THE ROLE EMPLOYEES PLAY IN SERVICE DELIVERY TO ACHIEVE CUSTOMER SATISFACTION AT THE IMPERIAL PERKIN FAST FOOD RESTAURANT

by

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DECLARATION

I do hereby declare that this research paper is my own work towards the Commonwealth Executive Masters of Business Administration Degree and that it contains no material previously published by another person or material which has been accepted for the award of any other degree of any other University, except where due acknowledgement has been made in the text'.

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DEDICATION

I dedicate this work to my dear mum, Mrs. Elizabeth Amoako and my sister Angelina Matey who encouraged me to take this course.

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I am very much grateful to the Almighty God for granting me the opportunity to undertake this research work. I'm also thankful to my mother, father and sisters for their support throughout the period I was doing this Masters Program.

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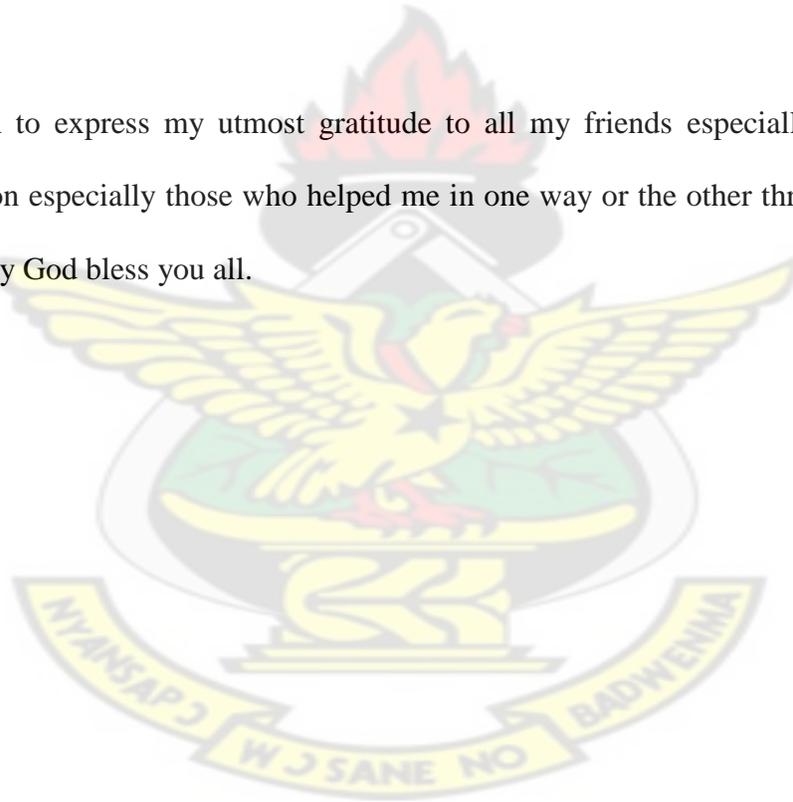
ABSTRACT

In recent years, the competition in the restaurant trade in Ghana is increasing. There is more choice for the customers and therefore the restaurants have to work harder to attract customers. With the continuous growth of competition in the restaurant trade especially in Ghana; understanding customers has become more and more an important method of marketing in the fast food industry. The study sought to find out if there were any relationship between employee satisfaction and customer satisfaction. It further, wanted to ascertain if employee-customer interaction attract and retained customers and finally, to find out the challenges encountered by employees' in carrying out their duty at the restaurant. The study employed both quantitative and qualitative method in the instruments for the data collection. In all, 300 respondents took part in the study. The results revealed that there is a significant relationship between employees and customer satisfaction, $\chi2$ (1) =197.995, $p<$ .001. It was also revealed that there was a significant relationship between employees-customer interaction and attracting or retaining new customers $\chi2$ (3) = 250.00, $p<$ .001. Furthermore, the employees' listed a couple of challenges they encounter in carrying out their duties. Some of these challenges included the following; "Bad attitude of customers", "Poor communication between employees and management" and also "not being allowed to eat from the restaurant". In other words, they are not supposed to eat restaurant food. The study findings suggested that employee satisfaction with working at Imperial Perkin Restaurant is important to achieving customer satisfaction. Imperial Perkin Restaurant Management should ensure that they take steps to improve and sustain employee satisfaction in order to achieve customer satisfaction.

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CHAPTER ONE

INTRODUCTION

1.1   BACKGROUND TO THE STUDY

In today's competitive environment, excellent customer service is becoming the core competitive advantage in restaurant industry. Meanwhile, many of services delivered to people are in real time. People - customer-contact employees and those supporting them from behind the scenes - are critical to the success of any service organization (Wilson et al., 2008). As within the models of Human Resource Management presented by Guest (1987),Walton (1985) and Beer et al. (1984), frontline employees are viewed as the organization's most important asset, being capable of achieving and sustaining competitive advantage (cited in Kim Hoque, 2000, p.6). As a result, the company should recognize the importance of its employees in representing and reinforcing the brand image of the company and delivering the service correctly from the customer point of view.

The frontline employees', who represent the organization in the customers' eyes, can have an impact on the image and reputation of the company. When the frontline employees provide good or quality service, the customer's desires could be met. As a result, the company gains a positive reputation hence that could give them a competitive edge (Wilson et al., 2008).

The frontline employees, who are knowledgeable, understand, and concerned about the customers' needs, also influence the five dimensions of service quality: reliability, responsiveness, empathy, assurance, and tangibles (Wilson et al., 2008). It is very essential for the management of service industry such as imperial perking restaurant to understand the

needs and wants of the customer and the ability of their frontline employees to meet these needs and wants (Wilson et al., 2008).

Yan Zhang (2008) indicated that "excellent service of hotels or restaurants is embodied in the service process of frontline employees" (p.60). Therefore, the quality of service rendered by employees may have a direct impact on the overall service delivery of a restaurant. Lack of the suitable human resource strategies to develop employee's quality and quantity is the internal reason that commonly results in lower service quality delivery.

If the restaurant manager does not focus on service management issues and if he/she is not capable of encouraging employees to be service-minded and customer-conscious, the organization ultimately will lower the overall service level of the restaurant (Grönroos, 2000).

1.2 STATEMENT OF THE PROBLEM

Although human resources and operations are intimately tied to each other in virtually all business scenarios, the impact of employee attributes on operations systems has remained largely unexplored. The studies of the role of employee attributes on operations are particularly essential in the service industry where activities of frontline employees connect organizations to their customers, and operations managers rely heavily on frontline employees' personal interactions to impress customers (Chase, 1981; Heskett et al. 1994; Oliva & Sterman, 2001).

Under the continuing expansion and growth of the restaurant industry in Ghana, restaurants such as imperial perking have to come up with a better and more effective strategy to maintain their business by keeping their existing customers and winning new ones. Previous

studies (Hattori, 1996; Ichino, 2002; Mizuno, 2002; Nosaka, 2003; Sasaki, 1997) have indicated that, a change in employee satisfaction results in a very similar change in customer satisfaction that eventually affect the overall business performance. In other words, it is essential for imperial perking restaurant to sustain a group of highly-satisfied staff who are customer care conscious. But it appears that this is not what is happening at Imperial Perking restaurant. The questions that continue to worry me include the following: Does employee satisfaction have an effect on the customer satisfaction at imperial perking restaurant where there is direct and close contact between employees and customers? If so, what are the likely relationships among employee satisfaction, service quality, customer satisfaction and customer retention? Are the employees well trained and motivated to meet the needs of the customers of imperial perking restaurant? This study therefore is an attempt to find out whether the above questions are really practical at the Imperial Perking restaurant.

1.3 RESEARCH OBJECTIVES

The general objective of this study was to find out employees' role in delivering quality service and how this affects customer satisfaction at the Imperial Perking Restaurant.

The specific objectives of the study are;

1. To find out whether there is any relationship between employees' satisfaction and customer satisfaction at the Imperial Perking Restaurant.

2. To find out if the employee-customer interaction at Imperial Perking Restaurant attracts customers.

3. To find out the challenges employees encounter at the imperial perking restaurants in

carrying out their duties.

1.4   RESEARCH QUESTIONS

The study sought to answer the following research questions;

1. Is there a positive relationship between employee satisfaction and customer satisfaction at the Imperial Perking Restaurant?

2. Will employees who practice positive employee-customer interaction at the Imperial Perking Restaurant be able to attract and retain new customers?

3. What are some of the challenges encountered by the employees of the Imperial Perking Restaurant in providing customer satisfaction?

