PREDICTORS OF CUSTOMER SATISFACTION IN FAST FOOD RESTAURANTS

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Abstract

No matter how long a company has been in operation, achieving customer satisfaction (CS) is the ultimate goal. Businesses are able to generate profits and succeed if their customers are delighted with the services they provide. The goal of the study, therefore, is to identify some factors that determine CS in FFRs in Delta State, Nigeria. Using a structured questionnaire, data were collected from 309 respondents drawn from 12 FFRs. Data analysis was based on inferential and descriptive statistics. From the results, the bulk of clients are unmarried men with an average age of 39, and 69% of them had tertiary education. The findings also show that though SQ is the main predictor, FQ, PV, and RE all significantly affect CS. Given the fierce competition in the market, managers of FFRs must make sure that the food they serve is consistently of high quality and offers good value for the money, while creating a visually appealing environment to minimize customers' complaints and switching behaviour.

Keywords: customer satisfaction; fast food restaurants; food quality; restaurant environment; perceived product value; Nigeria

JEL Codes: D12, M30, M31

Introduction

Nowadays, consumers of fast foods have become more sophisticated due to changing market trends thereby demanding high quality services. Companies are devoting a significant portion of their finance and time to a better understanding of their clientele and offering them quality services. The benefits to a restaurant's reputation grow with the number of happy patrons; after all, the development of profitable client relationships that both increase and sustain the level of customer satisfaction is what drives business success. Thus, companies are continually struggling for consumers (existing and potential) because

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they depend on them for their survival, turnover and profitability (Dimitrieska & Efremova, 2021).

Besides, keeping customer satisfied will not only lead to customer retention, but also engender customer loyalty. Apart from the question of CS, factors such as FQ, SQ, PV and the engagement of courteous and humble employees, friendly, polite and skilful customer-oriented management staff, all play a significant role in ensuring survival in the fiercely competitive FFRs industry. However, with rapid expansion in the FFRs sub-sector, location and restaurant environment (RE) are now playing more significant roles. Due to the stiff competition in the sub-sector, and given the propensity to switch among customers, it has become expedient for FFRs managers to work extra-hard and develop result-oriented marketing strategies to retain their customers and expand their market share.

The rate of entry and exit of firms from the FFR sub-sector in Delta State has been high in recent times. Although the cause of this high turnover of operators is not known, the current harsh economic condition prevalent in the country is partly to blame. With constantly rising inflation rate, devaluation of the naira exchange rate to the dollar, and the high cost of energy and petroleum products, many restaurateurs that are unable to cope with the harsh business climate are closing down. Furthermore, the exit of many operators could be due to poor patronage by clients that are dissatisfied with the offerings of such enterprises, as dissatisfaction on the part of customers will lead to switching behaviour and negative word of mouth that can harm the image of such FFRs. Since customers are the determinants of success of any product or service, therefore, managers of FFRs need to produce products and services that meet their customers' expectations. The study addressed the following research question: what are the effects of FQ, SQ, PPV and RE on CS among customers in FFRs in Delta State, Nigeria? Thus, the determination of the impact of SQ, FQ, RE and PV on CS is the purpose of the study because CS is absolutely crucial to restaurateurs, as it is the fulcrum around which their industry's survival revolves. This is so because it leads to customer loyalty which in turn facilitates customer retention, as customers satisfied with a given service will re-visit the restaurant, and also recommend it to relations.

Literature Review and Conceptual Framework

Service Quality

Service quality concept has been difficult to define for researchers due to the manner services which are produced and traded. SQ is usually regarded as a critical prerequisite for competitiveness and for establishing and sustaining satisfying relationships with customers. It is the general assessment made by customers of the quality of services

provided, and it is influenced by an organization's capacity to live up to customer expectations (Caruana, 2002). Furthermore, service quality is the extent of discrepancy between customers' perceptions and expectations about that service (Parasuraman, Zeithaml, and Berry, 1988). Thus, to be able to measure the quality of services provided, customers compare the level of the service offered based on their own personal expectations from past experiences. Parasuraman et al. (1988) developed the SERVQUAL instrument for measuring the scale of performance in the service industry. The instrument attempts to measure and hypothesize the service performance of any product or service. Thus, if a customer's expectation exceeds their perception of the quality of the service, the service is therefore of low quality. The SERVQUAL scale was measured on the basis of five dimensions: Reliability, Assurance, Tangibles, Empathy and Responsiveness. Reliability has been defined by Kotler and Armstrong (2021) as the ability to perform the promised service exactly and dependably. In FFRs, assurance implies engagement of well-mannered, friendly, and knowledgeable employees with requisite skills and traits to provide confidence and ensure trust to the consumers. Tangibles imply physical facilities, equipment and material of the firm and employees. Empathy (including understanding, communication, and access of consumer) refers to individualized attention, caring, and understanding that the company gives to its clients. Staff preparation to offer clients reliable, beneficial assistance is known as responsiveness. Thus, managers of FFRs should prioritize their leadership style as a pedestal for organisational development and business success (Ajani, Salau, Kowo, & Ajeigbe,2023)

