



A STUDY OF MANAGING CUSTOMER SATISFACTION IN SPECIALTY RESTAURANT - PERSPECTIVE OF MANAGERS

Mrs. Amita Nilesh Kolapkar¹ and Dr. Sachin S. Vernekar²

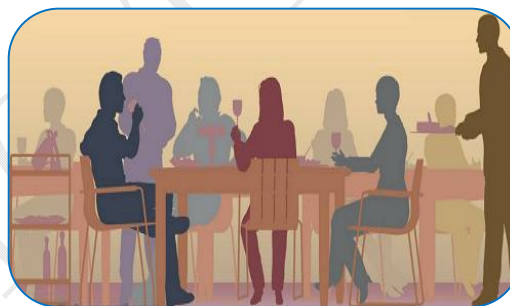
¹Research Student, BV(DU) Institute of Management & Entrepreneurship Development, Pune ,
Maharashtra, India.

Assistant Professor, BV(DU) Institute of Hotel Management & Catering Technology, Pune,
Maharashtra, India.

²Dean, FMS, BV(DU) Institute of Management & Entrepreneurship Development, Pune ,
Maharashtra, India.

ABSTRACT :

The present paper studies perception of managers about elements that impact customer satisfaction in standalone specialty restaurant in Pune. The study specifically focused on the perception of the managers on the level of importance from the point of view of the customers on the service quality, employee service quality, food quality, physical environment and ambience in standalone specialty restaurant. 60 standalone specialty restaurant managers in Pune were considered for the study. Data Analysis started with inspecting, transforming and modeling the data collected with an intention of meeting research objective. The raw data was obtained and further converted into useful information. Data was first entered in Excel sheets. It was then coded to make it suitable for analysis using SPSS software (Version 16.0). The paper identified and studied the demographic profile of managers working in standalone standalone specialty restaurants in Pune in order to determine whether there is a significant difference in their attitude towards restaurant business. The study examined the vital role of standalone standalone specialty restaurant managers in ensuring customer satisfaction, which in turn will help the restaurant to survive in a competitive market.



The raw data was obtained and further converted into useful information. Data was first entered in Excel sheets. It was then coded to make it suitable for analysis using SPSS software (Version 16.0). The paper identified and studied the demographic profile of managers working in standalone standalone specialty restaurants in Pune in order to determine whether there is a significant difference in their attitude towards restaurant business. The study examined the vital role of standalone standalone specialty restaurant managers in ensuring customer satisfaction, which in turn will help the restaurant to survive in a competitive market.

KEYWORDS : customer satisfaction, standalone specialty restaurants, managers perception, quality of service, customer experience.

1.INTRODUCTION

The most fascinating and important topics in management, desire of guests and quality of service is guest contentment. It surely speaks to each organization's fundamental reason and goal. Restaurant industry attempts to enhance guest fulfillment and keep their present guests. Creating techniques for attracting new guests is very dependable on education, experience and commitment of managers. The case that getting new guests costs five to eight times more than holding current ones, may be another reason why restaurants seldom put resources into such promoting systems. Besides, researchers have found that the absolute expense of conveying another client to a similar level of productivity to that of the lost client is roughly sixteen times greater (Lindgreen et al., 2000). This examine incorporates an examination on the perception of managers in standalone specialty restaurant about the importance of restaurant experience components for customer satisfaction. In case if the

restaurants figure out how to gather pertinent data about their guests, they will almost certainly give quality support of the visitors and in this manner contribute to greater consumer loyalty. At the end of the day, guest satisfaction depends on information of their desires. Additionally, adjusting guest perceptions and desires is the key factor in fulfillment management. Restaurants understand the significance of guests outlook. They put their requirements and wants at the focal point of promoting research and its business. (Ladhari et al., 2008).