1.5 BRIEF METHODOLOGY

This section looked at the methods of data collection, research population, sample size, method of sampling and the profile of Imperial Perking Restaurant. As a means of gathering adequate information for the research work, the researcher located a study area for the research within which the research was designed and the sample frame consequently selected. Through this, a sample size and a sample procedure was also determined as well as the types of instruments for collecting the data.

1.6   SIGNIFICANCE OF THE STUDY

The study highlighted on "Employees' Role in service delivery to achieve customer satisfaction at Imperial Perking restaurant". Findings of the study will be useful to service industries and serve as a benchmark for fast food restaurants that are interested in benefiting

from positive employee-customer interaction. It will also be beneficial to imperial perking for decision making, policy formulation and deciding on how to motivate and train its employees in order to provide quality customer service. The results could also serve as an addition to literature in the field of employee-customer interaction and improving the service industry.

1.8 ORGANIZATION OF THE STUDY

This study was organized into five (5) chapters. Chapter one contained the background to the study, problem statement, significance of the study, scope and limitations of the study. Chapter two was devoted to the review of literature on the role of employees in service delivery, Chapter three described the methodology that was used in conducting the research. This comprised the research design, procedure of collecting the necessary data need for the study, the instruments that were used for the data collection, population, sampling, as well as the proposed data analysis for the data collected. Chapter four also discussed the research findings resulting from the analysis of data and finally chapter five summarized the research findings and concluded the study as well as proposing recommendations for future research.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 INTRODUCTION

This chapter reviewed theories that have been used to explain employee attributes such as job satisfaction and the quality of the service they deliver. It also reviewed literature on employees' role in service delivery and its impact on customer satisfaction.

2.1 THEORITICAL BACKGROUND

Research on employee attributes and performance has traditionally resided in the domain of organizational psychology, not Operational Management. However, as operations managers are increasingly involved in service management (Oliva &Sterman, 2001; Ukko et al. 2007), they find employee attributes potentially a vital factor for operational efficiency such as retaining and attracting new clients in the service industry. On the other hand, the relationship between employee attributes and performance has long been of interest to behavior researchers.

The interest of behavior psychologists in studying the linkage between employee satisfaction and work behaviors goes back to the Hawthorne studies (Roethlisberger & Dickson, 1939) – a landmark study that ushered in the organizational behavior perspective. In spite of decades of research, the findings have remained elusive. In their meta-analysis, Mathieu and Zajac (1990) concluded that employee satisfaction has little direct influence on business performance in most instances. Although much research has been successfully conducted to

correlate employee satisfaction with individual work behaviors such as turnover, absenteeism, lateness, drug use, and sabotage (Fisher & Locke, 1992), the relationship between employee satisfaction and operational performance is less explicit as little rigorous empirical research has been conducted. In particular, from the perspective of strategic operations management, employee satisfaction is not achieved without a cost in view of the fact that reducing expenses on employees is a viable choice for achieving operational efficiency. Investigating the model of the Malcolm Baldrige National Quality Award (MNBQA), Meyer and Collier (2001) showed that human resources management practices are related to customer satisfaction in a health care environment.

The argument that employee satisfaction improves service quality is grounded on the theory of equity in social exchanges (Gouldner, 1960; Homans, 1961; Blau, 1964; Organ 1977). Although there are different views on social exchange theory, theorists agree that social exchange involves a series of interactions to generate obligations (Emerson, 1976; Cropanzano& Mitchell, 2005) that are unspecified (Blau, 1964). These interactions are usually seen as independent of the actions of another person (Blau, 1964). The underlying reason is that an exchange requires a bidirectional transaction – something is given and something is returned (Cropanzano& Mitchell, 2005).

The transaction also has the potential of generating high-quality relationships among the parties involved (Cropanzano& Mitchell, 2005). The underlying assumption of equity in social exchanges is that most people expect social justice or equity to prevail in interpersonal transactions (Organ 1977; Cropanzano et al. 2003).

An individual accorded some manner of social gift that is inequitably in excess of what is anticipated will experience gratitude and feel an obligation to reciprocate the benefactor (Gouldner 1960; Organ 1977). Such positive reciprocal relationships evolve over time into trusting, loyal, and mutual commitments (Cropanzano& Mitchell, 2005).

In the context of social exchange theory, when an employer offers favorable working conditions that make its frontline employees satisfied, the latter will in return tend to be committed to making an extra effort to the organization as a means of reciprocity for their employer (Wayne et al. 1997; Flynn 2005), leading to a higher level of service quality. The relationship between service quality and customer satisfaction can be accounted for by the attitude theory proposed by Lazarus (1991) and Bagozzi (1992).

Lazarus (1991) proposed that when individuals encounter a new environment, they go through appraisal processes of internal and situational conditions that lead them to exhibit emotional responses; in turn, these induce them to engage in coping activities. Bagozzi (1992) applied Lazarus' (1991) theory of emotion and adaptation to explain how attitudes might be linked to behavioral intentions. His theoretical framework suggests that appraisal leads to emotional response, which in turn induces coping behaviors. Bagozzi (1992) proposed that individuals typically engage in activities because of a desire to achieve certain outcomes. Accordingly, if an individual's appraisal of an activity indicates that the person has achieved the planned outcome, then "desire-outcome fulfillment" exists and an effective response follows, leading to satisfaction (Gotlieb et al. 1994).

When applied to service encounters, the framework infers that a favorable cognitive service quality evaluation, i.e., appraisal, leads to a primarily emotional satisfaction assessment

(Bagozzi, 1992; Brady & Robertson, 2001).

2.2 REVIEW OF RELATED LITERATURE

Substantial research has been devoted to such topics as designing, managing, and optimizing service delivery systems, with a view to raising service quality and operational efficiency (Frei et al. 1999; Soteriou&Zenios, 1999; Hill, 2007; Saccania et al. 2007). The literature review looks at employee's satisfaction and service quality, employee's satisfaction and customer satisfaction.

2.2.1 Service Quality Delivery Defined

Bitner, Booms and Mohr (1994) defined service quality as "the consumer's overall impression of the relative inferiority, superiority of the organization and its services". This means that, service quality is the key of survival to all servicing companies.

Parasuraman, Zeithmal and Berry (1985) defined services quality as a function of the differences between expectation performance along the quality as a function of the differences between expectation and performance along the quality dimensions'.

Cronin and Taylor (1994) viewed service quality as a form of attitude representing a long run overall evaluations. Maintaining service quality at certain level and improving service quality must be an effort to those companies who desire life-time prosperity in customers' heart.

2.2.2 Characteristics of service

Service has many characteristics that distinguished them from physical goods (Gronroos, 2000 p.47). Some of the main differences between service and physical goods are that

services are processes; they are intangible and heterogeneous; they cannot be kept in stock and there is no transfer of ownership; production, distribution and consumption are simultaneous processes in the service context; the core value is produced in buyer –seller interactions and most importantly in service context customers participate in the production process (Gronroos 2000).

This last characteristic of service that customers participate in the production process is of utmost importance when the issue of service quality is discussed. The reason being that participation of customers in the production of service the quality of the service is directly perceived by the customer in the time of production. That is why service quality can be defined as the quality as perceived by customers (Gronroos, 2000 p.63) and therefore the measurement of service quality has been a real challenge for service delivery.

2.3 EMPLOYEE SATISFACTION AND SERVICE QUALITY

High-contact service industries such as the imperial perking restaurant, typically involve activities in which frontline employees such as the waiters or waitresses and customers have close and direct interactions for a prolonged period.

A high contact environment of services is characterized by longer communication time, intimacy of communication, and richness of the information exchanged (Kellogg & Chase, 1995). Through close contacts, imperial perking frontline employees and customers have ample opportunities to build up their ties and exchange information about purchase. This has the potential of enhancing the ability of such employees to deliver a high level of service quality and influence their customers' purchase decisions in order to boost sales

performance.

Researchers have argued that satisfied employees are more committed to serving customers and providing quality service to the best of their ability (Loveman, 1998; Silvestro& Cross, 2000; Yoon &Suh 2003). Small service firms such as the imperial perking restaurant are more likely to experience constraints on organizational resources, therefore may rely more on the motivation of individual employees in providing good services to customers (McCartan-Quinn & Carson, 2003; Haugh& McKee, 2004; Coviello et al. 2006).

In line with the above arguments, it is believed that satisfied employees at the imperial perking restaurant in a high-contact environment are more likely to have greater influence on service quality, customer purchase, and sales performance.

