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Local survivor vs. global brand: Behavioural intention and brand loyalty tales of fast food restaurants

Abstract

Standardization and service quality (SQ) are two important criterion for fast food restaurants (FFRs) and restaurant chains which are trying to survive in fierce competition. Both fast foot business (FFB) professionals and researchers try to understand customers' expectations on SQ in order to support FFRs' marketing efforts. The SQ is presumed relevant to customer satisfaction (CS) and CS affects behavioural intentions (BI) according to several studies in the literature. The relations among SQ, perceived value (PV), food quality (FQ), CS, behavioural intentions (BI) and brand loyalty (BL) were investigated by collecting the data of local and international FFRs' customers' perceptions. The results revealed that BI and BL are positively affected by the other variables when two types of restaurants' customers' perceptions are considered.

Key words: fast food restaurants; service quality; customer satisfaction; behavioural intentions; brand loyalty; Turkey

Introduction

Fast food is the term given to food that can be prepared and served very quickly. While any meal with low preparation time can be considered to be fast food, typically the term refers to food sold in a restaurant or store with low quality preparation and served to the customer in a packaged form for take-out/take-away (Kaur, 2013).

Fast food business is growing without restraint in monotonous working life with busy agenda even if it's questioned and argued by the opponents supporting "slow food" and "fine dining" eating habits. On the point of international, and sometimes global fast food restaurants (FFRs) everywhere" vision has been important for FFR professionals. On the other hand, "new consumers" are searchers and questioners with the help of info-communication age. New consumer is questioning the calorific value of potato, the vegetable fat used for fry and the origin of meat in burgers. FFR professionals who are no more unconcerned to consumer sensitivity work more today on service quality (SQ) and customer satisfaction (CS) besides standardization.

Service quality and customer satisfaction have become the most core marketing priorities since they are prerequisites of consumer loyalty, such as repeat sales and positive word-of-mouth (Han & Ryu, 2009; Liu & Jang, 2009). Husin, Chelladurai and Musa (2012) discussed that the workforce of an organization which remain involved in delivering services, to a large extent, is responsible for providing valuable services. Restaurant marketers and service researchers more often try to study and understand customers' needs and desires on SQ and satisfaction level (Tan, Oriade & Fallon, 2014). In the restaurant industry, customers generally use food, physical environment, and employee services as key

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components of restaurant experience in evaluating the restaurant service quality (Namkung & Jang, 2008; Ryu & Han, 2010). A proper combination of these vital attributes should result in customers' perceptions of high restaurant service quality, which in turn should enhance customer satisfaction and customer loyalty in the restaurant industry (Ryu, Lee & Kim, 2012). SQ is one of the vital determinants of CS and it will directly affect the organizational success especially in the service industry such as FFRs. Nowadays, almost all the FFRs focus on several ways to increase their SQ in order to increase the level of satisfaction among their customers and thus increase their purchase intentions as well as loyalty (Qin & Prybutok, 2008; Gillbert, Veloutsou, Goode & Moutinho, 2004; Kara, Kaynak & Kucukemiroglu, 1995; Tat, Sook-Min, Ai-Chin, Rasli & Hamid, 1995; Wang & Matilla, 2015).

When FFRs are able to achieve or exceed the expectations of customers, the customer will be satisfied with the service. For instance, McDonald's, KFC and Pizza Hut are striving hard to offer superior and unique service to their customers (Tat et al. 2011).

Understanding the interplay between the recovery mechanism and customer behavioural intentions (BI) is important, because better recoveries increase the customer's propensity to return to the same service provider whereas ineffective service recovery may reinforce the customer's dissatisfaction with the service (Harris, Grewal, Mohr & Bernhardt, 2006).

The importance of SQ is substantially addressed in the fast-food management literature. Superior service leads to satisfied and loyal customers whose continued patronage is essential to the success of FFRs (Qin & Prybutok, 2009).

