfying customers is the ultimate goal for any services organization because it will provide long term benefits and sustainable profitability (Greenwell, Fink, Pastore, 2002; Liu & Jang, 2009). In this regard, according to Oliver's (1997), customer satisfaction is the consumer's fulfillment response which is a favorable judgment about a product or services, or the product or services itself, provides a pleasurable level of consumption-related fulfillment.

In other words, it is the overall level of pleasure with a service/product experience (Andaleeb & Conway, 2006). Moreover, previous research shows that customer

satisfaction is at the heart of marketing for any services organization because negative marketing will result in a loss of customers as well as the expected profit. It has been shown that displeased customers tend to complain to the establishment or seek redress from them more often to relieve cognitive dissonance and failed consumption experiences (Oliver, 1987; Nyer, 1999). A disgruntled customer can become a saboteur, put off other potential customers away from a particular services provider (Andaleeb & Conway, 2006).

Besides, customer experience on individual attributes is central as satisfaction on specific attributes of a service offering has a significant effect on overall customers' satisfaction (Seaton & Benett, 1996). In this regard, Markovic, Raspor and Dorcic (2011) suggest that three dimensions named physical quality, corporate quality, and interactive quality are essential in examining service quality. On the other hand, Parasuraman, Zeithaml and Berry (1988) suggest five dimensions named tangibility, reliability, responsiveness, assurance, and empathy to measure customer satisfaction on service quality. Moreover, Wikhamn (2017) suggested that customer satisfaction, innovations, and sustainable human resource management are all critical aspects of the services sector. Thus, by investing in employee competence and well-being, the services sector can increase chances to be innovative and responsive to customer needs and achieve a better level of customer satisfaction and loyalty.

However, the study of customer satisfaction is not unified to all services sectors in an economy. Customer satisfaction studies of any competitive economy is a post-choice evaluation of overall purchasing and consumption experience of goods and services, which vary according to the fundamental nature of the services offerings in that sector (Loureiro, Sardinha & Reijnders, 2012). In this regard, while evaluating restaurant services, Andaleeb and Conway (2006) tested a model of customer satisfaction for the restaurant industry using the transaction-specific framework. The study suggested that restaurant owners and managers should focus on three major elements – service quality (responsiveness), price, and food quality (or reliability) – if customer satisfaction is to be treated as a strategic variable and enhanced. The study also emphasized on 'responsiveness' dimension of service quality as the most important to customers.

Customer satisfaction in the food services industry can be evaluated through a set of factors, including service quality, product quality, hygiene, and atmosphere, among many (Yuksel & Yuksel, 2002). Customer satisfaction in restaurant services represents a harmonious mixture of elements that may include food and beverages, the behavior and attitude of employees, food services, and the environment (Pizam & Ellis, 1999). Moreover, it can be conceptualized by both food quality and service quality, while the total meal experience is counted (Johns & Pine, 2002). Additionally, Medeiros and Salay (2013) stated that the attitude and friendliness of employees are strongly related to

customer satisfaction in food services. Rather than food, customer satisfaction or dissatisfaction is affected by employee behavior (Emery & Fredendall, 2002). Thus, the restaurant staff's personal and functional services significantly and positively influence customers' satisfaction (Alhelalata, Habiballaha & Twaissi, 2017).

Besides, several models have been adopted in previous studies to evaluate customer satisfaction in restaurant services in which the SERVQUAL model is widely used with customization. Though, Parasuraman, Zeithaml, and Berry (1988) developed the primary SERVQUAL method to assess customer satisfaction for services industries, Stevens (1995) customized this model for developing DINESERV from SERVQUAL, a more relevant model to assess customer satisfaction in restaurant services. Moreover, Cronin and Taylor (1992), in their study, suggested that service quality can be predicted adequately by using perceptions alone rather than an overall model of SERVQUAL. In addition to this, Carman (1990) also suggested that in specific services situations, it might be necessary to delete or modify some of the SERVQUAL dimensions.