Yoon and Suh (2003) showed that satisfied employees are more likely to work harder and provide better services via organizational citizenship behaviours. Employees who are satisfied with their jobs tend to be more involved in their employing organizations, and more dedicated to delivering services with a high level of quality. Previous research has also suggested that loyal employees are more eager to and more capable of delivering a higher level of service quality (Loveman, 1998; Silvestro& Cross, 2000).

Researchers have argued that service quality is influenced by job satisfaction of employees (Bowen & Schneider, 1985; Hartline & Ferrell, 1996). Hartline and Ferrell (1996) found evidence that job satisfaction felt by customer-contact employees is associated with service quality. Roth & Jackson (1995), in an investigation into the strategic determinants of service quality, find that business process management has a significant impact on service quality.

Indeed, they report that 'business process capabilities had a larger impact on service quality than did people capabilities' and conclude that 'the area of robust business process capabilities requires greater scrutiny in service management'.

Previous studies have established the linked between employee satisfaction and quality of service in the service industry, it is therefore assumed that if the management of the imperial perking restaurant wants to get the best of service from their employees, they need to ensure that these employees are satisfied through training , motivation, good condition of service and a conduisive environment to enable them work effectively.

2.4 SERVICE QUALITY AND CUSTOMER SATISFACTION

Many researchers have studied the relationship between service quality and customer satisfaction (Roth & Van Der Velde, 1991; Roth & Jackson, 1995). Prior studies have considered service quality as an antecedent of customer satisfaction (Cronin & Taylor, 1992; Anderson et al. 1994; Gotlieb et al. 1994). Empirical findings showed that service quality is related to customer satisfaction (Babakus et al. 2004).

It is believed that customers who are satisfied with the perceived quality of service they get from the frontline employees of imperial perking restaurant will have a favorable emotional response, i.e., customer satisfaction. Research in service marketing considers customer satisfaction as an affective construct (Westbrook & Reilly, 1983; Oliver, 1997; Olsen, 2002).

Westbrook and Reilly (1983) suggested that customer satisfaction is an emotional response to the experiences provided by and associated with particular product purchased or services

provided. Similarly, Oliver (1997) pointed out that customer judgment of a product or service could produce a pleasurable level of fulfillment (customer satisfaction). The emotive nature of customer satisfaction directly affects behavioral intentions of repurchases and referrals (Gotlieb et al. 1994; Oliver, 1997).

Furthermore, studies such as Reichheld and Kenny, (1990); Zeithaml, et al, (1990); Bowen and Lawler, (1990); and Schlesinger and Heskett, (1991) have also found results that support the relationship between customer retention and the quality of service experienced by the customer. Reichheld and Kenny (1990) specified six factors as imperative to improving retention: senior management commitment; a customer – focused culture in which all employees and managers focused their full attention on customer satisfaction, retention information systems that tracked and analyzed the root causes of defections; empowerment of front line employees to take actions that provided immediate customer satisfaction; continuous training and development and incentive systems based on customer retention.

Parasuraman, et al. (1984) studied quality service delivery in four service businesses including credit card services, and developed a model of service quality. They noted that: "A variety of factors, including resource constraints, management perceptions of consumer expectations and the firm's service quality specifications will affect service quality from the consumer's viewpoint" (Parasuraman, et al; 1984). Parasuraman, et al. (1984) identified a set of discrepancies, or gaps, between how executives perceive the quality of the service they provide and the tasks associated with delivering those services to customers. They found that the customer's perception of service quality depends upon the size and direction of the gap between the service the customer expects to receive and what he or she perceives to have

been received.

For instance the management of imperial perking restaurant have code of conduct for their employees to enable them to deliver high quality service to their clients, but the clients of this restaurant may also have their own expectation of how they need to be treated. So when they visit the restaurant they compare the service they received with their expectation and become either satisfied or dissatisfied with the service.

The magnitude of this gap (which can be either positive or negative) was determined by four interrelated variables; the difference (1) between actual consumer expectations and management perceptions of those expectations; (2) between management perception of expectations and the translation of those perceptions into service quality specifications; (3) between service quality specifications and service delivery; and (4) between both service quality specifications and service delivery, and the external communications to customers. Parasuraman, et al. (1984) noted that these gaps "can be a major hurdle in attempting to deliver a service which consumers would perceive as being of high quality." Because this study focused on the interaction between the organization's employees and its customers, this author found the fourth gap (between both service quality specifications and service delivery, and external communications to customers) to be of particular relevance.

Research on customer loyalty conducted by the Forum Corporation, Schlesinger and Heskett (1991) noted that only 14% of customers stopped patronizing service business because they were dissatisfied by the quality of the product, while more than two-thirds defected because of what they judged to be indifferent or unhelpful service.

The finding supported the observation of Parasuraman, et al. (1984) that customers' judgments of high and low service quality depend on "how consumers perceive the actual service performance in the context of what they expected." Similarly in the case of imperial perking restaurant which is also a form of service industry it is assumed that customer satisfaction and loyalty will be influenced by the customers' expectation of the service quality they received.

Zeithmal, et al. (1990), built on their earlier research (Parasuraman, et al 1984) to identify five dimensions of service quality, as perceived by customers: tangibles, reliability, responsiveness, assurance and empathy. Parasuraman et al. (1984) had positioned consumers' perceptions of service quality along a continuum ranging from ideal quality to totally unacceptable quality, depending on whether the customers perceived the service they receive as meeting, falling short of exceeding their expectations.

(Zeithaml, et al, 1990) studied whether customers' perceptions of quality were influenced by whether or not they had experienced a recent service problem. They examined customers who had experienced recent service problems and those who had not. They found that service problems adversely affect customers' perception of service quality, and that customers who were dissatisfied with the resolution of their problems were twice as dissatisfied as those whose problems were resolved to their satisfaction (Zeithaml, et al, 1990).

Zeithaml et al. (1990) concluded that: "The most important thing a service company can do is be reliable, that is, perform the service dependably and accurately .... do it right the first time. When a service problem does crop up, however, all is not lost unless the company ignores it. In other words, by resolving the problem to the customer's satisfaction, by

performing the service very right the second time… the company can significantly improve customer retention rates".

Previous research has indicated that high levels of customer satisfaction are related to the service quality provided through customer interactions (Wiele et al., 2002; Vilares & Coehlo, 2001). That is higher quality of service is associated with higher customer satisfaction whilst lower quality of service is related to lower customer satisfaction. Similarly some research findings have indicated that the effect of perceived quality on satisfaction is positive and significant but low (Afsar et al., 2010; Lauren, 2003). Anderson et al., (2007) advocated that customers would be more prone to switch to competing businesses when the perceived value was low so as to increase perceived value, thus contributing to a decline in loyalty.

Findings of the studies conducted by Woodside et al., (1989), Reidenbach and Sandifer-Smallwood (1990), Cronin and Taylor (1992), Fornell, (1992) and Anderson and Sullivan (1993), indicate that when perceived quality and satisfaction are measured in a global perspective, satisfaction is an antecedent of perceived quality.

Carman (1990), Bitner (1990) and Parasuraman et al., (1988) also proposed the same relationship, that is satisfaction is an antecedent of perceived quality. Naeem and Saif (2009) also found that customer satisfaction is the outcome of service quality. Chau and Kao (2009) also emphasized that perceived service quality and its dimensions have a direct impact on customers' assessment of a company and the willingness to choose the service provider.

2.5 EMPLOYEE SATISFACTION AND CUSTOMER SATISFACTION

The relationship between employee and customer satisfaction has been widely studied in the

literature (Stock, 2005; Schneider, 1973; Schneider et al., 1980; Eskildsen &Dahlgaard, 2000; Schlesinger &Heskett, 1991; Heskett, 1997; Bernhardt et al., 2000; Harter et al., 2002; Wangenheim et al., 2007; Chi, 2008; Lovemen, 1998). Research in consumer psychology has shown that exposing customers to happy employees results in customers having a positive attitudinal bias towards a product (Howard & Gengler, 2001). Likewise, research in organizational behavior has revealed that the hostility of frontline employees has a direct impact on the hostile mood of customers (Doucet, 2004), leading to customer dissatisfaction regardless of the performance of the core tasks of the services delivered to fulfill customer needs.

Researchers have often referred to the relationship between employee satisfaction and customer satisfaction as the 'satisfaction mirror' reinforcing the idea that business success results from employee satisfaction being 'reflected' in terms of customer satisfaction (Schlesinger &Heskett, 1991; Norman & Ramirez, 1993; Liedtka et al, 1997). Voss et al (20041), for example, find that 'employee satisfaction directly affects both service quality and customer satisfaction', whilst Vilares and Coehlo (2003) are so convinced about the fit that they recommend changes to one of the existing customer satisfaction indexes (ECSI) to recognise the 'cause and effect relationship between employee behaviour and customer satisfaction'.