Food Quality

Food is the core product in FFRs and its quality is a crucial determinant of business success because of its significant positive effects on a firm's profitability. The quality of food served has largely been acknowledged as an important component in the operation of any restaurant, and has a major effect on CS and purchase intention. FQ can stimulate customers' preference for a firm's products making it possible for consumers to differentiate the quality of its products from those of competing enterprises. It is an assessment of the quality of food that is felt differently and in accordance with customer expectations which can affect behavioural intentions (Serhan & Serhan, 2019). Although many scholars agree that FQ plays an important role in determining CS and consequently loyalty, the definition of FQ has generated serious debate among researchers on the need to distinguish between objective and subjective food quality. While objective quality addresses the physical attributes of food and the quality control in the food production process, subjective quality focuses on consumers' view of the quality (Wen et al., 2021). Thus, it is important for managers of FFRs to understand the customers' perception about the quality of food served

in order to ensure they are satisfied.

Perceived Value

Zeithaml (1988) defined PV as "the consumer's assessment of the service or product's utility due to divergence between what is received and what is offered". Since value is the centre of exchange, customers will thus compare offerings received with the monetary value given. Thus, if customers received 'value for money', they are likely to make repeat purchase, thereby establishing a link between PV, CS and behavioural intention (Soraya, Sudarmiatin & Dhew, 2023). It can also be argued that a consumer's value is determined by how he personally weighs the advantages he has received against the financial costs he has incurred. The ability to determine whether a product is valuable or not rests with the customer who can determine value objectively, not the seller (Joung, Choi &Wang, 2016). Although, the effects of SQ and FQ as predictors of CS have been widely studied, a customer satisfied with a product might not receive commensurate value for money, and thus may not re-buy the particular product.

Restaurant Environment

Many people now prefer to eat out more frequently than they did a few years ago, reflecting the enormous changes in culture and lifestyle that societies are witnessing. Therefore, with many years of dining experience the expectations of consumers with regards to offerings of FFRs and aesthetic environment have also increased. Nowadays, customers prefer atmosphere that is more innovative and pleasant to dine in because the surroundings create aesthetic dining experience. Although food and service quality are major determinants of CS, today's customers crave improved quality of life and want to enjoy a more comfortable dining space. Therefore, improvement in FQ alone cannot necessarily satisfy consumers of this age (Horng, Chou, Liu, & Tsai, 2013). Since customers are constantly demanding enhanced eating environment, it has become incumbent on restaranteurs to continually modernize FFRs surroundings to arouse favourable feelings in customers and encourage them to come back. A pleasant and arousing atmosphere will not only make customers stay longer in the restaurant, but also make them spend more thereby increasing profitability. Apart from the aesthetics, restaurant cleanliness is another crucial element that customers consider when evaluating the dining area in FFRs. Thus, to remain in business in today's intensely competitive environment, restaurants' managers should take customers opinion very seriously and respond to their concern promptly to earn their continued trust, win their loyalty, and attract prospective patrons.

Customer Satisfaction

Due to the highly competitive nature of the FFRs business, strengthening their bonds with consumers, increasing market share, and boosting overall profitability, a lot of businesses are developing strategic marketing plans. According to Oliver (2014), CS is a pleasurable fulfilment, or a cognitive assessment of service or food quality and affective elements created by consumption experiences (Raghavendra, Mallya & Mukherjee et al., 2019). CS, then, is a gauge of how well a restaurant meets its patrons' expectations in terms of services. Sometimes, there are situations where customers are more satisfied, where the service or product performance exceed their expectations (Kotler & Armstrong, 2021). Moreover, achieving a high level of CS is essential for business success since contented clients are devoted, make repeat purchases, and recommend the firm to relatives and friends (Jung, Sydnor, Lee & Almanza, 2015) and also purchase other services provided by the firm (Cheng, Gan, Imrie & Mansori, 2019). Therefore, FFRs managers must strive to meet or rather exceed consumers' expectations to be on top of the competition and remain in business.