The relationship among SQ, CS and BI has received considerable attention in the marketing literature (Brady & Cronin, 2001, 2002; Cronin & Taylor, 1992; Meuter, Ostrom, Roundtree & Bitner, 2000; Olorunniwo & Hsu, 2006; Olorunniwo, Hsu & Udo, 2006; Zeithaml, Berry & Parasuraman, 1996).

Relationships among quality, satisfaction, and repurchase intentions may vary depending on products and services. Furthermore, most previous research in restaurant settings has not included food quality (FQ) as a primary construct. Therefore, more research could clearly identify the relationships among the three constructs of interests in the restaurant business (Namkung & Jang, 2007).

SQ, perceived value (PV) and CS are variables of high interest to marketers. These variables have been suggested to have an influence on customers' post-purchase behaviour. The research presented in this article aims to examine the crucial role these variables play in shaping post-purchase behaviour within the context of restaurant industry (Tarn, 2000).

Han and Ryu (2009) found that perceived price has significant influence on customer satisfaction in restaurant industry. Ryu, Lee and Kim (2012) suggest that the quality of the physical environment, food, and service were significant determinants of restaurant image. Also, the quality of the physical environment and food were significant predictors of customer perceived value. The restaurant image was also found to be a significant antecedent of customer perceived value. They reinforced that customer perceived value is indeed a significant determinant of customer satisfaction, and customer satisfaction is a significant predictor of behavioural intentions.

Taking one local small FFR chains' and one global FFR chains' costumers' perceptions into a consideration; (1) the efficiency levels of the dimensions (providing CS and whether CS is affecting BI and BL positively, (2) the relations or differences between both restaurants' customers' perceptions on the dimensions will be investigated in this particular study.

Theoretical framework and hypotheses

In the literature, the studies mainly focus on service quality and perceived value, food quality, customer satisfaction, behavioural intentions and brand loyalty of restaurants separately rather than holistic perspective for restaurants as mentioned in the following sections.

Service quality, perceived value and food quality

SQ in general is influenced by expected service and perceived service (Hussain, Al Nasser & Hussain, 2014). An important contribution to that research stream is Parasuraman, Zeithaml and Berry's (1988) 22-item SERVQUAL scale. This scale measures SQ by the degree of discrepancy between customers' normative expectations for the service and their perceptions of the providers' actual performances (Parasuraman et al., 1985, 1988). Five dimensions are unsheathed as the main attributes of SQ across a variety of services. These dimensions include tangibles, reliability, responsiveness, assurance, and empathy. Subsequent empirical works have applied the SERVQUAL instrument to measure SQ in a variety of business settings (Fu & Parks, 2001; Gounaris, 2005; Heung, Wong & Qu, 2000; Lassar, Manolis & Windor, 2000). It must be considered that the five dimensions mentioned above are industry-specific and cannot be applicable to all service industries without modifications (Culiberg, 2010).

Cronin and Taylor (1992) justify their SERVPERF or performance-only instrument in place of the gap measurement approach. In addition, they provide empirical evidence that the SERVPERF instrument outperforms the SERVQUAL scale across four industries: fast food, dry cleaning, banks and pest control. The performance-only measures are used and suggested by many scholars in various industries (Gilbert, Veloutsou, Goode & Moutinho, 2004; Keillor, Hult & Kandemir, 2004; Law, Hui & Zhao, 2004; Parasuraman, Berry & Zeithaml, 1994).

Traditionally, researchers have suggested that incidents of satisfaction over time generate perceptions of quality (Bitner, 1990; Parasuraman et al., 1988). According to Tarn (2000), many service firms have been using SQ as a differentiation tool. Moreover, manufacturers and companies selling goods also use services to augment their product offerings.

PV is posited to be highly associated with SQ and CS. But the role of PV is left relatively unexplored in the field of services marketing (Ruyter, Kode, Bloemer & Peeters 1997). PV is conceptualized as a trade-off between perceived benefits relative to perceived sacrifices (Monroe 1991).