The direct relationship between employee satisfaction and customer satisfaction is established based on the theory of emotional contagion (Sutton &Rafaeli 1988; Hatfield et al. 1992; Hatfield et al. 1994; Barsade 2002). Emotional contagion is defined as the tendency of a person to automatically mimic and synchronize expressions, postures, and vocalizations

with those of another person and, consequently, to converge emotionally (Hatfield et al. 1992, Hatfield et al. 1994). This process occurs through the conscious or unconscious induction of emotion states and behavioral attitudes (Schoenewolf, 1990).

Barsade (2002) discussed a model of emotional contagion to explain how group emotional contagion processes operate. It starts when a person enters a group. They expose themselves to other group members' emotions and perceive the group members' emotions expressed primarily through their nonverbal signals, including facial expressions, vocalizations, postures, and movements. The group members' expressed emotion is then transferred to him. This transfer involves mimicry of facial expressions, speech rates, and body movements of the senders. Affective feedback from such mimicry then produces corresponding emotional experiences. Research has shown that mimicry is more likely when there is a relational bond between two parties. Moreover, mimicry is more probable when the receiver "likes" a sender.

Accordingly, it is conjectured that when customers are exposed to the emotional displays of employees, they experience corresponding changes in their own affective status (Pugh, 2001; Barsade, 2002). Frontline employees with a high level of job satisfaction will appear to the customer more balanced and pleased with their environment, leading to positive influence on the level of customer satisfaction (Homburg & Stock, 2004). In contrast, dissatisfied frontline employees are likely to display unpleasant emotions to customers, reducing the level of customer satisfaction through emotional contagion.

Service quality has received considerable attention (Lien, 2008). This is due to the reason that the quality of goods can easily be measured by taking into account certain physical

properties; the measurement for services is rather difficult because the quality in this case depends on large number of factors (Aga, 2007). Several studies report that quality's effect on customer satisfaction is often seen as greater than other antecedents (Churchill & Suprenant, 1982; Oliver & DeSarbo, 1988; Anderson & Sullivan, 1993).

Furthermore, Cronin and Taylor, 1992 concludes perceived service quality leads to customer satisfaction which in turn, has a significant effect on purchase intentions. Boulding and Zeithaml (1993) points out the positive effect of perceived service quality on behavioral intention. Expectations and delivered service influenced perceived service quality, which in turn, has an impact on behavioral intentions such as willingness to provide favorable word of mouth and engage in repeat business (Bernhardt et al., 2000).

There is also a controversy regarding the relationship between customer satisfaction and service quality. Some authors reported that relationship exist between customer satisfaction and service quality (Oliver &DeSarbo, 1988; Parasuraman, Zeithaml, & Berry 1994). Some posit that service quality is an important antecedent of customer satisfaction (Parasuraman et al. 1988; Churchill &Suprenant, 1982; Cronin & Taylor, 1992; Spreng &Mackoy, 1996; Oliver, 1993; Fornell, 1992; Oliver &DeSarbo, 1988; Chigozirim, 2008).

Based on the literature reviewed it could be concluded that customer satisfaction is a broader construct than service quality, and so service quality could be assumed to be an important antecedent of customer satisfaction. Schneider (1991) concluded that employee satisfaction and customer satisfaction are positively correlated and Schlesinger and Zomitsky (1991) found that this relationship gets stronger as employee increases in tenure (as cited in

Bernhardt, 2000).

Pugh (2002) points out that employee satisfaction lead to organizational outcomes such as customer satisfaction and financial performance. In consistent manner, Service Profit Chain proposed by Heskett(1994)support positive link between employee satisfaction and customer satisfaction which in turn, enhance firms' profitability in the long run and Employee Customer Profit Chain proposed by Rucci, (1998) posits that employee satisfaction and customer satisfaction are positively related. Employee satisfaction is critical to achieve firms' success and profitability. Several studies have shown positive and significant effect of employee satisfaction on firm's profitability (Heskett, 1994; Rucci, 1998; Pugg, 2002; Dabholkar, 2008).

Hung, Huang, and Chen (2003), stated that the greatest challenge for today's service industry such as the imperial perking restaurant has to do with their ability to provide excellent service and high customer satisfaction. However, Homburg and Stock (2004) stated that the direct impact on the relationship between customer and employee satisfaction was based on limited evidence and sometimes unscientific observations. A satisfied customer might become a repeat buyer, and this overall satisfaction has a strong positive effect on customer loyalty intentions (Prayukvong, Sophon, Hongpukdee, &Charupas, 2007).

At the time the customer reaches or exceeds his or her expectation and satisfaction, he or she can become a loyal customer, but it always depends on the personal experience and perception of quality (Yu, Lei-Yu, & Yu-Ching, 2005). DiCostanzo (2008) explains that non-satisfied customer would prefer to buy the product or service anywhere else. On the other

hand, a satisfied customer can be a positive word of mouth recommendation and improve loyalty (Torres & Kline, 2006). In contrast, a negative word-of-mouth leads to reduced customer satisfaction. It follows that satisfied customers spreading positive word-of-mouth might create new customers to the business (Yu et. al 2005).

Products and services of high quality leads to customer satisfaction and higher profits (Matzler, Hinterhuber, Daxer, & Huber, 2005). Customer's perceptions of satisfaction are almost always dependent on the factors of quality, facilities and service that the company offers, resulting in loyal customers and favorable word of mouth exchanges (Prayukvong, et al. 2007). With the purpose of improving their competitive position, many companies use some form of customer satisfaction programs for the evaluation and control of their products and services (Maztler, Bailom, Hinterhuber, Renzl, &Pichler, 2004). These authors also assume that increased employee satisfaction ultimately leads to increased customer satisfaction.

Brown and Lam, (2008) found that a positive relationship exists between customer satisfaction, employee satisfaction and perceived service quality. Customer perceived service quality completely intercedes between job satisfaction of employees and customer satisfaction. Service-profit chain framework shows that employees who are satisfied can be more productive than those employees who are less satisfied.

Employees with high job satisfaction level will make customers happier so that it will give a positive influence on customer satisfaction level. On the contrary, employees who are not satisfied tend to exhibit their unpleasant emotion to customers leading to customer

dissatisfaction (Wansoo, 2009; Brandford, 2009). Other researchers such as Silvestro and Cross (2000) have cast some doubts on the strength of the relationship between employee satisfaction and customer satisfaction, however, the balance of evidence suggests that employee satisfaction is a key driver of service quality.

In service industry, such as imperial perking restaurant the interaction between customers and front-line employees could be the important factor in influencing customers' perceived consumption experience. In service encounter process, the employees are not only the workers, but also the performers; their service behavior will influence customers' perception (Bitner, 1990). Customers in most instance derive their satisfaction from the frontline employees successful performance of their duties towards them (Darian, Tucci, &Wiman, 2001). Reynolds and Beatty (1999) suggested that the service provider (frontline employee) is the antecedent of influencing customer satisfaction.

Furthermore, studies in this area has indicated that interaction between customers and service personnel (frontline employee) is the key determinant factor in influencing the satisfaction of customers (Zeithaml, Berry, & Parasuraman, 1996). Brown and Lam, (2008) found that although other aspects of service delivery may be poor, high-quality interaction between customers and service personnel (frontline employee) still lead to customer satisfaction; on the contrary, low-quality interaction with service personnel would harm the consumers' pleasure in service encounter process.

2.6 UNDERSTANDING CUSTOMER EXPECTATIONS THROUGH SERVICE DELIVERY.

Organizations like Imperial Perking need to understand customer expectations when designing a service to meet or exceed those expectations. According to Reicheld et al 1990, there are two levels of customers expectations, they are said to be desired and acceptable.

The desired level of expectations is what the customer really wants. If this level of expectations is provided by employees of Imperial Perking, the customer would be very satisfied. The acceptable level is viewed as a reasonable level of performance that the customer considers as being adequate. The difference between the two levels is called the customer's zone of tolerance (Reichheld, et al 1990).

Service companies use marketing research such as surveys as a means of discovering customer needs and expectations. Service managers, especially restaurants, use comment cards on which customers can complain or provide suggestions. Another approach is to ask employees, because employees interact daily with customers, they are in good position to know what customers want from the company. Service managers should regularly interact with their employees by asking their opinions on how best to serve customers (Bowen et al 1992).