Conceptual Framework and Hypotheses

The conceptual framework for the study leaned on extant literature on determinants of CS. Consequently, it is hypothesized that CS in FFRs is significantly affected by SQ, FQ, PV and RE (Figure 1).

Figure no.1 Conceptual Model for the Study
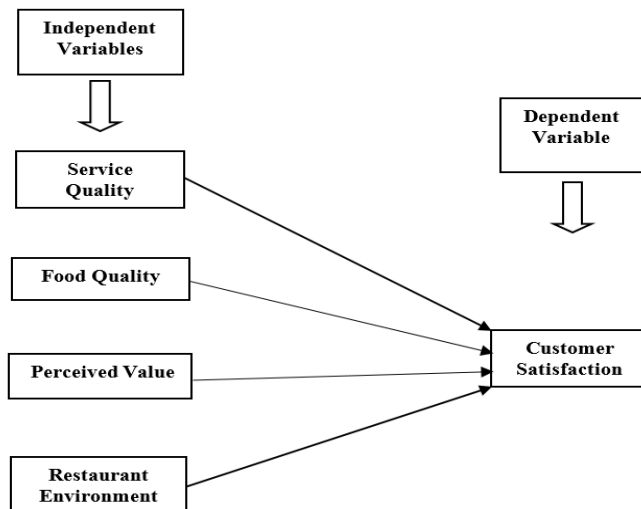
Source: Author's research

Research Hypotheses

H₁: Service quality exerts a positive influence on CS

H₂: Food quality has sigficant influence on CS

H₃: The effects of perceived value on CS is positive.

H₄: Restaurant environment has a positive impact on CS

Research Methods

A structured questionnaire is the instrument for data collection, and is composed of two sections. Section A includes the socio-economic features of the customers while Section B consisted of 36 statements used to measure the five constructs CS, SQ, FQ, PV, and RE. The items were developed based on those used in previous studies (Liang and Zhang, 2009; Qin & Prybutok, 2009). Fourteen (14) re-worded items of the original SERVQUAL scale are adopted to measure perceived SQ, while FQ, PV, CS were measured with five statements each, but RE with seven items. The descriptive statistics of constructs' statements are shown in Table 1. From 1 (strongly disagree) to 5 (strongly agree), a 5-point scale was used to score each item.

Primary data were collected from a diverse range of clients from twelve (12) FFRs in Effurun, Ughelli, Sapele, Abraka and Orhuwhorun in the Central Senatorial district, Delta State. They are Kilimanjaro, Chicken Republic, EJ, Rodinia, Foodland, AJ, Efemena, Teas Treat, Taste Alive, Fiesta, Sizzlers, Richtaste. Three hundred and nine (309) consumers were drawn from a population of 1,575,738 (Federal Republic of Nigeria, 2009) using simple random and convenience sampling techniques. The estimate of the population of FFRs patrons in the study area is unknown, therefore the Krejcie and Morgan (1970) formula for infinite population is used to determine the optimal sample size:

$$n = \frac{Z^2 P(1-P)}{M^2}$$ ……………………………...…………………………………..…….(1)

Where:

n = *Sample Size for infinite population*

Z = *Z value (e.g. 1.96 for 95% confidence level)*

P = *population proportion (expressed as decimal) (assumed to be 0.5 (50%)*

M = *Margin of Error at 5% (0.05)*

Data were analysed using descriptive statistics to illustrate the demographic profile of FFRs' customers, using mean, frequency table, and percentages, while multiple

regression was applied to determine the impact of SQ, FQ, PV and RE on CS. The survey was conducted between 1st October and 15th December, 2022.

Results and Discussion

FFRs Patrons' Socio-demographic Features

The outcome of socio-demographic analysis of fast foods consumers reveals that the majority are male (53.1%), while female are 46.9%, with age ranging between 16 and 60 (Table 2). Thus, the majority of the customers are among the economically active work force with an average age of 39. Household size ranged from 1 to 12, with an average of 6 persons, though majority (72.1%) of consumers live in households of 5 to 10 persons.While 53.6% of them are unmarried, 46.3% of the patrons are married. Moreover, about 69% of the customers had acquired tertiary education. The average monthly income of N,= 106,814.83 suggests that the income is somewhat normally distributed. The patrons of FFRs identified include students, traders, civil servants, artisans, private-sector employees, teachers, and retirees, but private-sector employees had the highest frequency.