2. LITERATURE REVIEW

Restaurants utilize the accompanying sorts of signs to judge a restaurant experience by useful and the specialized nature of the food and service; the vibe and other outline and specialized design components mechanics; and humanics the execution, conduct, and appearance of the workers having a similar standard. This is predictable with the discoveries of Parsa, Self, Njite, and King (2005), who found that while food quality was basic to restaurant achievement; fantastic food alone did not ensure achievement. It was discovered that making the atmosphere more wonderful and inventive was basic for an association's prosperity. The part of the physical condition in manipulating the customer practices and in making a supplier's picture is particularly applicable in a service industry, for example, the restaurant business (Booms and Bitner, 1982). It is exceptionally significant to find the significance of measurements associated with push to get a handle on the many-sided quality of youth customer conduct. Restaurateurs should be discretionary all together for such perspectives in making the privilege environmental components with the goal that adolescent customers are not dismissed. Along these lines, arranging and executing outline and format must be made carefully to guarantee the atmospheric components in a restaurant will later lead to the desirable involvement to patronizing customers.

In the restaurant business, Pantelidis (2010) even expressed that remarks on electronic aides and in internet based life can help secure business life span, contingent upon the manners in which the management screens and reacts to such remarks. The author offered a investigation of 2,471 customer remarks concerning three hundred London restaurants on an online restaurant guide. Additionally, displayed a preferenced structure show develops nearby proposing that customers think about food, benefit, feel, value, menu, and stylistic theme (in a specific order) while contemplating their experiences. In opposition to desires, the model remains moderately steady when tried in the midst of financial emergency. A similar pattern is valid for the visitor house segment. Hence, proprietors should give careful consideration to customer produced remarks on the web. In this manner, their investigation gave a correlation of remarks made amid times of great monetary conditions and times of financial retreat.

Ariffin and Maghzi, 2012 contemplated and clarified the impact of individual and inn factors on the desire level of lodging accommodation and additionally to propose a scale to gauge business cordiality for inn services. Additionally, their principle focus were resolved inside individual and additionally lodging factors that impact the desire levels of business cordiality in inn services. market research overview was utilized as the fundamental strategy for information accumulation. Their taking an interest respondents were from the two nationalities of Malaysian and Non-Malaysian experienced four or five star inns of Kuala Lumpur city, Malaysia. Their investigation announced that out of the three elements examined (star rating, size and area), just 'star rating' may have a solid relationship with desires on inn accommodation.

Mauri and Minazzi, 2013 concentrated the effect of hotel visitors surveys which is posted on purchaser produced sites have on the buyer basic leadership process and service desires. Their test consider had been led to test the theories and the exploration question. Alongside, 349 youthful grown-ups were engaged with an online overview that approached to envision looking for an hotel and perusing other customers' audits of a speculative picked hotel. Three situations was made by concentrate a couple of remarks posted by customers on the primary sites utilized by vacationers. Their investigation concentrated on "non-value-based" sites in the neighborliness business and plans to assess the impact of visitors' surveys on customer buy aims and desires. At long last, the investigation

means to check whether the intensity of negative shopper remarks can be limited through fitting organization reaction. The issue was researched by showing a trial think about on the effect of online hotel surveys on purchaser decision making and desires. Truth be told, benefit quality assessment and consumer loyalty stay key factors that empower positive online customer surveys. In addition, internet based life ought to be considerably more considered later on to build up a more unconstrained cooperation with customers, seeing likewise their real desires.

Liu et al, 2013 had contemplated an eWOM dataset which was gotten from an online source and feeling mining was utilized to enhance its quality by attributing missing qualities. The creator completed an entire examination of customer profiles and their complexity by trip mode was then directed utilizing affiliation administer mining. The experimental outcomes exhibit the distinctions in both customer expectation and satisfaction when a similar explorer takes part in various trek modes. Additionally, prescribed that a huge amount of surveys has been posted by customers, and has turned into a profitable means by which hoteliers can all the more likely comprehend customer satisfaction and prospects. At last closed a note related with the development of Web 2.0, electronic verbal (eWOM) shared through long range interpersonal communication locales has turned into the essential data hotspot for some voyagers.

Lee et al, 2016 concentrated the inductive approach that the qualities of high-performing, free restaurants to decide the elements adding to achievement in Australia's restaurant area. Information for the examination was got through an e-review appropriated to proprietors of little, free restaurants in Australia. A database of 4219 restaurants was created utilizing freely accessible data through a comprehensive hunt of online professional resources. Restaurant Performance was estimated through a six-thing, seven-point Likert-type scale adjusted. They had evaluated their business on different criteria including benefit, level of execution, volume of offers, development, achievement, and accomplishing desires. The aggregate number of usable reactions acquired was 198 (4.7% reaction rate). The outcomes exhibited that the three bunches High Performing Restaurants (HPRs), Average Performing Restaurants (APRs), and Low Performing Restaurants (LPRs) were altogether different the development of Web 2.0, electronic verbal (eWOM) shared through person to person communication locales has turned into the essential data hotspot for some voyagers., the elements driving execution in little, free restaurants. The writer at last reasoned this can be improved by staying up to date with the most recent advancements in new restaurant service systems by perusing exchange magazines, distributions concerning compelling service, or potentially joining industry affiliations that give industry updates and business help.