The role of PV in consumer behaviour has received far lesser attention than SQ and CS. PV is conceptualized as a trade-off of perceived benefits relative to perceived sacrifices. Price is a major marketing element. The inclusion of price in customer's evaluations of service leads to a cognitive judgment of PV which may have a significant influence on satisfaction, and in turn, affect post-purchase behaviour (Tarn, 2000). Mokhtaran, Fakharyan, Jalilvand and Mohebi (2015), revealed that customers' perceived service value, SQ has a positive and significant influence on customers' perceived service value.

Little attention has been paid to the contribution of each individual FQ attribute to forming satisfaction, nor has there been any assessment of each attribute's relative impact on subsequent behavioural intention. It is important that FQ as one aspect of technical quality should be considered as one of the key constructs in the model for the restaurant experience (Namkung & Jang, 2007). For that reason, FQ is going to be considered as another independent variable of the study's model.

FQ has been generally accepted as a fundamental element of the overall restaurant experience (Kivela, Inbakaran & Reece, 1999; Raajpoot, 2002; Sulek & Hensley, 2004; Ha & Jang, 2010). According to Peri (2006), FQ is a necessary condition to satisfy the needs and expectations of customers.

Ha and Jang (2010) suggested that, similar to other restaurant segments, employee service and food are of great importance for ethnic restaurants. Providing quality food is particularly critical for creating customer satisfaction in ethnic restaurants where atmospherics are not satisfactory.

Quality food is one of the best means to maximize success in the restaurant business (Namkung & Jung, 2007).

H1. Service quality directly and positively influences consumer satisfaction.

H2. Perceived value directly and positively influences customer satisfaction.

H3. Food quality directly and positively influences customer satisfaction.

Customer satisfaction

There are some academic studies to address the SQ and CS in FFRs (Brady & Cronin, 2001; Gilbert et al., 2004; Kara et al., 1995; Qin & Prybutok, 2008).

SQ and PV affected customer satisfaction and customer behavioural intention (Kang, Okamoto & Donovan, 2004). Closely related to SQ, CS is an important concept in the marketing literature. Its' significance is attributed to its ability in predicting post-purchase behaviour (Tarn, 2000). The concept of CS is a function of customer expectations. A customer whose experience falls below expectations (e.g. a limited beverage list at an expensive restaurant or cold chicken served at a KFC) will be dissatisfied (Tat et al. 2011).

Different customers' satisfaction in terms of tastes, drives, and upbringing are met; CS is vital to other service-oriented establishments as well. Therefore, customers support and satisfaction are credited for the existences and mushrooming of FFRs. As a result, understanding each customer's distinct needs and recent SQ level are essential for FFRs to maintain and expand their market in this aggressive competitive environment (Tat et al. 2011).

Several researchers have examined the mediating role of satisfaction in explaining post purchase behaviour. Attracting a new customer has become costlier than to retain a current customer. Thus, customer retention is more vital than customer attraction (Kaura, Durga Prasad & Sharma, 2014). Ha, Janda and Muthaly (2010) suggest that the roles of positive attitude in the formation of a customer satisfaction–repurchase intention link are important. Dabholkar, Shepherd and Thorpe (2000) also noted that satisfaction acts as a mediator between perceived quality and BI.

Although previous researchers have claimed the importance of functional quality as the antecedent to CS, technical quality is also an important contributor to CS because product and service coexist in customer experience in a typical service setting (Zins, 2002). As mentioned before, researchers have examined the mediating role of satisfaction in explaining post purchase behaviour. In this particular study, CS is going to be the mediator for independent variables (SQ, PV and FQ) and dependent variables (BI and BL).