Table no.1 - Measurement and Operationalisation of Constructs

Construct statements	N	Mean	Std. Deviation
Service Quality		**3.7644**	**0.58078**
The FFR's physical amenities match the caliber of the high-caliber services it offers.	309	3.5146	0.99542
The workers seem well-groomed.	309	3.5469	1.00092
They fulfill their promises to deliver their services on time.	309	3.5146	1.17769
When their staff members commit to doing something by a specific time, they follow through on it.	309	3.3366	1.27793
The employees at the fast-food business personally attend to my request.	309	3.3204	1.23961
Customers are given trust by the FFR staff's demeanor.	309	3.6926	0.98329
Employees are earnest in their efforts to address consumers' concerns.	309	3.4142	1.08857
The staff members offer timely assistance.	309	3.4757	1.12681
The staff is never too busy to answer my questions.	309	3.3398	1.16122
This establishment is trying to do what's best for me.	309	3.3430	1.16724
The staff is always happy to assist me.	309	3.7702	1.15754
I always receive polite treatment from the staff.	309	3.4498	1.13457
The workers are knowledgeable enough to respond to my inquiries.	309	3.3754	1.11141
All patrons can conveniently access the fast food restaurant's operation hours.	309	3.5987	1.09343
Food Quality		**3.7644**	**0.58078**
Customers can purchase sanitary and safe products from the fast food establishment.	309	3.7120	1.13012
The amount of food provided in the restaurant is sufficient to sate my hunger.	309	4.0324	0.91821

This quick-service restaurant serves high-quality meals.	309	3.7249	1.11724
This fast-food restaurant offers tasty meals that taste good.	309	3.7282	1.10726
This fast-food establishment offers its patrons a variety of culinary options.	309	3.6246	1.14126
Restaurant Environment		**3.6791**	**0.47081**
The eatery has a pleasant odor.	309	3.7896	1.09207
The restaurant's surroundings have a pleasant scent.	309	3.7799	1.20205
The eating area is immaculate.	309	3.7767	1.13331
The restaurant is more comfortable when the air is pleasant.	309	3.7120	1.07112
It always smells so good, the restaurant.	309	3.6861	1.06379
The trash area is orderly and clean.	309	3.5081	1.11837
Flies are kept at bay in the restaurant food.	309	3.5016	1.24740
Perceived Value		**3.6757**	**0.61799**
The restaurant offers reasonably priced food.	309	3.5631	1.00972
My satisfaction with the price I pay for fast food is commensurate.	309	3.7314	1.04556
The cost of the food at the restaurant is commensurate with the quality of the ingredients.	309	3.5599	1.09328
The fast-food establishment provides services that are reasonably priced.	309	3.8608	1.05839
Given the prices, the food offered by the restaurant is a great deal.	309	3.6634	1.01450
Customer Satisfaction		**3.7081**	**0.60525**
I made a smart decision by choosing to eat at this establishment.	309	3.6958	1.11862
The goods I receive from my preferred restaurant make me feel satisfied.	309	3.8188	0.92556
Every time I eat here, my mood is upbeat.	309	3.6861	1.01379
When I eat at this fast food restaurant, I enjoy myself.	309	3.5469	1.08198
When I eat here for takeout, I am completely satisfied with the products.	309	3.7929	1.01410

Source: Author's computation. Constructs statements adapted from Qin & Prybutok (2009) and Liang & Zhang (2009)

The descriptive statistics of the model variables showing the mean, minimum and maximum values, the standard deviation, skewness and kurtosis are presented in Table 3. All the variables are normally distributed with skewness values ranging from –0.187 to 0.098 and kurtosis, –0.813 to –0.068. The rule of thumb is that when skewness and kurtosis values are within the range of –1 to +1, then the variables are normally distributed (Malholtra, Nunan & Birks, 2017).

The Cronbach's coefficient alpha, a measure of reliability for a multi-item scale with an acceptable cut-off point greater than 0.70 (Hair, Black, Babin and Anderson, 2014) is used to assess the reliability of the scale. The values for the constructs ranged between 0.865 to 0.923, while the value for the entire instrument is 0.911(Table 4). This means that the construct guaranteed sufficient internal consistency and were higher than the minimal acceptable level of reliability.