Alhelalat et al, 2017 examined and communicated Employee conduct assumes a critical part in fulfilling restaurant customers. In their examination they meant to bring a more profound knowledge of the effect of restaurant representative service conduct on consumer loyalty by utilizing overview approach. Their examination were carried on with 400 voyagers who had a involvement in Jordanian fine feasting restaurants. For essential information accumulation, a self-controlled poll was developed. It hatched three noteworthy parts 1. Individual and practical service parts of Jordanian restaurants' representatives 2. Respondents' general fulfillment with supper experience components in Jordanian restaurants and 3. Built utilizing various decision inquiries to profile members' attributes. Along these lines, the general consumer loyalty levels were higher when they had higher view of restaurant representatives' close to home service viewpoints, which shows that customers very value the warmth, graciousness, appearance and individual mentality of restaurant workers. At long last the creator cited that the accomplishment in fulfilling universal customers in restaurants relies upon representative's conduct amid the communication procedure.

Ryu, K., & Jang, S.C(2008). The article focuses on DINESCAPE which is a six-factor scale consisting of facility aesthetics, ambience, lighting, service product, layout, and social factors and was developed mainly related to physical environment of upscale restaurants.

Antun, J. M., Frash, R. E., Costen, W., & Runyan, R. C. (2010) A DinEx scale was developed which took domains of food, service and atmosphere and added two new dimensions of social connectedness and healthfulness to the model.

3. OBJECTIVES

- i) To study demographic profile of the standalone specialty restaurant managers.
- ii) To understand the perception of managers of customer experience elements leading to customer satisfaction.

4. RESEARCH METHODOLOGY

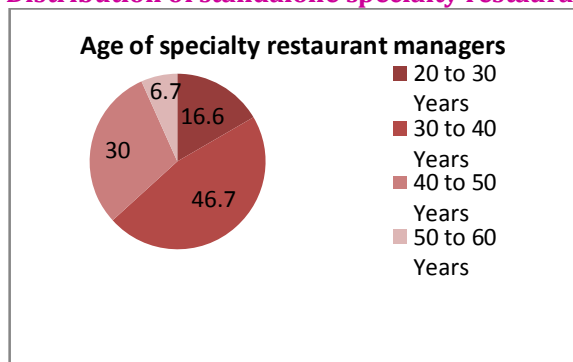
Data was collected through various sources. Primary data was collected through structured questionnaire and personal interviews, which consisted of questions, based on elements that could create the pleasant experience for customer in standalone specialty restaurant managers perspective. Secondary data was collected through an extensive review of literature on the topic, research papers from reputed journals, published articles, reviews and websites pertaining to the restaurant and hospitality sector. 60 standalone specialty restaurant managers in Pune were considered for the study. Data Analysis started with inspecting, transforming and modeling the data collected with an intention of meeting research objective. The raw data was obtained and further converted into useful information.

DATA ANALYSIS:

Data was first entered in Excel sheets. It was then coded to make it suitable for analysis using SPSS software (Version 16.0).