In the application of customized SERVQUAL model to restaurant services, Andaleeb and Conway (2006) adopted the basic framework of the SERVQUAL model while they only considered the perception measures to identify the customer satisfaction level in restaurant services. In this study, seventeen attributes that importantly represent restaurant services are used to measure customer satisfaction namely, attentive staffs, helpful employees, prompt services, neat appearance, understood needs, courteous behavior, knowledge of menu, served exact order, ensure order error-free, fresh foods, temperature just right, lighting appropriate, adequate parking, clean, appealing atmosphere, not very expensive and not paid more than planned. Along with this study, Markovic et al., (2011) and Alhelalata et al., (2017) also adopted the SERVQUAL model to measure customer satisfaction and also extracted important factors using statistical methods from attributes that represent customer satisfaction in the best way.

Bangladesh is an overly populated developing country with a high rate of urban migration. People are moving rural areas to the capital city in the hope of improving their lives, which causes a dramatic shift towards the development of services sectors from traditional dependency on agricultural production. People who are migrated from rural areas and local urban residents both are merely habituated to have their essential meals from household cooking and are now more dependent on restaurant services. Moreover, historically, Bangladeshi people are well-known as food lovers and offer many traditional cuisines that attract people to taste different foods both at home and outside restaurants. However, despite this increasing interested and prospect in restaurant services, there is very little research on determining customer satisfaction in the restaurant industry of Bangladesh and the quality of its services. Thus, there is ample opportunity to explore customer satisfaction on restaurant services quality offered in Dhaka city, which is still untapped in previous studies.

### **3. Methodology**

#### ***3.1 Nature of the Study***

The current study is descriptive, which explores the existing literature on customer satisfaction to determine the attributes and extracts important factors by examining the customer's response to those attributes. This paper adopts a quantitative approach of study to identify the relevant factors that are important to customer satisfaction in the restaurant services quality of Dhaka city of Bangladesh. A quantitative study offers more reliability, causality, and the ability to generalize (Bryman, 2001; Islam, Hossain & Noor, 2017). Subsequently, the restaurant services attributes are selected, and the questionnaire is designed. The questionnaire asked respondents to evaluate the ultimate restaurant experience they had gathered. It included perceptual measures that are rated on a five-point Likert scales, which is consistent with the prior studies on customer satisfaction and service quality. Demographic data are also obtained from the respondents such as age, gender, level of education, family income, and frequency of visiting a restaurant.

#### ***3.2 Data and Sources***

The questionnaire is developed through multiple steps. Although SERVQUAL is used as a general measurement instrument for services industries, it needs to be adapted to the specific features of each service for which the research is conducted (Markovic et al., 2011). Thus, the gap score approach that measures the difference between perceptions and expectations suggested in the original SERVQUAL framework has been avoided; instead, a questionnaire is developed on perceptual measures, which also helped to keep the instrument and the analyses simple. This approach is consistent with other studies (Andaleeb & Basu, 1994; Cronin & Taylor, 1992). Therefore, by reviewing previous studies in restaurant services quality, the questionnaire used in this study is based on Andaleeb and Conway (2006) and Markovic et al., (2011) research.

#### ***3.3 Data Collection***

The survey is executed during the period of four months from February 2018 to May 2018 to the potential respondents who have been gathered a food experience in restaurants in Dhaka city. A combination of both convenience sampling and snowball sampling methods is used in this study to generate a response. As there is no complete list of customers, who have gathered food experience in restaurants, taking referrals from the initial respondents is essential. The instrument used for this study is on-site and self-administered questionnaire. However, the participation was voluntary, and respondents who denied participating in the survey have not been considered in the sample. Moreover, the local language- Bangla is adopted in the questionnaire along with the international standard language- English for more convenience of the respondents.

Finally, around 350 questionnaires were circulated to potential respondents, among which 307 returned as useable for further analysis.