Behavioural intentions and brand loyalty

In this study, BI and BL are assumed as effected (dependent) two variables. Certain behaviours signal that customers are bonding with a company. Specific indicators of favourable post purchase BI include saying positive things about the company to others (Boulding, Kalra, Staelin & Zeithaml, 1993), recommending the company or service to others (Reichheld & Sasser, 1990), and remaining loyal to the company (Rust & Zahorik, 1993). BL, on the other hand, is defined that faithful purchasers trend

to pay money for the same brand of merchandise, and speak highly of its values. Customer loyalty at times has been operationalized as a behavioural measure and at other times as an attitude. Attitudinal loyalty is customers' favourable inclination towards a service relative to other firms offering the same service (Kaura et al., 2014). Mokhtoran et al. (2015) suggested that customers' perceived service value, a service quality has a positive and significant influence on customers' behavioural intention. Li and Petrick (2016) suggest that loyalty may refer to customers' behavioural consistency, attitudinal predisposition toward purchase a brand, or both and the loyalty construct might be comprised of four elements: cognitive loyalty, affective loyalty, conative loyalty, and behavioural loyalty. Fatma, Khan and Rahman (2016), on the other hand, claim that the stronger the consumer identification with the brand, the greater is the tendency to remain loyal to that brand. Behavioural loyalty is usually understood as forms of customer behaviour such as retention of the brand, repeat purchase, share of category expenditure and portfolio size, which are directed toward a particular brand over time (Reinartz & Kumar, 2000).

Albrecht, Hattula, Bornemann and Hoyer (2016) have argued employee's positive behaviour to triggers in the interaction environment and claimed customers who have access to such cues associate a higher level of authenticity with the employee's positive emotional display. The importance of SQ stems from its effect on brand loyalty, improving revisit intentions spreading positive word-of-mouth, increasing willingness to pay premium, lowering the probability of hotel failure, improving customer satisfaction and, enhancing customer-company identification, decreasing operating costs and enhancing overall business.

Customer BL has many aspects. Rowley (2005) concludes that there are four types of loyalty: captive, convenience-seekers, contented and committed. Captive customers prefer repeatedly purchasing the same product, service and brand because of lack of opportunities to substitute for alternatives. Convenience-seekers may not respect the brand itself, but look on the convenience that can carry. Contented consumers, however, have a positive attitude to a brand, but they won't attempt to some extra consumption. The perfect one is the committed, who are active both in attitude and behaviour. Companies recognize that keeping current customers is more profitable than acquiring new customers to replace those who have been lost (Boulter, 2013). Companies should be extremely satisfied, which can initiate BL and better long-term relationships with customers who are then less prone to overtures from competition (Hussain et al., 2014). Relationships among quality, satisfaction, and repurchase intentions may vary depending on products and services. Furthermore, most previous research in restaurant settings has not included food quality as a primary construct. BL not only concerns the behaviour of rebuying, but also takes into account that actual behaviour's antecedents. To improve CS and BL, companies must understand what factors influence CS and repurchase behaviour, and then try to make improvements in these critical areas so that they can have more satisfied and loyal customers (Law et al., 2004).

Arredondo, Castaneda, Elder, Slymen and Dozier (2008), claimed the fast food industry has been increasingly criticized for creating BL in young consumers. Food marketers are well versed in reaching children and youth given the importance of BL on future food purchasing behaviour. Law et al. (2004), modelled the relationships among CS, repurchase frequency, waiting time and other SQ factors in fast food outlets. They implied their model would help managers to understand the critical factors that influence customer loyalty and CS in the fast food industry and help them make improvements accordingly.

Bujisic, Hutchinson and Parsa (2014) investigate the relationships between restaurant quality attributes and customer behavioural intentions. This study examined the linearity of the relationships between

three common restaurant attributes (food, service and ambience) for three levels of quality (below average, average and above average) in two types of restaurants (quick service and upscale). They found that the type of restaurant moderated the relationship between restaurant service and ambience quality and customer behavioural intentions.