I Demographic profile of Managers

Distribution of standalone specialty restaurant managers by their age

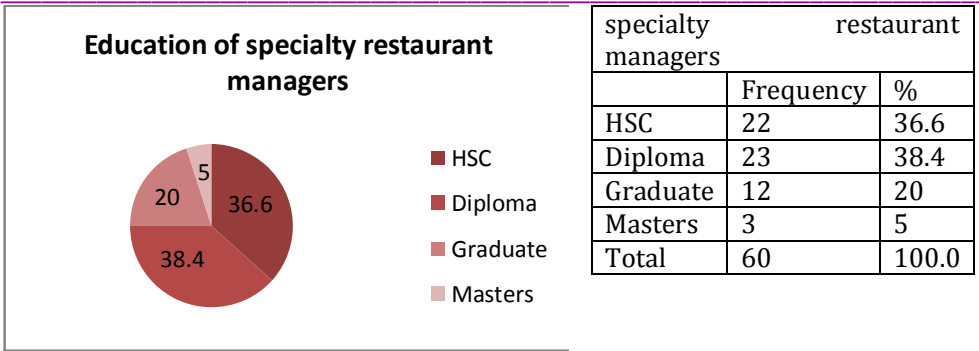


Age of standalone specialty restaurant managers		
	Frequency	%
20 to 30 Years	10	16.6
30 to 40 Years	28	46.7
40 to 50 Years	18	30
50 to 60 Years	4	6.7
Total	60	100.0

Interpretation: The age distribution of the managers is explained in table and graph 1. The age of the managers is categorized into 4 categories with the interval of 10 years up to 60 years. It can be seen from the table and graph that the proportion of standalone specialty restaurant managers up to 20-30 years of age group is almost 16.6 % and 50-60 years is 6.7%. Majority of the managers fall within the 2 categories i.e. 30-40 years and 40-50 years.

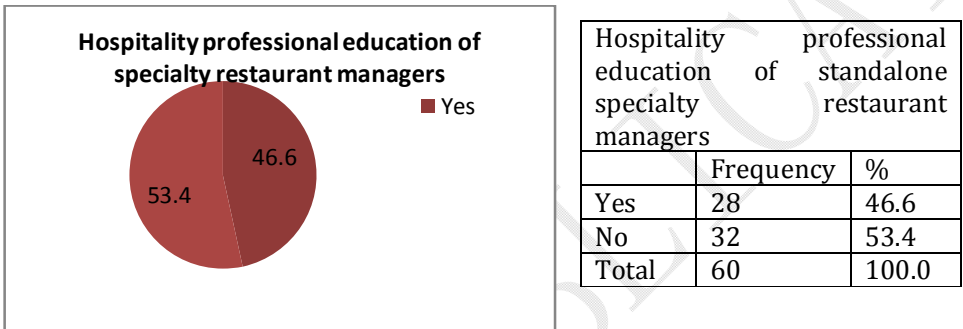
Distribution of standalone specialty restaurant managers by their education

Education of standalone



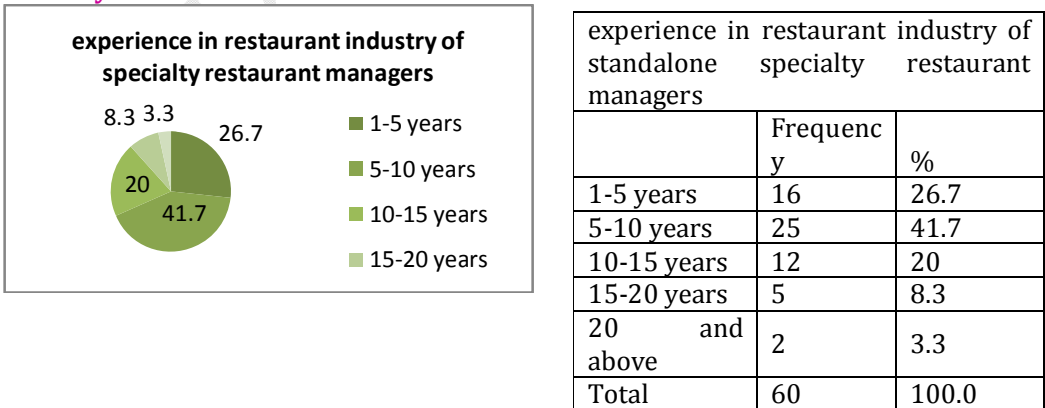
Interpretation: The education distribution of standalone specialty restaurant managers is explained in table and graph 2. It can be seen from the table and graph that the proportion of standalone specialty restaurant managers education of HSC is 36.6%. Managers having diploma is 38.4%. 20% of the managers are graduate and 5% have masters degree. Majority of the managers fall within the 2 categories i.e HSC and Diploma.

Distribution of standalone specialty restaurant managers by their hospitality professional education



Interpretation: Hospitality professional education distribution of standalone specialty restaurant managers is explained in table and graph 3. It can be seen from the table and graph that the proportion of standalone specialty restaurant managers having hospitality professional education is 46.6% and not having hospitality professional education is 53.4%. Majority of the managers do not have professional hospitality education.