At Imperial Perking Chinese restaurant, employees play important role because they are the first point of call to the customers, therefore their attitude and appearances really do matter to management, because their actions can either drive or maintain a client.

CHAPTER THREE

METHODOLOGY

3.1   INTRODUCTION

This section dealt with the methodology used for the research. It looked at the methods of

data collection, research population, sample size, method of sampling and the profile of

Imperial Perking Restaurant. As a means of gathering adequate information for the research

work, the researcher located a study area for the research within which the research was

designed and the sample frame consequently selected. Through this, a sample size and a

sample procedure was also determined as well as the types of instruments for collecting the

data.

3.2 PROFILE OF THE STUDY AREA

Imperial Peking Chinese Restaurant Ltd was incorporated on 11th Nov. 1998. It is a venture

owned by a Ghanaian with 35% shares and two Chinese with 33% and 22%. Shares. Its

stated mission is to provide catering and restaurant services in an internationally accepted

environment, providing quality oriental dishes with emphasis on Chinese dishes.

Imperial also aims at providing quality services at all times. Over the years, Imperial Perking

has acquired the experience of knowing what type of food various ethnic groups prefer. That

is to say that Europeans, Asians, Africans etc. are catered for. The clientele base is wide and

varied. Imperial has two branches, Accra and Tema. Management ensures that the same standard of service is maintained in both restaurants.

The Managing Director, Mr. Leung Wah Chiu, an Australian Chinese has vast experience in the hospitality industry.

It is interesting to note that about 90% of the staff of both branches are Ghanaians. There are currently four Chinese cooks who train and transmit their culinary skills to the Ghanaians. The staff strength of Imperial Peking is 105, comprising of 16 females for both locations and the remaining are males.

SOURCE: (HR DEPARTMENT, IMPERIAL PERKIN RESTAURANT)

3.3 POPULATION AND SAMPLE SIZE

The population for this study comprised of all the employees of Imperial Perking restaurant and their customers. The sample of the research study was made of three hundred (300) respondents comprising of employees who have daily contact with customers, management and customers who patronize the restaurants.

3.4 SAMPLE AND SAMPLING PROCEDURE

A simple random sampling was used to select 48 employees out of a total population of 105 and two (2) management staff. This method was used because it ensured that everyone in the population had an equal chance of being selected. The goal of the sampling method used was to obtain a sample that is a representative of the population. Two hundred and fifty (250) customers were conveniently sampled as they visited the restaurant.

3.5 DATA COLLECTION PROCEDURE

Questionnaires were personally administered by the researcher. The questionnaires contained a series of structured questions which were related to the research work and directed to respondents with the aim of gaining first hand information. The questionnaire consisted of both open and closed-ended questions. Thus, in some cases, respondents were to choose the option that best reflected their opinions. The questionnaire had 3 parts that sought information from the employees of Imperial Perkin Restaurant, the customers and management.

The study employed a simple random sampling technique to select the management, and employees of the Imperial Perkin restaurant, whilst a convenient sampling technique was used to select the customers who patronized the restaurant for the study.

A letter from the researcher was sent to the Management of imperial Perkin seeking their approval for the use of their firm as the study area. The purpose of the study was explained to management and when the permission was granted, the purpose was also explained to the employee's who were selected. They were then given a questionnaire each which took them between 15 and 20 minutes to complete. Furthermore, customers who patronized the restaurant were contacted when they walked in and the purpose of the study explained to them those who agreed to take part in the study were given a questionnaire to complete.

The data was collected over a period of one month. Imperial Perkin employees were given a week to return the questionnaire. Customers sampled, on the other hand, completed the questionnaires before leaving the restaurant. All questionnaires given out

were completed and collected for data analysis. A sample of the questionnaire can be found in the appendix.

3.6 RESARCH DESIGN

The main aim of this study was to find out the role of employees in delivering service to achieve customer satisfaction at Imperial Perking restaurant. The design constituted the outline for the collection, measurement and analysis of data. Interviews were also conducted to seek insight into the activities of the restaurant from management, employees and Customers of Imperial Perkin. Primary data collection was done by means of questionnaires, interviews and observation.

3.7 DATA ANAYSIS

This focused on the analysis and presentation of data collected throughout the study and the interpretation of the data collected to guide the researcher in drawing the conclusions for the research.

The analysis captured the characteristics of the respondents who took part in the study and their distribution. The distributions were presented in tables, graphs and charts. Questionnaires were issued to 48 employees of Imperial Perking Chinese restaurant, two management staff and 250 customers.

All questionnaires were collected representing a 100% of completed questionnaires. The analysis and interpretation of data was done by the use of excel and SPSS. Both qualitative and quantitative methods of data analysis have been employed here.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DISCUSSIONS

4.0   INTRODUCTION

This chapter is focused on the analysis and presentation of data collected throughout the study and the interpretation of the data collected to guide the researcher in drawing the conclusions for the research. The Statistical Package for Social Sciences (SPSS) was used in analyzing the data collected. The distribution of various characteristics of the respondents was summarized in graphs and tables. Research questions 1 and 2 were analyzed using the Chi-square test.

4.1   PRELIMINARY FINDINGS

This section of the analysis captured the characteristics of the respondents who took part in the study and their distribution. The distributions were presented in tables and charts.

Table 1: Description of Sample

SAMPLE	RESPONDENTS

MANAGEMENT	2
EMPLOYEES	48
CUSTOMERS	250
TOTAL	**300**

Source: Field Study 2012

Questionnaires were issued to 48 employees of Imperial Perking Chinese restaurant, 2 management staff and 250 customers. All questionnaires were collected representing a 100% of completed questionnaires.

Figure 1: Gender of Customers
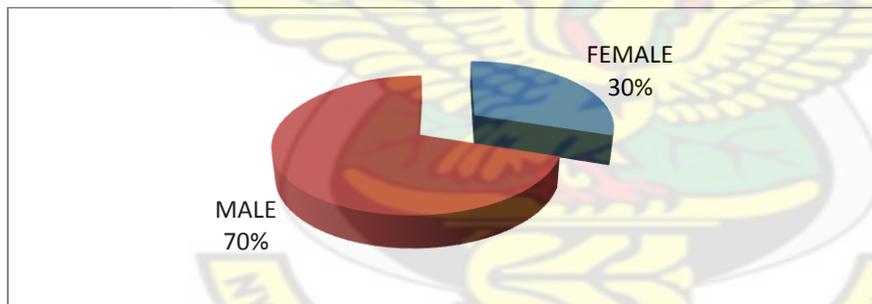
Source: Field Study 2012

From the total of fifty (250) customers of imperial Perking sampled, 70% were male and 30% were females. This means that most of the people who patronize the restaurant are males.

Figure 2: Gender of Employees
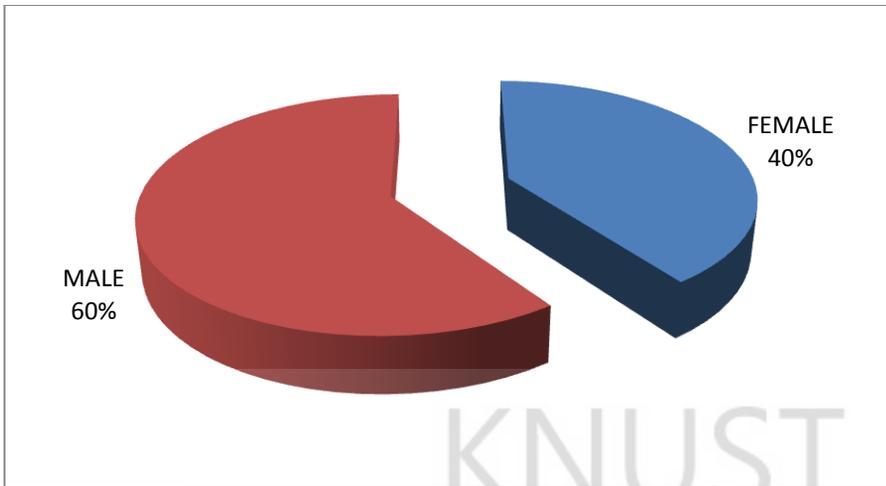
From figure 2, 40% of the sampled staff of Imperial Perking were female whilst 60% were males, this means that the company employs more males than females due to the nature of the work.