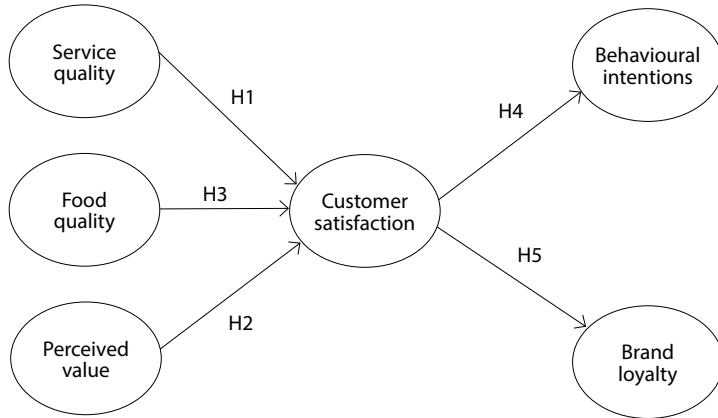
Finally, Qin and Prybutok (2009), aimed to explore the potential dimensions of SQ, and examine the relationship among SQ, FQ, PV, CS and BI in fast-food restaurants (FFRs). Their results indicated that SQ and FQ were two main determinants of CS. The insignificance of PV is potentially due to the homogeneous nature of the construct within the FFR group rather than the importance of the PV construct within food service.

In this particular study, modifying the model of Qin and Prybutok (2009), the BL dimension is added for the successful FFR service. The model demonstrated in figure 1. is applied to the customers of one local -small chain in Eskisehir city- and one global FFR chain. On the other hand, the following hypothesis about BI and BL are formulated based on the review of the relevant literature:

H4. Customer satisfaction directly and positively influences behavioural intentions.

H5. Customer satisfaction directly and positively influences brand loyalty

Figure 1
A Model proposed for successful FFR service



Methodology

Sample

The subjects of this study are the customers of FFRs in Eskişehir province with 844842 population (including towns) according to 2016 census (<http://www.nufusu.com/il/eskisehir-nufusu>). The customers of two FFRs (a global chain; Burger King with four branches in the city and a local chain; Pino with eight branches) in the popular shopping mall of city centre were selected as respondents. The questionnaires were administered to agreed participants in the busiest branches of both FFRs in the same shopping mall of the city, between 21st and 30th of November in 2014. A total of 600 questionnaires were received in the progress, and three were eliminated due to missing responses. Finally 597 participants (296 respondents from Burger King and 301 from Pino) were selected as the sample of the study.

Table 1 demonstrates the demographic profile of respondents. Of the 597 usable responses, 41.9 percent of the respondents are under 21 years old and this detail could explain that the major costumers of FFRs are youngsters. On the other hand, the detailed demographic information is provided in table 1.

Table 1
Descriptive profile of respondents

N = 597	n	f (%)
Age		
> 21	248	41.9
21-30	178	29.8
31-40	108	18.1
41-50	53	8.5
51 <	10	1.7
Gender		
Male	257	43
Female	340	57
Education		
Primary school	7	1.2
Secondary school	63	10.6
High school	194	32.5
Graduate	289	48.4
Post-graduate	44	7.4
Restaurant		
Burger King	296	49.6
Pino	301	50.4

Measurement

The model of the study consists SQ, FQ, PV, CS, BI and BL variables. It was benefitted from Qin and Prybutok (2009) scale for SQ, FQ, PV and BI variables in the study. SQ variable was configured from SERVPERF conceptual model consisting recovery, reliability, responsiveness, assurance, empathy and tangibles dimensions. However, reliability and responsiveness dimensions were conjoined during EFA phase as shown in Table 4. The items of CS variable on the other hand were adapted from Yoon and Uysal (2005) scale. As mentioned before in the study, it's believed that the BL variable should be added for the successful FFR model. Hence, the items of BL variable were improved by reviewing the literature (Chitty, Ward & Chua, 2007; Şahin, 2007; Boulding et al., 1993; Pira, Kocabaş &Yeniçeri, 2005).

The proposed questionnaire was first reviewed by several knowledgeable academicians/experts in the field of service quality management and it was administered to 89 tourism faculty students as a pilot test.

Final version, a two-page questionnaire consisting of 42 questions was administered face-to-face to the respondents in both restaurants. Apart from the demographic ones, the respondents were asked to answer 38 seven-point scale questions ranging from 7 (strongly agree) to 1 (strongly disagree) in order to indicate the extent of agreement or disagreement with each item used to measure each construct.