### **3.4 Data Analysis**

As a final point, using statistical package SPSS (Version 18) data has been analyzed, which includes descriptive analysis, Exploratory Factor Analysis (EFA), and reliability analysis of the data. Descriptive statistics are applied to examine the demographic profiles of the respondents. Moreover, exploratory factor analysis is employed by adopting principal component analysis with varimax rotation to derive factors from restaurant services attributes related to customers' satisfaction. In this regard, first, Kaiser-Meyer-Olkin's measure (KMO) should be greater than 0.7 and is inadequate if it is less than 0.5 (Stewart 1981). Further, Bartlett's sphericity test should be significant (i.e., a significance value should be less than 0.05) (Leech, Barrett & Morgan, 2005). Finally, items with eigenvalues equal to or greater than 1, factor loadings above 0.4, and factors, which contain at least three items, were retained (Hair et al., 2010). Finally, to test the reliability of the scales and to assess the inner consistency of each extracted factor, Cronbach's alpha coefficient is calculated. In this regard, coefficients higher than 0.60 are considered acceptable indicate reasonable internal consistency and reliability (Hair et al., 2010).

## **4. Result and Discussion**

The questionnaire of this study includes a demographic profile of the respondents and a five-point Likert scale to determine the customer's level of satisfaction. This list of attributes used in this study would be most effective while designing restaurant services for generating maximum customer satisfaction. This study not only extracts determining factors from those attributes but also performs a ranking of attributes in a descending order based on average satisfaction scores to facilitate this service design and development of the current situation. The current section of the paper presents first a demographic profile of the respondents, followed by a ranking list of satisfaction attributes from the most satisfied attribute to least and the extraction of factors from those attributes.

The demographic and socio-economic conditions of the customers play a crucial role in the selection of a restaurant, which leads to either a positive or negative food experience. Thus, it is essential to map the demographic profile customers when assessing their level of satisfaction on the restaurant's services quality. The survey findings on respondents' demographic and socio-economic factors are described in Table 4A (in appendix). From table 4A, it is visible that most of the respondents are male (69.70%) compared to the number of females (30.40%) where their age structure shows that more than half (53.09%) of the total respondents are aged between 21-30 years. Such a nature implies

that young people, primarily males, are more interested in experience foods in different restaurants. The majority of these respondents are students in nature (39.70%), followed by respondents involve in services (25.70%) and business (14%).

Moreover, in terms of educational qualification, the majority has a bachelors/honors degree (28.70%) closely followed by Higher Secondary School Certificate degree (26.40%) and master's degree (21.50%) which indicates that respondent on average are educated and may apply their educated judgment while choosing the restaurant. Except for 10% of the respondents, all other respondents fall in the average monthly income group of less than 20,000 (44.63%) or the group of between 20,000 and 50,000 (44.63%). Friends/ Relatives get-together (31.10%) is the primary motivation to visit a restaurant followed by selecting a restaurant as a point of outing in the time of holiday/vacation (24.57%). In addition to these, respondents usually visit a restaurant four times or less (74.60%) in a month. Friends and family suggestions (67.97%) are the primary sources of information to know about a restaurant, whereas Reviews & WoM through internet/social media (22.74%) played second essential sources of information for the surveyed respondents.

**Table 1: Average Satisfaction Value of Selected Attributes**

SL.	Observed Variables/attributes	Mean	Std. Deviation
1	The decor was visually appealing and beautiful	4.36	0.857
2	The price was worthy in your judgment	4.08	0.882
3	Adequate parking was available	3.98	0.909
4	The food was fresh	3.93	0.932
5	You received exactly what you ordered the first time	3.89	0.906
6	Lighting in the restaurant was appropriate	3.88	0.901
7	The restaurant was clean and peaceful	3.86	0.978
8	Your order was served error-free	3.84	0.864
9	Server was courteous	3.79	0.910
10	Food items were not expensive	3.73	0.951
11	Employees of the restaurant understood your needs	3.70	0.943
12	Employees were helpful and cordial	3.64	0.898
13	Server had proper knowledge of the menu offered	3.54	0.908
14	Services was prompt that you will be interest to revisit	3.39	0.999
15	The temperature of the food was just right	3.36	1.027
16	You were not paid more than you had planned	3.32	1.068
17	Server's appearance was neat and gentle	3.24	1.094

**Source:** Authors' calculation based on the survey data, 2018



In addition to demographic information, respondents are asked to rate their level of satisfaction on 17 attributes mostly related to restaurant services. A constructive ranking of the attributes based on their average satisfaction value is given in table 1 with the respective standard deviation. The satisfaction of the respondents is measured on a five-point Likert scale where the median value is considered as 3, indicating ‘Average.’ Respondents are satisfied in all the attributes as mean satisfaction value is more than ‘average’ that is three on a scale of 1 to 5. In this connection, the highest average satisfaction is evident in the attribute of ‘decor was visually appealing and beautiful’ (4.36), and lowest average satisfaction is evident in the attribute ‘server’s appearance was neat and gentle’ (3.24).