Regression Results

The results of the effects of SQ, FQ, PV and RE on CS are shown in Table 5. The adjusted R^2 is 0.82 indicating that 82% of the variance in CS is explained jointly by

all independent variables in the model, while the Durbin-Watson statistic is 1.84. The ANOVA result shows the model is significant ($F_{(4, 304)}$ = 355.332, $p<$ 0.01), and has a good fit. Furthermore, the results indicate that RE, PV, SQ and FQ, exert positive and significant influence on CS. The variance inflation factor (VIF) values show the absence of multicollinearity as all values lie between 1.557 and 3.050, below the threshold of 5.0 (Hair et al., 2014).The magnitude of standardized beta coefficients is an indication of the relative influence of the predictors on CS. SQ is the predominant predictor (β =0.449, $p<$ 0.01), followed by PV (β =0.27, $p<$ 0.01), RE (β = 0.163 $p<$ 0.01) and FQ (β = 0.159 $p<$ 0.01).

Table no.2 - Socio-demographic Profile of Respondents (n=381)

Parameter	Frequency	Percentage(%)	Mean (mode)
Sex			
Male	164	53.1	(Male)
Female	145	46.9	
Age			
16-24	37	12.0	
25-33	56	18.1	
34-42	89	28.8	39 years
43-51	86	27.8	
52-60	41	13.3	
Marital Status			
Unmarried	166	53.7	(Unmarried)
Married	143	46.3	
Level of Education			
Primary education	26	8.4	
Secondary education	70	22.7	
ND/NCE	95	30.7	(ND/NCE)
HND/First Degree	75	24.3	
M.Sc./Ph.D	43	13.9	
Household size			
1-2	36	11.7	
3-4	50	16.2	
5-6	76	24.6	6 persons
7-8	90	29.1	
9-10	57	18.4	
Occupational status			
Student	41	13.3	
Trader	51	16.5	
Civil servant	50	16.2	
Artisan	42	13.6	
Private sector employee	54	17.5	(Private sector employee)
Teacher	40	12.9	
Retiree	31	10.0	
Monthly Income (N,= *)			

N,= 15,000.00 – N,= 45,000.00	38	12.3	
N,= 45,001.00– N,= 75,001.00	44	14.2	
N,= 75,002.00– N,= 105,002.00	75	24.3	N,= 106,814.83
N,= 105,003.00– N,= 135,003.00	61	19.7	
N,= 135,004.00– N,= 165,004.00	48	15.5	
N,= 165,005.00– N,= 195,005.00	43	13.9	

Source: Author's computation (2023)

Note:* 1US Dollar = N,= 800 (Nigerian Naira)

The beta value implies that a unit increase in SQ will lead to 0.449 rise in CS. Therefore, H_1 is supported. As customers perceive and experience reliable and consistent quality service in the FFRs, their expectation would be met and satisfied. The results align with Chun and Nyam-Ochir's (2020) report from Ulaanbaatar, Mongolia, which found that service quality significantly influenced both CS and behavioral intention. Comparable results were also reported by Rajput and Gahfoor (2020), who also found SQ to exert positive and significant influence on CS in FFRs in Pakistan. Therefore, maintaining a high level of service quality is one means by which FFRs can continue to sustain the patronage of existing customers and attract new ones (Syah, Alimwidodo, Lianti, Hatta, 2022).

Perceived value is another variable that has significant influence on CS as shown in Table 5. The beta value indicates that a one-percentage increase in perceived product value would raise the level of CS by 0.27%, thereby supporting H_2. The positive and significant effects of PV on CS is based on the fact that as customers evaluate that the product price is reasonable and competitive, their perception of value would increase and this would impact positively on CS (Konuk, 2019). Purwanto, Rahayu & Megawati (2022) reported similar findings in their study of customers in dining restaurants in Surabaya, Indonesia.

Table no. 3 - Descriptive Statistics of Model Variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
Customer Satisfaction	309	2.00	5.50	3.9129	0.68359	-0.263	0.139	-0.576	0.276
Service Quality	309	2.00	5.00	3.9437	0.62963	-0.228	0.139	-0.525	0.276
Food Quality	309	2.00	5.00	3.9995	0.69495	-0.468	0.139	-0.469	0.276
Perceived value	309	2.00	5.00	3.8576	0.81319	-0.584	0.139	-0.336	0.276
Restaurant Environment	309	1.75	5.00	3.5442	0.70144	-0.415	0.139	-0.377	0.276
Valid N (listwise)	309								

Source: Author's computation (2023)

Food quality also impacted positively and significantly on CS, thus supporting H_3. The positive and significant influence of FQ on CS is very well known. Nevertheless, considering the stiff rivalry in the FFRs market and the similarity of their offerings, good quality of food alone may not be able to retain and continue to draw in enough customers to ensure these businesses' survival. Thus, restaranteurs should maintain a high-quality menu consistently, with enhanced visual appeal, freshness and the inclusion of local cuisines for the varied clientele they serve.