Data analysis

Reliability and validity assessment Principle Component Analysis with a Varimax rotation was employed to test the discriminant and convergent validity of the instrument in the study. Exploratory Factor Analysis (EFA) was used for each construct and for the six dimensions of service quality together. The items with a loading less than 0.40 on any latent variable were ignored. The 22 remaining items loaded

into five latent variables. The items that measure reliability and responsiveness were loaded together and were named reliability/responsiveness. All the four items of the dimension recovery loaded together but there were some cross-loadings. Overall, the EFA supported the validity of the service quality instrument in the proposed success model. The collected data was processed using the Statistical Package for Social Science (SPSS) version 22.0.

The testing of the measuring model was two phased as Anderson and Gerbling (1988) suggested in their study. Confirmatory factor analysis (CFA) was performed for all variables before the path analysis applied for measuring model. AMOS structural equation analysis package was utilized to conduct the CFA. Finally, Independent Sample t-test was employed on the factors in order to demonstrate and compare the perceptions of Burger King and Pino customers.

Table 2 demonstrates descriptive statistics of the data. Kolmogorov-Smirnov's statistic is recommended for larger samples (> 300) (Wuensch, 2016). The assumption of normality in the observations ($\rho > 0.05$) with Levene's test were met for the data of the study except for the CS variable. Among others, tests of the significance of skewness and kurtosis are not considered appropriate with large samples, as very small standard errors will always produce significant results (Linley, Maltby, Wood, Osborne & Hurling, 2009). According to Tabachnick and Fidell, (2011), the skewness and kurtosis values between -1.5 and +1.5 are considered acceptable in order to prove normal univariate distribution. That said, as shown in Table 2, the values of skewness and kurtosis still fall within the acceptable range of -1.5 to 1.5 (even almost within the range of -1 to 1). Hence, the data is accepted appropriate for parametric tests in the present study.

Table 2
Descriptive statistics, including skewness and kurtosis

	Serv. quality	Food qual	Perceived V	Cust. satisf.	Behave. int.	Brand loy.
Cronbach's α	0.85	0.85	0.90	0.85	0.94	0.89
Test of normality (Kolmogorov-Smirnov)	$\rho = 0.200$	$\rho < 0.001$	$\rho < 0.001$	$\rho < 0.001$	$\rho < 0.001$	$\rho < 0.001$
Box's test of equality of covariance matrices	Box's M = 34.972 F = 1.647 $\rho = 0.031$					
Levene's test	F = 1.572 $\rho = 0.210$	F = 0.001 $\rho = 0.981$	F = 2.033 $\rho = 0.154$	F = 7.008 $\rho = 0.008$	F = 1.687 $\rho = 0.194$	F = 0.906 $\rho = 0.341$
Skewness-kurtosis	Skew. = -0.385 St. Er = 0.142 Kurt. = -0.047 St. Er = 0.282	Skew. = -0.875 St. Er = 0.142 Kurt. = 0.548 St. Er = 0.282	Skew. = -0.587 St. Er = 0.142 Kurt. = -0.487 St. Er = 0.282	Skew. = -0.859 St. Er = 0.142 Kurt. = 0.103 St. Er = 0.282	Skew. = -1.049 St. Er = 0.142 Kurt. = 0.575 St. Er = 0.282	Skew. = -1.047 St. Er = 0.142 Kurt. = 0.525 St. Er = 0.282

Findings and discussion

Perceptions of customers on both restaurants are different even the restaurants are in the same shopping mall and they serve the similar products. According to mean ratings of Pino customers, four statements which are "I like to visit this restaurant, again" (mean: 6.30), "there are specific products which I prefer in this restaurant" (mean: 6.26), "I trust the brand of this restaurant" (mean: 6.24) and "I visit this restaurant because I trust it" (mean: 6.20) were mostly agreed upon. The common characteristic of these four statements is that they are BL dimension items of the study. Frankly enough, Pino respondents stand behind the brand of the restaurant even the branch is in a shopping mall's food court.