Distribution of standalone specialty restaurant managers by their experience in restaurant industry



Interpretation: experience in restaurant industry distribution of standalone specialty restaurant managers is explained in table and graph 4. It can be seen from the table and graph that the proportion

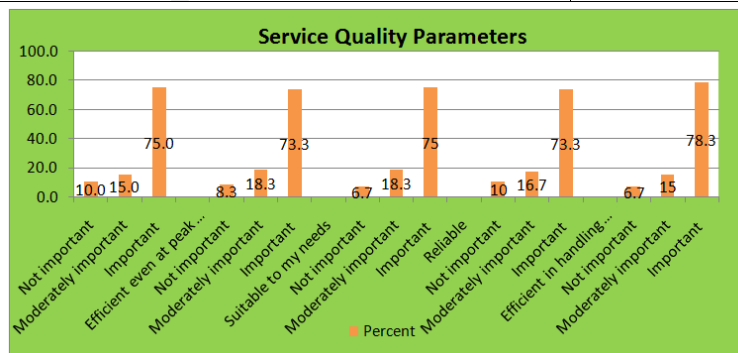
of standalone specialty restaurant managers having experience in restaurant industry for 1-5 years is 26.7%. 41.7% managers have 5-10 years of experience in restaurant industry

II Frequency distribution of the responses given by the managers

60 managers i.e. one from each hotel was interviewed during the sample survey. This section is devoted to explain the observations obtained from the managers during the interviews. The section contains perception of the managers on the level of importance from the point of view of the customers on the service quality, employee service quality, food quality, physical environment and ambience.

Level of importance about the service quality in the standalone specialty restaurants leading to customer satisfaction

Quick and prompt service		
	Frequency	%
Not important	6	10.0
Moderately important	9	15.0
Important	45	75.0
Efficient even at peak time		
Not important	5	8.3
Moderately important	11	18.3
Important	44	73.3
Suitable to my needs		
Not important	4	6.7
Moderately important	11	18.3
Important	45	75.0
Reliable		
Not important	6	10.0
Moderately important	10	16.7
Important	44	73.3
Efficient in handling complaints		
Not important	4	6.7
Moderately important	9	15.0
Important	47	78.3
Total	60	100.0



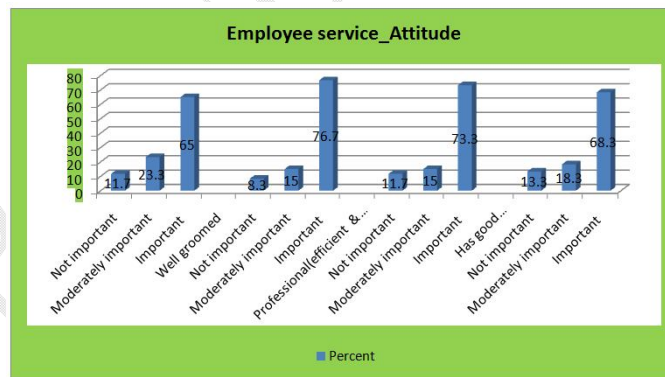
Level of importance about the service quality in the standalone specialty restaurants leading to customer satisfaction

Interpretation: The above table and graph explains the importance of service quality parameters from the point of view of the customers. It can be observed from the table that according to the managers 75% of the customers feels the importance of quick and prompt service, 15% moderately important

and 10% not important.73.3% of the customers feels the importance of efficient service even at peak time, 18.3% moderately important and 8.3% not important. 75% of the customers feels the importance of service suitable to needs of the customer, 18.3% moderately important and 6.7% not important. 73.3% of the customers feel the importance of reliability, 16.7% moderately important and 10% not important. 78.3% of the customers feels the importance of efficient complaint handling, 15% moderately important and 6.7% not important.

Level of importance about the employee attributes(Attitude) in standalone specialty restaurant leading to customer satisfaction

The standalone specialty restaurant employees are warm and friendly		
	Frequency	%
Not important	7	11.7
Moderately important	14	23.3
Important	39	65.0
Well groomed		
Not important	5	8.3
Moderately important	9	15.0
Important	46	76.7
Professional (efficient & organized, polite & courteous)		
Not important	7	11.7
Moderately important	9	15.0
Important	44	73.3
Has good communication skills		
Not important	8	13.3
Moderately important	11	18.3
Important	41	68.3
Total	60	100



Level of importance about the employee attributes in standalone specialty restaurant leading to customer satisfaction

Interpretation: The employee service parameters are divided into two categories such as attitude of the employees and knowledge and practices they follow while giving the services to the customers.