Besides, this study adopts an Exploratory Factor Analysis (EFA) to extract essential factors customer satisfaction in restaurant services of Dhaka city. This study, instead of doing a multiple regression model with all these potentially interconnected variables, a PCA of selected explanatory variables is used as several explanatory attributes are correlated with one another. PCA is a dimensionality reduction or data compression method, which reduces attribute space from a more significant number of variables to a smaller number of factors where it has the highest correlations with the principal component (Hair et al., 2010). Moreover, to ensure the data suitability for an EFA, all the variables are tested using both the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy (MSA) and Bartlett’s test of sphericity (Bartlett, 1954). In this regard, the results of these tests are presented in table 2.

**Table 2: Data Suitability and Sampling Adequacy**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.813
	Approx. Chi-Square	1086.508
Bartlett’s Test of Sphericity	df	136
	Sig.	0.000

**Source:** Authors’ calculation based on the survey data, 2018

The KMO measures the sampling adequacy should be higher than 0.60 (Kaiser, 1970; Kaiser & Rice, 1974) for a satisfactory factor analysis to proceed and if any pair of variables has a value less than this, one of them should be consider dropping from the analysis (Islam et al., 2017; Sultana, Siddique, & Islam, 2015). In this study, the KMO score is 0.813, which shows an excellent score of sampling adequacy. Bartlett’s test is another indication of the strength of the relationship among variables. From table 3, it can be observed that Bartlett’s test of sphericity is statistically significant at 0.00 levels, i.e., its associated probability is less than 0.05, which indicates that a PCA (principal

component analysis) can be performed efficiently with the dataset. Hence, KMO and Bartlett's Test confirms that dataset is perfect for factor analysis (Hair et al., 2010).

The Principal Components Analysis with Varimax rotation of the 17 attributes has generated five factors explaining 56.34% of the total variance. In this case, a loading is considered significant if it has an absolute value higher than 0.40. Based on the factor loading, the five factors have been selected shown in table 3 with their respective alpha value and variance level. As table 3 shows, the reliability coefficient range of Cronbach's alpha is from 0.778 (Factor 1) to 0.649 (Factor 3), indicating variables are internally consistent and a good correlation between retained factors and variables.

Although a Cronbach's  $\alpha$  value of 0.70 and higher is often considered the criterion for internally consistent established factors (Hair et al., 2010), Nunnally (1978) suggests that  $\alpha$  value of 0.50 and 0.60 is acceptable in the early stages of research. Moreover, some researchers argued that the values above 0.60 are also acceptable (Gerrard, Barton, & Devlin, 2006; Islam et al., 2017; Kenova & Jonasson, 2006; Sultana et al., 2015). Since Cronbach's  $\alpha$  value for each factor of this study is above 0.70 except two who are higher than 0.60, all five factors are accepted as being reliable for the research. Moreover, the Cronbach's  $\alpha$  value of all the attributes altogether is 0.803, which indicates a stiff consistency and reliability to conduct further statistical analysis.

Factor 1 extracted here is named as 'Physical Appearance' captures four attributes accounted for 25.28% of the total variance, which indicates the tangible look and appearance of a restaurant. Factor 2 is named as 'Staff Behavior,' also comprises of four attributes accounted for 9.70% of the total variance, which indicates attributes mostly related to employees and the server's behavior with customers. Besides, factor 3 is named 'Expediting Determinants' includes three attributes accounted for 7.96% of the total variance, which indicates the various dimensions of restaurant services that do not core to the food quality or restaurant infrastructure, however important to generate positive restaurant experience and create interest for a revisit. Moreover, factor 4 is named 'Foods Quality' contains three attributes accounted for 6.82% of the total variance, which indicates the core attributes of food experience in a restaurant. Finally, the last factor, factor 5, is named as 'Pricing' captures three attributes accounted for 6.58% of the total variance, which indicates the different dimensions related to the pricing of food offered.