The reliability of the dimensions consisted in exploratory factor analysis (EFA) and the consistency of the items in dimensions were tested in the study by employing Cronbach's Alpha. According to reliability test results, tangibles (0.670) and empathy (0.686) dimensions are in "medium", reliability/responsiveness (0.854) and food quality (0.798) are in "acceptable" and the rest of the dimensions are in "good" reliability level.

A CFA was employed to examine the relationship among service quality, its five main dimensions and all indicator variables. From the standardized factor loadings and goodness-of-fit indices shown in Table 3, we could see that all the dimensions have a significant and positive relationship with the latent variable service quality. Service quality is significant, which supports our modification of the SERVPERF instrument. For model evaluation emphasis was placed on χ^2/df , standardized root mean square residual (SRMR), adjusted goodness of fit index (AGFI), normed fit index (NFI), non-normed fit index (NNFI), CFI and parsimonious normed fit index (PNFI), reported in table 4. The χ^2/df is 4.00, slightly higher than the cut off value of 3.0. The other indices support the model fit (AGFI higher than 0.80; GFI higher than 0.80; RMSEA is 0,071; NFI, CFI higher than 0.90). These emphasized indices indicate the acceptability of this structural model.

Table 3
CFA results for FFR service success and goodness-of-fit indices

	Standardized factor loadings	t value	CR	AVE	Goodness-of-fit indices
Recovery			0.984	0.736	X ² /df (730.316/181) = 4.0 RMSEA = 0.071 CFI = 0.95 NFI = 0.93 GFI = 0.90
R1- Staff apology easily for mistakes	0.79				
R2- Staff cares for complaints	0.90	25.907			
R3- Staff is good at solving problems	0.89	25.454			
R4- Staff is good at compensation	0.83	23.315			
Reliability/ Responsiveness (RR)			0.980	0.647	AGFI = 0.87
RR3-Staff is good at meeting requests	0.87				
RR4- Staff is good at helping customers	0.83	26.009			
RR2- Service is fast	0.75	22.122			
RR7- Charging is accurate	0.74	21.738			
Assurance			0.970	0.589	
A1- Staff is reliable	0.82				
A2- Staff is well-informed	0.86	24.304			
A3- Friendly staff	0.76	20.546			
A4- Transaction is safe	0.59	14.932			
Empathy			0.948	0.481	
E1-Utensils are available	0.65				
E2 Convenient working hours	0.68	13.283			
E3- Convenient location	0.73	13.879			
Tangibles			0.868	0.506	
T3-Easy to find a parking area	0.65				
T4-Staff is reliable	0.76	12.427			
Food			0.977	0.594	
F1- Fresh Food	0.75				
F2- Food presentation is good	0.81	20.238			
F3- Food is well cooked	0.80	19.975			
F4- Wide F&B options	0.70	17.150			
Perceived value			0.976	0.769	
PV3-I get what I pay for F&B	0.87				
PV2-Beverages are cheap	0.87	28.508			
PV1-Food is cheap	0.88	28.609			

Table 3 Continued

	Standardized factor loadings	t value	CR	AVE	Goodness-of-fit indices
Customer satisfaction			0.973	0.751	
CS2- I'm happy for coming here	0.86				
CS1- I'm happy for eating here	0.86	27.532			
Behavioral intentions			0.904	0.632	
BI3- I say good things about this FFR	0.91				
BI2- I like to visit this restaurant. again	0.93	38.279			
BI1- I recommend this FFR definitely	0.44	11.370			
Brand loyalty			0.981	0.689	
BL4- There are products I especially prefer in this FFR	0.73				
BL3- I came to this FFR on purpose today	0.73	18.023			
BL2- I come to this FFR because I trust	0.91	22.891			
BL1- I trust the brand of this FFR	0.92	23.247			