As per the above table and graph attitude of the employee it is observed that according to the managers it was found that according to the managers 77% of the customer believe that well groomed staff is vital 15% feel it moderately important and 8.3% opined not important. 73.3% think that it is very important for service personnel to be professional (efficient & organized, polite & courteous) 15% feel its moderately important and 11.7% said not important.68.3% feel that good communication is

essential, 18.3% moderately important and 13.35 not important. 65% of the customers feel it important that employees of the standalone specialty restaurant should be warm and friendly, 23.3% moderately important and 11.7% opined that its not important.

Level of importance of employee attributes (Knowledge and practices) in standalone specialty restaurant leading to customer satisfaction

Provides information about the facilities and various offers		
	Frequency	%
Not important	7	11.7
Moderately important	7	11.7
Important	46	76.7
Has knowledge of the dishes served		
Not important	6	10.0
Moderately important	9	15.0
Important	45	75.0
Recognizes regular guest(likes and dislikes)		
Not important	5	8.3
Moderately important	11	18.3
Important	44	73.3
Provides prompt service		
Not important	6	10.0
Moderately important	12	20.0
Important	42	70.0
Total	60	100.0



Level of importance of employee attributes (Knowledge and practices) in standalone specialty restaurant leading to customer satisfaction

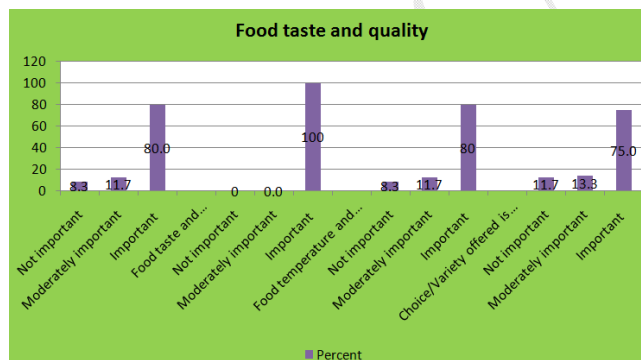
Interpretation: In case of the knowledge and practice related parameters it is observed that 76.7% of the customers feel important that employees should provide information about the facilities and various offers 11.7% moderately important and 11.7% not important, 75% customer felt important that employees should have knowledge of the dishes served 15% moderately important 10% not important , 73.3% customers felt important that employees should recognize regular guest(likes and dislikes) 18.3% moderately important and 8.3% not important, 70% customer felt important that employees should provide prompt service, 20% moderately important and 10% not important.

Level of importance of food quality in standalone specialty restaurant leading to customer satisfaction

Food quality (Fresh & seasonal)

	Frequency	%
Not important	5	8.3
Moderately important	7	11.7
Important	48	80.0
Food taste and appearance		
Not important	0	0
Moderately important	0	0
Important	60	100.0
Food temperature and texture		
Not important	5	8.3
Moderately important	7	11.7
Important	48	80.0
Food Choice/Variety offered and apt to the theme		
Not important	7	11.7
Moderately important	8	13.3
Important	45	75.0
Total	60	100.0

Level of importance of food quality in standalone specialty restaurant leading to customer satisfaction



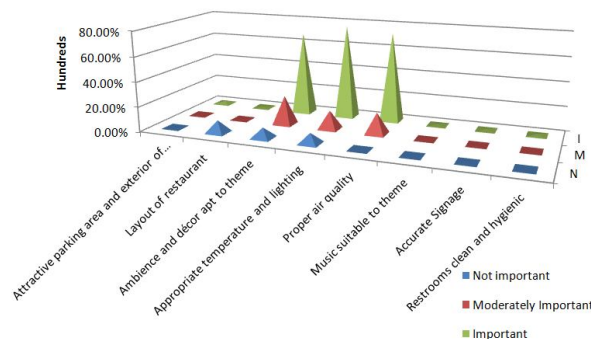
Interpretation: Food taste and quality is a very important parameter for the customers while dining in the standalone specialty restaurant. It can be observed from the above table and figure that the proportion of managers reporting the significance of food taste and appearance 100%. 80% customer feel important about the freshness and seasonal food and temperature and texture of food served 11.7% moderately important and 8.3% not important, 75% of the customers feel the importance of choice/Variety offered should be good and apt to the theme 13.3% moderately important and 11.7% not important.