Table no.4 - Cronbach's Coefficient Alpha Values of the Constructs

Construct	No. of Items	Cronbach's coefficient alpha
Customer Satisfaction	5	0.865
Service Quality	14	0.878
Food Quality	5	0.894
Perceived value	5	0.891
Restaurant Environment	7	0.923
Research Instrument	36	0.911

Source: Author's computation (2023)

This result is in conformity with the report of Chun and Nyam-Ochir (2020) which found FQ to exert significant impact on CS and revisit intention in a research conducted in Mongolia. Similar findings were also reported by Rajput and Gahfoor (2020) in their study of famous FFRs in Rawalpindi and Islamabad, Pakistan where FQ was found as a major predictor of CS and loyalty.

The quality of the physical environment of the FFRs is another variable that significantly ($\beta = 0.163$ p< 0.01) affected customers' dining experience and overall satisfaction. This result is in agreement with the report of Syah et al., (2022) in a study of

international FFRs chain operating in Indonesia where restaurant physical environment was a dominant predictor of CS, apart from perceived price.

Table no.5 - Regression Results of Determinants of Purchase Decision

A. Model Summary[a]

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R^2 Change	F Change	df1	df2	Sig. F Change	
1	0.908[b]	0.824	0.821	0.2888	0.824	355.33	4	304	0.000	1.842

B. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.568	4	29.642	355.332	0.000[b]
	Residual	25.360	304	0.083		
	Total	143.928	308			

C. Coefficients[b]

Model 1	Unstandardized Coefficients		Stdardized Coefficient	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-0.071	0.111		-0.633	0.527		
servqual	0.487	0.046	0.449	10.671	0.000**	0.328	3.050
fooqual	0.156	0.037	0.159	4.240	0.000**	0.412	2.425
pervalue	0.227	0.032	0.270	7.118	0.000**	0.403	2.479
restaurantenv	0.159	0.029	0.163	5.418	0.000**	0.642	1.557

Source: Author's computation (2023)

Notes: a. Dependent Variable: Customer Satisfaction

b. Predictors(Constant), restaurantenv, fooqual, pervalue, servqual; ** ($p < 0.01$)

An exquisite, aesthetic, modern and attractive environment in the restaurant will trigger positive emotional responses such as happiness on the part of customers and ultimately CS. Happy and satisfied customers could take photos of themselves while dining and share such images on social media with relatives, friends and acquaintances. Similar findings were reported by Rajput and Gahfoor (2020) and Le, Nguyen, Le, Nguyen and Vu (2023) in Pakistan and Vietnam respectively, where one key factor that was discovered to influence CS was restaurants' physical environment.

Conclusion

Service quality is a critical determnnig factor of CS, revisit intention and consequently business success among operators in the FFRs and hospitality industry in Nigeria. The study examined the effects of SQ, FQ, PV and RE on CS among patrons FFRs in the Central Senatorial district of Delta State, Nigeria. The results revealed that all the independent variables exerted positive and significant impact on customer satisfaction in

the study area, with SQ as the predominant predictor of CS. Because customers want good food, quality service and comfortable environment whenever they dine out, restaurateurs must ensure that the totality of their products either matches or surpasses the expectations of the clients. Since the quality of service alone may not guarantee customers' re-patronage decision and loyalty, managers of FFRs must ensure that the food served is of consistently high quality and good value for money, to avoid complaining and switching among unhappy consumers.Therefore, FFRs should do their best to deliver promised services accurately, promptly and dependably. Also, since individualised attention and personalised service play a critical role in building up a long-term relationship with customers, restauranteurs should train and retrain their employees to apply a more personalised approach when dealing with their customers and to have the customer's best interest at heart. Customers attach great importance to value for money when choosing a FFR to dine, and even to have a meal. Thus, it is recommended that FFRs managers should offer reasonable and competitive prices to make customers satisfied. Customers are price-sensitive and they will try to get the lowest price for a product or service by comparing prices offered by competing restaurants. Therefore, FFRs managers should pay attention to price competition to improve revenue and profit in their operations.

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