Figure 3: Departments of employees
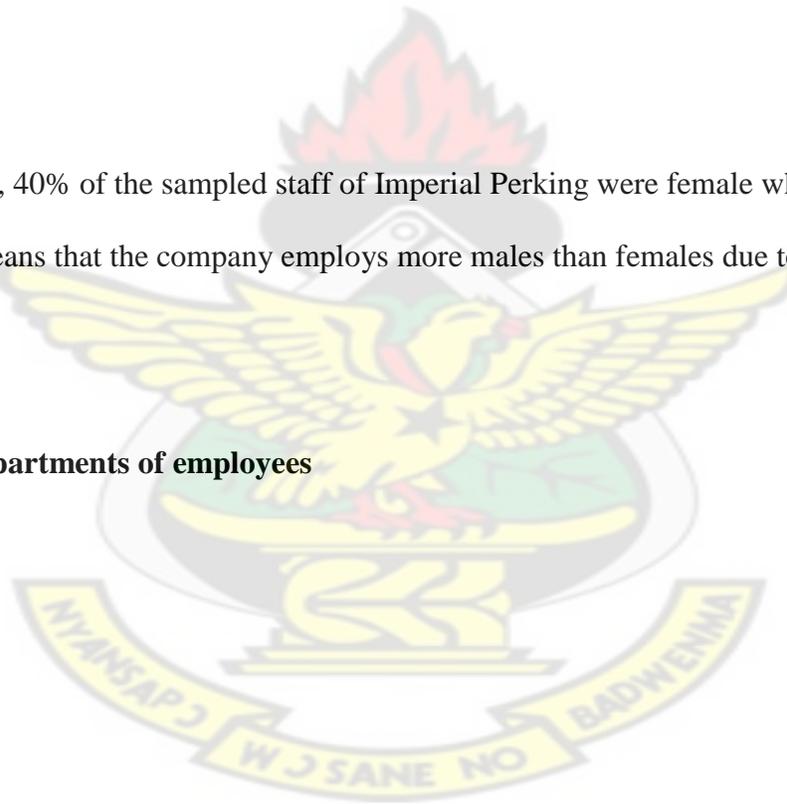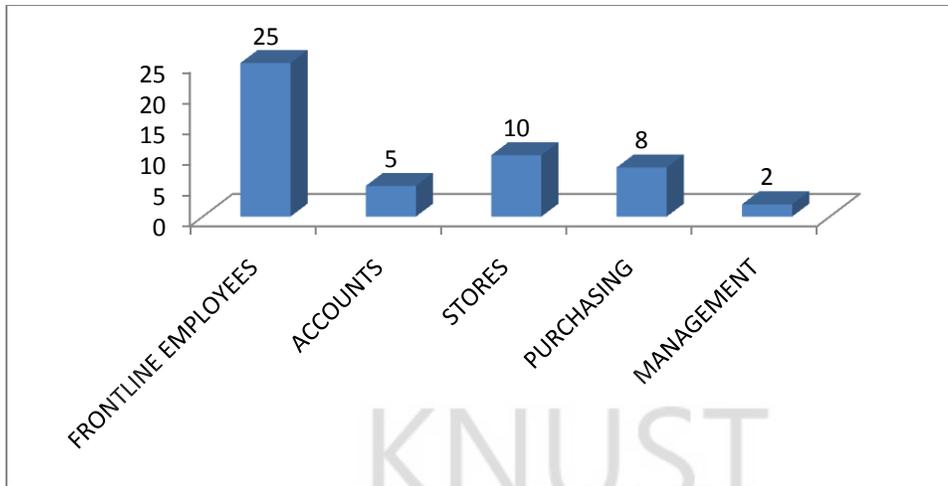
Source: field data 2012

Out of 50 employees sampled, 25 were frontline employees, representing 50%, ten (10) of them were stores people, representing 20% of the total respondents; eight (8) purchasing officers representing 16 %, 5 from accounts department representing 10% and two management staff representing 4% of the total respondents.

The figures from fig 3 show that, more of the employees sampled are frontline employees who daily interact with customers such as taking their orders and serving them with their food as well as ensuring that they are satisfied.

Figure 4: Staff tenure
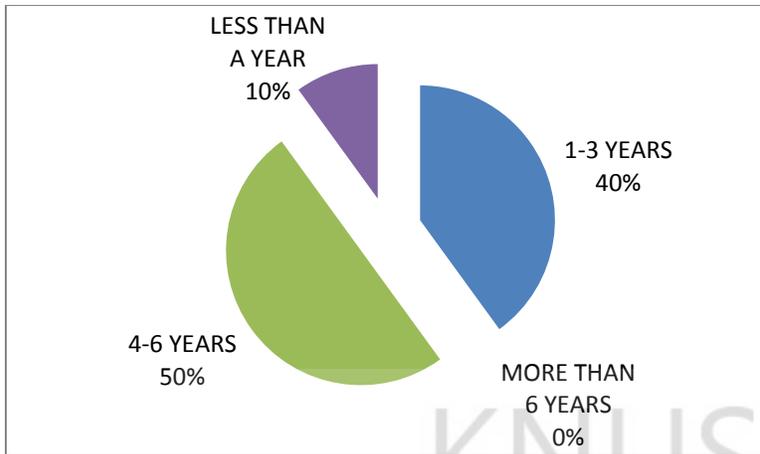
Source: field data 2012

From figure 4, 50% of the staff of Imperial Peking have been working there between 4-6 years; whilst 40% have been there for more less 6 years. Again, 10% have been with the company for less than a year. This means that most of the respondents already know the operations of the restaurant.

Figure 5: Have you received any training in your area of work since you joined the company?
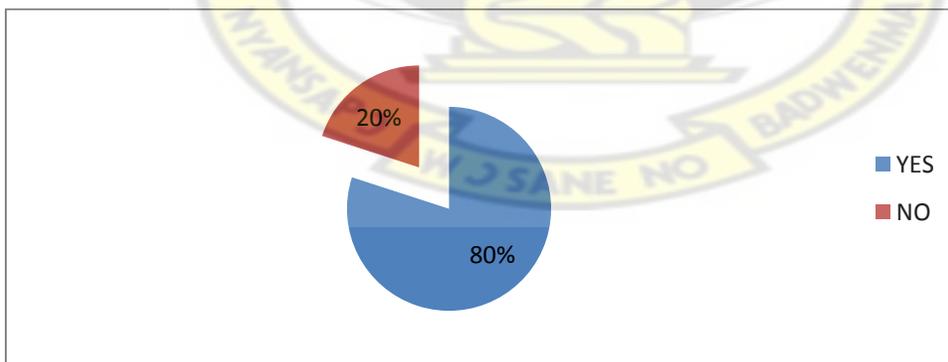
Source: field data 2012

Figure 5, shows that 20% of the employees sampled indicated that they have not received any training in their area of work since they joined the company, whilst 80% indicated that they have received training. This means that management of Imperial Perking restaurant understand the importance of giving training to their employees, they however have to make sure that all the others who have not obtained any training in their field of work do so.

Figure 6: Perception of the quality of services provided by the restaurant
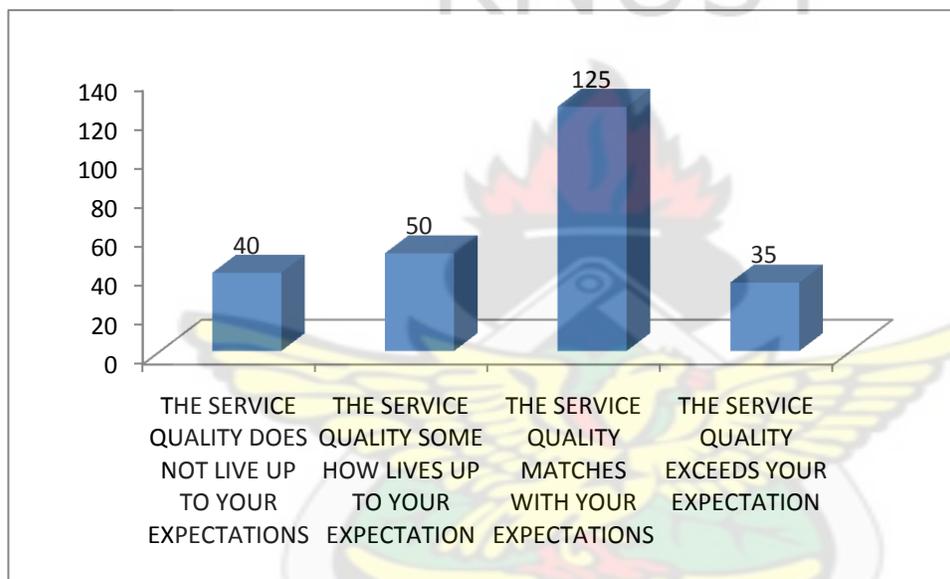
Source: field data 2012

Figure 6 shows that 50 of the customers, representing 20%, sampled have the perception that Imperial Perking's service quality somehow lives up to their expectation whilst 125 of the customers, representing 50%, have the perception that the service quality of Imperial Perkin Restaurant matches with their expectations. Also 40 of the customers, representing 16%, sampled have the perception that the service quality did not live up to their expectation and 35 of the customers, representing 14%, sampled indicated that the service quality exceeded their expectation.