Level of importance of servicescapes\ physical environment and ambience in standalone specialty restaurant leading to customer satisfaction

Attractive parking area and exterior of building		
	Frequency	%
Not important	8	13.3

Moderately important	11	18.3
Important	41	68.3
Layout of restaurant		
Not important	6	10.0
Moderately important	15	25.0
Important	39	65.0
Ambience and décor apt to the theme		
Not important	5	8.3
Moderately important	14	23.3
Important	41	68.3
Appropriate temperature and lighting		
Not important	5	8.3
Moderately important	9	15.0
Important	46	76.7
Proper air quality		
Not important	5	8.3
Moderately important	11	18.3
Important	44	73.3
Music suitable to theme		
Not important	5	8.3
Moderately important	16	26.7
Important	39	65.0
Accurate Signage		
Not important	9	15.0
Moderately important	9	15.0
Important	42	70.0
Restrooms clean and hygienic		
Not important	0	0
Moderately important	0	0
Important	100	100.0
Total	60	100.0

Level of importance of servicescapes\ physical environment and ambience in standalone specialty restaurant leading to customer satisfaction



Interpretation: The above table and graph shows the perception of the managers from the point of view of the customers, with regards to the importance of physical environment and ambient conditions of the standalone specialty restaurants. It can be seen from the table that clean and hygienic

restrooms is the most important parameter for all the customers. Managers feel 68.3% of the customers believe that attractive parking area and exterior of building is important, 18.3% moderately important and 13.3% not important., 25% moderately important and 10% not important. The proportion of customers reporting Layout of restaurant important is 65%, 25% moderately important and 10% not important.. The proportion of customers feeling Ambience and decor apt to the theme important is 68.3%,. Clean restrooms is the most important parameter for all the customers 100%. The proportion of customers feeling accurate signage important is 70%, 15% moderately important and 15% not important. whereas the proportion of customers reporting proper air quality important is almost 73.3%, 15% moderately important and 15% not important. The proportion of customers feeling music suitable to theme important is 65%, 26.7% moderately important and 8.3% not important.

FINDINGS

I) Socio-demographic of managers in standalone specialty restaurant

- It is observed that the proportion of standalone specialty restaurant managers up to 20-30 years of age group is almost 16.6 % and 50-60 years is 6.7%. Majority of the managers fall within the 2 categories i.e. 30-40 years and 40-50 years.
- It observed that the proportion of standalone specialty restaurant managers education of HSC is 36.6%. Managers having diploma is 38.4%. 20% of the managers are graduate and 5% have masters degree. Majority of the managers fall within the 2 categories i.e HSC and Diploma.
- It observed that that the proportion of standalone specialty restaurant managers having hospitality professional education is 46.6% and not having hospitality professional education is 53.4%. Majority of the managers do not have professional hospitality education.
- It observed that that 41.7% managers have 5-10 years of experience in restaurant industry

II Assessment of restaurant managers about the customer experience touch points

- Level of importance about the service quality in the standalone specialty restaurants leading to customer satisfaction
It is observed that according to the managers on an average up to 75% of the customers feels the importance of all the service quality parameters such as quick and prompt service, efficient at peak time, suitable to their needs, reliability and efficiency in handling complaints.
- Level of importance about the employee attributes (Attitude) in standalone specialty restaurant leading to customer satisfaction
It was observed that according to the managers 77% of the customer believe that well groomed staff is vital, 73% think that it is very important for service personnel to be professional (efficient & organized, polite & courteous). 100% feel that good communication is essential and 65% of the customers feel it important that employees of the standalone specialty restaurant should be warm and friendly.
- Level of importance of employee attributes (Knowledge and practices) in standalone specialty restaurant leading to customer satisfaction
It is observed that according to the managers 77% of the customers feel that employees should provide information about the facilities and various offers, 75% customer felt that employees should have knowledge of the dishes served, 73% customers felt that employees should recognize regular guest (likes and dislikes), 100% customer felt that employees should provide prompt service.
- Level of importance of food quality in standalone specialty restaurant leading to customer satisfaction
It can be observed that the proportion of managers reporting the significance of food taste and appearance as well as fresh and quality food and temperature and texture is very high almost 100%. Even 75% of the customers feel the importance of choice/Variety offered should be good and apt to the theme.