**Table 3: Factor Analysis and Reliability Testing Results**

<b>Factors</b>	<b>Loading</b>	<b>Attributes</b>
<b><i>Factor 1: Physical Appearance</i></b>		
Percentage of Variance	0.747	Adequate parking was available
Explained = 25.28%	0.685	Lighting in the restaurant was appropriate
Alpha = 0.778	0.572	The decor was visually appealing and beautiful
Eigen Value = 4.298	0.547	The restaurant was clean and peaceful
<b><i>Factor 2: Staff Behavior</i></b>		
Percentage of Variance	0.733	Employees were helpful and cordial
Explained = 9.70%	0.677	Employees of the restaurant understood your needs
Alpha = 0.777	0.570	Server was courteous
Eigen Value = 1.649	0.552	Server had proper knowledge of the menu offered
<b><i>Factor 3: Expediting Determinants</i></b>		
Percentage of Variance	0.743	Services was prompt that you will be interest to revisit
Explained = 7.96%	0.656	Server's appearance was neat and gentle
Alpha = 0.649	0.635	The temperature of the food was just right
Eigen Value = 1.353		
<b><i>Factor 4: Foods Quality</i></b>		
Percentage of Variance	0.802	The food was fresh
Explained = 6.82%	0.691	You received exactly what you ordered the first time
Alpha = 0.739	0.591	Your order was served error-free
Eigen Value = 1.159		
<b><i>Factor 5: Pricing</i></b>		
Percentage of Variance	0.759	Food items were not expensive
Explained = 6.58%	0.629	You were not paid more than you had planned
Alpha = 0.684	0.561	The price was worthy in your judgment
Eigen Value = 1.119		

**Source:** Authors' calculation based on the survey data, 2018

## 5. Conclusion

The current study is aimed to determine the significant factors affecting the quality of the service of the restaurant business in Dhaka city of Bangladesh along with a comprehensive ranking of essential attributes that elucidate customer satisfaction in the restaurant business. Many previous studies of such kind addressed the customer satisfaction of different industries even in Bangladesh, however literature review support that hardly any of those addressed the restaurant business of Bangladesh. Thus, the current study is the first that considers an untapped area of study by measuring the

customer perception regarding services quality of restaurant business in Dhaka city. In this regard, seventeen selected attributes are first ranked from highest to lowest based on their average satisfaction value, as it is crucial to identify the relative position of each attributes that made up the overall customer satisfaction.

Though customers are satisfied with all these attributes on average, customers showed their satisfaction mostly in visually appealing and beautiful décor, reasonable prices of the items, adequate parking facilities, and fresh foods. This satisfaction indicates that customers judge the underlying infrastructure and facilities along with food quality and price while they rate their satisfaction in restaurant services. On the contrary, the customers showed their dissatisfaction mostly in the criteria like server had lack of adequate knowledge regarding menu offered, and they were not neat and clean, the temperature of the foods was not expected, and services was not prompt enough. Therefore, proper initiatives are required to enhance the server's expertise and skills regarding the menu as well as ensuring a good experience for customers in expediting determinants at a reasonable price.

Moreover, the demographic profile, along with other insights from this study, is expected to help owners and managers to design and develop more amenable restaurant products and services in Bangladesh. The five identifies factors, in this regard, are most important to develop future strategies. Physical appearance represents variables that are mostly related to infrastructure and outlook of the restaurant in which customers will experience the food. Staff behavior, on the other hand, represents the necessary quality of servers and employees that improve service quality in a restaurant. Besides, expediting determinants include attributes that, if present, will enhance customers' positive experience toward restaurant services. Additionally, food quality includes necessary attributes that mostly focused on the quality and status of the menu served in the restaurant. Finally, pricing represents the important consideration upon which customers will judge their perceived value and worthiness of the services received. Thus, the five factors and associated variables should be carefully considered while designing restaurant services to generate maximum satisfaction and loyalty.