4.2 ANALYSIS OF RESEACH QUESTIONS

This section presents the analysis of the research questions the study set out to answer. The analysis and interpretation of the result obtained were discussed research question by research questions. The following is an analysis of the responses received from 300 respondents comprising of management, employees and customers of imperial Peking Chinese restaurant.

4.2.1 Research Question 1: Is there a positive relationship between employee satisfaction and customer satisfaction at the Imperial Peking Restaurant?

To answer this research question, a chi-square was performed to examine if there is a relationship between employee satisfaction and customer satisfaction. The chi-square revealed that there is a significant relationship between the 2 variables, $\chi2$ (1) =**197.995**, $p<$ .001.

This implies that employee satisfaction is associated with customer satisfaction. Employees who are satisfied may be motivated to please a customer or satisfy the customer. From table 2, 68% (n=34) of the employees who took part in the study were satisfied with their work at the Imperial Perkin Restaurant whilst 32% (n=16) of the employees who took part in the study were not satisfied with their work.

Again, about 80% (n=200) of the customers of Imperial Perkin Restaurant who were interviewed were satisfied with the kind of service rendered to them whilst 20% (n=50) of the customer were not satisfied with the services at the restaurant, see tables 2 and 3 for details.

Table 2: **Summary of frequency and percentage of employee satisfaction**

Employee satisfaction	Frequency	Percentage %
Yes	34	68
No	16	32
Total	**50**	**100**

Source: field data 2012

Table 3: Summary of frequency and percentages of customer satisfaction

Customer satisfaction	Frequency	Percentage
Yes	200	80
No	50	20
Total	250	100

Source: field data 2012

4.2.2 Research Question 2: What factors at Imperial Peking Restaurant account for retaining or attracting new customers?

To answer this question, a Chi-square test was performed to examine the relationship between reasons why customers come back to Imperial Perking Restaurant and how often they do so. The Chi-square revealed that there is a significant relationship, $\chi^2 (3) =$ 250.00, $p < .001$. This means that factors such as quality of food, friendly staff and quality of services available at the Imperial Perkin restaurant help to retain their customer or the

customers consider these factors when returning to restaurant for a service. A summary of this is shown in table 4.

Table 4: Summary of findings on customer patronage

Customer patronage	Frequency	Percentage %
Very often	120	48
Occasionally	70	28
Special occasions (holidays)	60	24
Total	250	100

Source: field data 2012

To determine how often the customer interviewed visited the Imperial Perkin restaurant, the data collected was analyze using descriptive statistics. The summary of the result obtained are shown in table 4. It was observed that 48% (n=120) of the customers patronized the Imperial Perkin Restaurant very often, whilst 28% (n=70) of them visited the restaurant occasionally and 24% (n=60) of them only visited the restaurant on special occasion such as public holidays or other festive occasions. This means that most of the customers sampled visit the restaurant very often whether there is an occasion or not.

Table 5: Summary and findings on why customers return to the restaurant.

Reason customers return to the restaurant	Frequency	Percentage%
Quality Food, Friendly Staff, Quality Services, Environment and Prestige	100	40
Quality Services and Quality Food	30	12
Quality Food Only	70	28
Quality Services Only	50	20
Total	250	100

Source: field data 2012

From table 5, 100 customers, representing 40% of the customers sampled indicated that they return to the Imperial Perking Restaurant because of the quality food, friendly staff, quality services, environment and prestige, 12% (n=30) of the customers returned to the restaurant because of the quality of service and the quality of the food only, whilst 28% (n=70) of them returned to the restaurant because of the quality of the food and 20% (n=50) of them returned because of the quality of service they get at the restaurant.

This means that the quality of food, employees' attitude, the services provided and the environment, really matters to most of the customers. If the food is good and employees are rude or unfriendly, customers will be driven away. Again, if the food is good and the services provided by the employees are not good, customers may not return to the restaurant. On the other hand if the environment they find themselves is not comfortable, customers will not be happy and may decide not to return to the restaurant again.

4.2.3   Research Question 3: What are some of the challenges encountered by the employees of the imperial perking restaurant that affect their roles in the organization?

Employees sampled reported a range of challenges they encounter in their work at the restaurant. Some challenges commonly reported were "Bad attitude of customers" and "Poor communication between employees and management". Some of the employees had unique challenges as well. Among these are "Not being allowed to eat from the restaurant. In other words, they are not supposed to eat restaurant food". Another employee stated that there are no opportunities for self development through training. He added that he has not received any

training since he started working at the restaurant. One other challenge reported was the difficulty faced by waiters in serving customers since the number of waiters is not adequate to effectively serve customers.

One of the major challenges faced by the employees is the fact that they are unable to communicate effectively with management. According to them their union leaders do not communicate their problems to management and therefore their problems are hardly addressed, they are not easily heard and this make them unhappy sometimes.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0   INTRODUCTION

This chapter dealt with the summary, conclusions and recommendations of the research. The purpose of the study was to find out the role of employees in delivering service to achieve customer satisfaction and also to find out the relationship between employees' satisfaction and customer satisfaction at Imperial Perking Chinese restaurant, at Tema.

5.1   SUMMARY OF FINDINGS

The study investigated three main research questions. The results of the study indicated the following findings:

Employees of Imperial Peking's satisfaction with their working conditions are associated with customer satisfaction. In other words, when there is employee satisfaction, there is a greater likelihood that customers will also be satisfied with Imperial Peking's services.

The main reasons why customers of Imperial Peking Restaurant return to eat very often is a combination of all the following: Quality Food, Friendly Staff, Quality Services, Environment and Prestige.

On the other hand, for some customers, quality of food and services were sufficient for them to return to the restaurant occasionally. Also, for some customers, the main reason for patronizing the services of Imperial Perkin Restaurant occasionally was the quality of food only.

The main challenges faced by employees of Imperial Perkin Restaurant in working are "Bad attitude of customers sometimes" and "Poor communication between employees and management" that is, they are not able to communicate their problems and suggestions to management sometimes.

5.2   CONCLUSIONS

In conclusion, the study findings suggest that employees' satisfaction with working at Imperial Peking Restaurant is important to achieving customer satisfaction. The findings indicate that when there is employee satisfaction, customers are about 83% more likely to be satisfied. This suggests a positive relationship between employee satisfaction and customer satisfaction.

In addition, the customers patronize the restaurant because of the combination of Quality Food, Friendly Staff, Quality Services Environment and Prestige. The findings in this study indicate that the customers who gave the following reasons: quality food, friendly staff, quality services, environment and prestige where about 67% more likely to return to Imperial Perking Restaurant very often.

In other words, for the majority of customers to frequently patronize the Imperial Perkin restaurant, the restaurant has to ensure that all the following are guaranteed for customers: Quality Food, Friendly Staff, Quality Services Environment and Prestige. Therefore the absence of any of these factors listed could negatively influence the frequency of customers' visits and patronizing Imperial Perkin's

services.

Finally, the main challenges facing employees of the restaurant are "Bad attitude of customers" and "Poor communication between employees and management". As a result, the employees give the impression that they do not have an avenue for addressing their work-related problems.

5.3 RECOMMENDATIONS

Based on the research findings, the following recommendations are made:

Imperial Perkin Restaurant Management should ensure that they take steps to improve and sustain employee satisfaction in order to achieve customer satisfaction. This should go a long way in helping retain existing customers and attracting new customers. Findings from research question one, which investigated the relationship between customer satisfaction and employee satisfaction, suggests that employee satisfaction is a factor to consider when customer satisfaction is to be achieved.

Given that customers require the presence of all the following factors: Quality Food, Friendly Staff, Quality Services, Environment and Prestige in order to return very often to Imperial Perkin Restaurant, Management should ensure that all these factors are provided, improved and sustained in the delivery of their services.

Management of Imperial Peking Restaurant should take steps to address employee challenges in order to improve their working conditions. For instance, in order to help

employees manage their interaction with difficult customers with bad attitudes, employees could be trained in customer service, professionalism and anger management.