- Level of importance of servicescapes\ physical environment and ambience in standalone specialty restaurant leading to customer satisfaction
It is observed that according to the Managers feel 68.3% of the customers believe that attractive parking area and exterior of building is important, 18.3% moderately important and 13.3% not important, 25% moderately important and 10% not important. The proportion of customers reporting Layout of restaurant important is 65%, 25% moderately important and 10% not important. The proportion of customers feeling Ambience and decor apt to the theme important is 68.3%. Clean restrooms is the most important parameter for all the customers 100%. The proportion of customers feeling accurate signage important is 70%, 15% moderately important and 15% not important. whereas the proportion of customers reporting proper air quality important is almost 73.3%, 15% moderately important and 15% not important. The proportion of customers feeling music suitable to theme important is 65%, 26.7% moderately important and 8.3% not important.

RECCOMENDATION

- **Continuous improvement:** The specialty managers should give attention on the important perceived elements of customer experience. The standalone specialty restaurants need to focus on improving these parameters in their restaurants in order to satisfy the customers which will lead to expected customer experience.
- **Development and upgradation of SOP's:** The standard operating procedures for every task in the standalone specialty restaurants must be developed and upgraded timely to improve efficiency.
- **Training:** Restaurant managers should focus and train the employees in building the hospitality competences in order to satisfy the customers. Follow up on training programs to enhance the competency, decision-making skills and handling of difficult situations.

CONCLUSION

This research assessed the factors such as food quality, service quality and restaurant environment physical environment ,elegance and ambient conditions influence on customer experience in standalone specialty restaurant which will subsequently on customer behavior and customer loyalty in standalone specialty restaurant.

It also identified and studied the demographic profile of managers working in standalone specialty restaurants in Pune in order to determine whether there is a significant difference in their attitude towards restaurant business. On the basis of the findings it can be concluded that greater part of the manager's fall within the 2 categories i.e. 30-40 years and 40-50 years. Majority of the managers do not have professional hospitality education. The managers of the standalone specialty restaurants should have professional hospitality education and should be experienced as they are responsible for the success of restaurant business. The study examined the vital role of standalone specialty restaurant managers in ensuring customer satisfaction, which in turn will help the restaurant to survive in a competitive market.

REFERENCE

- Parsa, H. G., Self, J. T., Njite, D., & King, T. (2005). Why restaurants fail. *Cornell Hotel and Restaurant Administration Quarterly*, 46(3), 304-322.
- Booms, B. H., & Bitner, M. J. (1982). Marketing services by managing the environment. *Cornell Hotel and Restaurant Administration Quarterly*, 23(1), 35-40.
- Pantelidis, I. S. (2010). Electronic meal experience: A content analysis of online restaurant comments. *Cornell Hospitality Quarterly*, 51(4), 483-491.
- Ariffin, A. A. M., & Maghzi, A. (2012). A preliminary study on customer expectations of hotel hospitality: Influences of personal and hotel factors. *International Journal of Hospitality Management*, 31(1), 191-198.

- Mauri, A. G., & Minazzi, R. (2013). Web reviews influence on expectations and purchasing intentions of hotel potential customers. *International Journal of Hospitality Management*, 34, 99-107.
- Liu, S., Law, R., Rong, J., Li, G., & Hall, J. (2013). Analyzing changes in hotel customers' expectations by trip mode. *International Journal of Hospitality Management*, 34, 359-371.
- Lee, C., Hallak, R., & Sardeshmukh, S. R. (2016). Drivers of success in independent restaurants: A study of the Australian restaurant sector. *Journal of Hospitality and Tourism Management*, 29, 99-111.
- Alhelalat, J. A., Ma'moun, A. H., & Twaissi, N. M. (2017). The impact of personal and functional aspects of restaurant employee service behaviour on customer satisfaction. *International Journal of Hospitality Management*, 66, 46-53.