Consequently, the implications of the findings of this study are thus crucial to at least three critical groups- owners/managers, policymakers, and customers. Owners/managers of the restaurants will be benefited most from this study by getting a guideline for structuring their services offering and creating more customer satisfaction. Identified five factors and associated variables will be the point of reference for the services providers to create amenable restaurant experience. Moreover, findings might also be relevant to policymakers while designing service sectors for further economic growth. As mentioned earlier, in recent years, restaurant services show a sharp upward growth, which needs to be nurtured further to have a positive impact on the overall economy. Last but not the

least, customers will get a framework to evaluate the current status of restaurant services quality in Dhaka city and also get help from identified attributes as parameters to judge their satisfaction level from restaurant services.

## **6. Recommendation**

Therefore, the following initiatives can be taken to improve the current restaurant service quality and create better customer satisfaction. First of all, the core focus should be on food quality and culinary experience. Restaurants should offer fresh foods precisely in the same manner described in the food menu and without any error. It will fulfill the core requirement of having a good quality FAFH. In the second place, staff behavior has to be improved by maintaining standard, professional, and well-behaved fashion. Employees and servers of the restaurant should not only be courteous, helpful, and cordial but also be educated enough to understand the customer's customized needs. Well behaved manners from the staff make the customer more relaxed and comfortable while they are having their food experience in restaurants and enhance their level of satisfaction.

Moreover, in the third place, restaurant managers should focus on their physical appearance also. A clean and peaceful restaurant with appropriate lighting, adequate parking, and aesthetically appealing decoration enhances the customer's level of satisfaction. Thus, these issues need to be addressed while designing a restaurant. In the fourth place, few expediting determinants should be carefully offered with necessary food experience in restaurant services like prompt services, right and desired temperature of the foods, and a neat and gentle appearance of the servers. These attributes additionally enhance customers' satisfaction and evoke for a revisit in the future. Last but not least, managers should carefully set the price of their foods offered. Price is one of the major determinants on which customers evaluate their level of satisfaction and should not be charged unnecessarily high.

Thus, these are the significant findings and managerial implications expected to help to design more affordable, amenable, desirable, and valuable restaurant services in Dhaka city. However, this study is not beyond its limitations. As this study is exploratory research and one of the first, it is limited to small sample size and is not conclusive research in nature. Therefore, a more rigorous study might be adopted in the future where more samples would be surveyed, and more time and money would be invested. In this regard, this study opens the scope for exploring a further interest in the same and similar field. Future research can be initiated to explore the current practices and offerings of restaurant services in Dhaka city. Moreover, future studies can also address factors affecting the restaurant business, sustainability, profitability, and growth potentiality. Last but not least, future studies can also be initiated to compare the issues from supply and demand perspectives.

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**Appendix****Table 4A1: The Demographic and Socioeconomic Factors of Respondents**

Particulars	Percentage
Gender	
Male	69.70%
Female	30.30%
Age	
11-20	18.24%
21-30	53.09%
31-40	17.26%
41-50	5.54%
50+	5.86%
Occupation	
Services	25.70%
Business	14.00%
Housewife	11.10%
Student	39.70%
Others	9.40%
Educational Qualification	
SSC	13.40%
HSC	26.40%
Bachelors/Honors	28.70%
Masters	21.50%
Others	10.10%
Monthly average family Income	
Less than 20,000	44.63%
Between 20,000 and 50,000	44.63%
More than 50,000	10.75%
Motivation for Visit	
Friends/ Relatives get-together	31.10%
Enjoying free time with close person(s)	19.42%
Point of outing in holiday/vacation	24.57%
Only for having foods when hungry	6.87%
Testing new foods	14.26%
Others	3.78%
Average Monthly visit to a Restaurant	
≤ 4 times	74.60 %
≥ 5 times	25.40%
Sources of Information for choosing the place	
Active promotional offerings by the restaurants	6.36%
Reviews & WoM through internet/social media	22.74%
Friends and/or family suggestions	67.97%
Random search for a restaurant to have some foods	2.93%

**Source:** Authors' calculation based on the survey data, 2018