In addition, the restaurant's Management has to improve their communication with employees in order to create an open and safe working environment where employees can have their grievances and concerns aired and resolved effectively.

From the analysis, it proved that there is lack of communication between management and employees, especially the leaders of the union. Management must provide a platform where employees can channel their problems to.

Training must be compulsory for everyone and even for anyone who joins the company. Employees must be encouraged to attend workshops and seminars related to the industry, by this, they will feel that management is investing in them, and this will translate into improved job performance and employee retention. The study revealed that some employees have not received any training on their role since they joined the company and this can affect customer satisfaction.

To foster an effective service delivery that builds loyalty and helps to grow business, Imperial Perking must understand their customers' needs. One best way is to talk to their customers and ask them about the type of service they are looking for. This can be done through customer satisfaction survey.

In conclusion, investment in an effective and efficient service delivery operation is one of the most important investments for securing and growing business.

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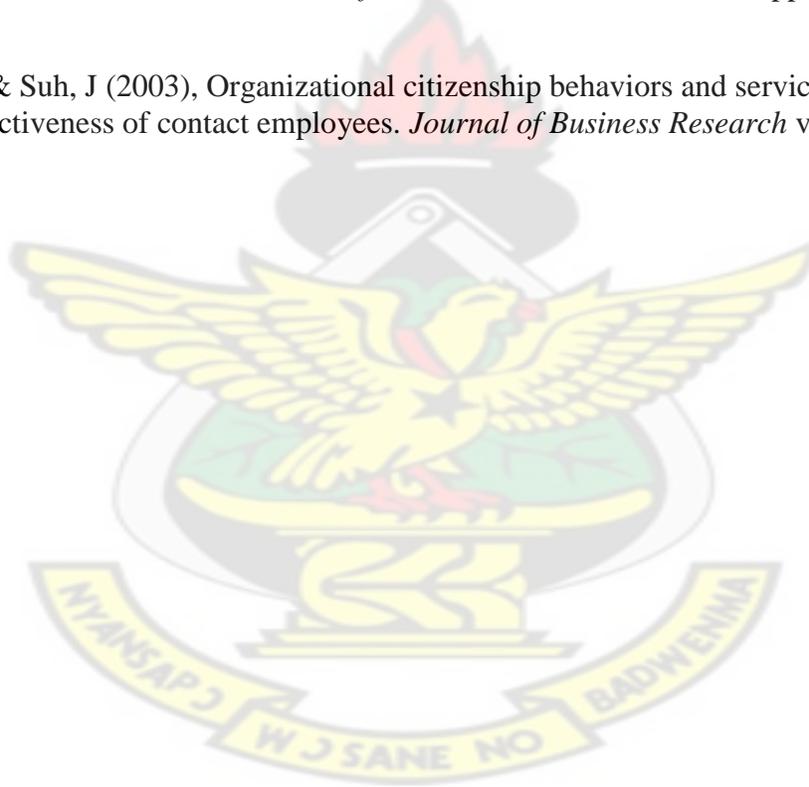
(**Appendix 1**)

QUESTIONNAIRES

THE ROLE EMPLOYEES' PLAY IN SERVICE DELIVERY TO ACHIEVE

CUSTOMER SATISFACTION AT IMPERIAL PEKING FAST FOOD

RESTAURANT

This long essay is examining the role employees' play in delivering service to achieve customer satisfaction at Imperial Perking Chinese restaurant, Tema branch. You are assured of your utmost confidentiality as its only purpose is to help improve service delivery and customer satisfaction at Imperial Perking Chinese Restaurant.

Thank you for your participation.

Please provide the following information

RESPONDENTS: EMPLOYEES OF IMPERIAL PERKING

1. Sex of Respondents:

    a. Male ☐   b. Female ☐

2. How long have you been with Imperial Perking? …………………………………….

    ☐   ☐

3. Are you motivated to do your work? A. Yes   b. No

4. What is your position in the restaurant? ……………………………………………

5. What role do you play daily at the restaurant?

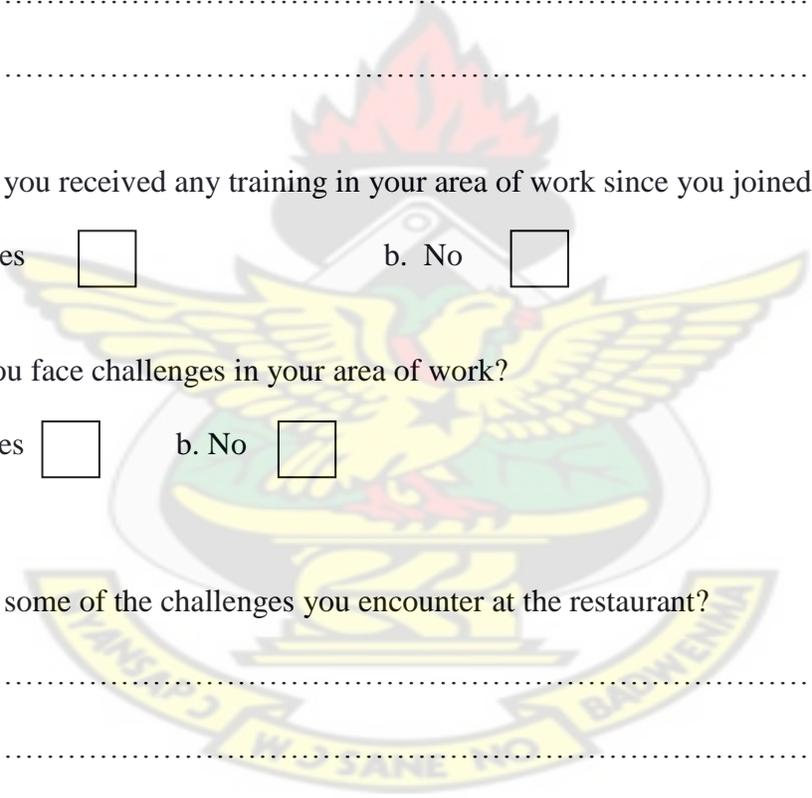…………………………………………………………………………………………

……………………………………………………..………………………………………

6. Does your role affect customer satisfaction? A. yes ☐   b. No ☐

7. What do you that attract customers to patronize the restaurant?

…………………………………………………………………………………………

…………………………………………………………………………………………

8. Have you received any training in your area of work since you joined the company?

   a. Yes ☐   b. No ☐

9. Do you face challenges in your area of work?

   A. Yes ☐   b. No ☐

10. What are some of the challenges you encounter at the restaurant?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

(Appendix 2)

RESPONDENTS: CUSTOMERS OF IMPERIAL PEKING

1. Sex of respondents:

   a. Male ☐   b. Female ☐

2. How often do you come here?

   a. Very often ☐

   b. Occasionally ☐

   c. Every day ☐

   d. Every week ☐

3. What makes you come here?

   a. Quality food ☐

   b. Quality services ☐

   c. Friendly staff ☐

   d. Affordable food ☐

   e. Prestige ☐

   f. Environment or ambience ☐

4. What attitude do the employees put up that attract you?

   …………………………………………………………………………………

   …………………………………………………………………………………

5. Do you get satisfied anytime you come here? A. Yes ☐ No ☐

6. Based on your experience as a customer, please provide information on how you perceive the quality of services provided by the restaurant.

   a. The service quality does not live up your expectation

   b. The service quality somehow lives up to your expectations

   c. The service quality matches with your expectations

   d. The service quality exceeds your expectations

   e. The service quality highly exceeds your expectations.

RESPONDENTS: MANAGEMENT

1. How often are do you train your employees?

    a. Very often

    b. Occasionally

    c. Monthly

    d. Yearly

    e. Others …………………………………..

2. Do you motivate them? A. Yes ☐   b. No ☐

3. How are they motivated?

    a. Through training

    b. Through Salary

    c. Employee empowerment

    d. Others ……………………………………………….

4. Are your employees satisfied?   A. Yes   b. No

5. What is the employee turnover? ………………………………….

6. How   many   customers   patronize   your   place   a   day?

    …………………………………………………………………………..

7. Are they satisfied …………………………………………………………..

8. What makes them satisfied?

    a. Quality Services

    b. Good food

    c. Friendly Staff

    d. Waiting time to be served is short

    e. Employees are patient

    f. Others …………………………………………..

9. Does management ensure quality service delivery? ……………………………….

10. How do you measure service quality delivery? …………………………………………………