Given the support of strong internal and external validity in measurement models, structural modelling analysis enables us to examine the hypothesized relationships. Structural equation modelling (SEM) was employed because it is generally considered more suitable for the mathematical modelling that involves complicated variable relationships

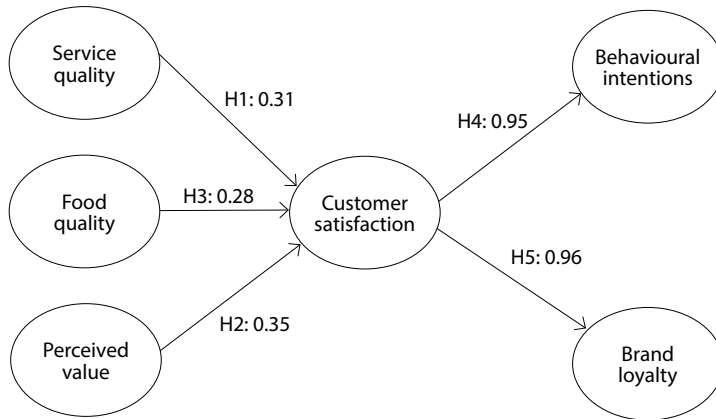
All the parameter estimates between items and their associated latent variable, as shown in Table 4, are significant. As the sum of structural modelling, the perceptions of the customers between SQ ($t = 3.104$; $P < 05$), FQ ($t = 3.145$; $P < 05$), PV ($t = 8,332$; $P < 01$) and CS are significant. On the other hand, there is also significant relation between CS and BI ($t = 26,841$; $P < 01$), BL ($t = 19,614$; $P < 1$).

Table 4
Structural modelling for FFR service success

		Std. sol.	St. err.	t value	Hypothesis
Serv. quality	→ Customer sat.	0.31	0.102	3.104	H1 = supported
Per. value	→ Customer sat.	0.35	0.032	8.332	H2 = supported
Food qual.	→ Customer sat.	0.28	0.099	3.145	H3 = supported
Customer sat.	→ Beh. intent.	0.95	0.044	19.614	H4 = supported
Customer sat.	→ Brand loyalty	0.96	0.041	26.841	H5 = supported

As demonstrated in figure 2, H1 positing a direct and positive relationship between perceived service quality and customer satisfaction, is statistically significant. H2 investigates a direct and positive relationship between perceived value and customer satisfaction, is statistically significant and supported. H3, positing a direct and positive relationship between food quality and customer satisfaction, is statistically significant. H4, positing a direct and positive relationship between customer satisfaction and behavioural intentions, is statistically significant. Finally, H5 posits a direct and positive relationship between customer satisfaction and brand loyalty is supported by a significant path coefficient.

Figure 2
A model for successful FFR service



The results of independent t tests on the respondents' perceptions regarding the six factor dimensions are demonstrated in Table 5. The results show that there is a significant difference between Burger King and Pino customers' perceptions when all six dimensions (service quality, food quality, perceived value, customer satisfaction, behavioural intentions and brand loyalty) are taken into account.

Table 5
Independent t test results of Burger King and Pino customers' perceptions

Factors	Respondents	Mean	s.d	t	d.f	Significance*
Serv. quality	Burger King	5.094	1.046	-8.078	595	0.000
	Pino	5.768	0.990			
Food quality	Burger King	5.418	1.285	-6.813	595	0.000
	Pino	6.051	0.966			
Perceived value	Burger King	4.881	1.639	-5.208	595	0.000
	Pino	5.542	1.456			
Customer satisfaction	Burger King	5.449	1.441	-6.387	595	0.000
	Pino	6.114	1.080			
Behavioural intentions	Burger King	5.507	2.084	-5.305	595	0.000
	Pino	6.220	1.033			
Brand loyalty	Burger King	5.412	1.472	-7.184	595	0.000
	Pino	6.170	1.078			

*Significant at % 1 level.

Conclusion

Achieving behavioural intentions consequently brand loyalty is a key objective for fast food companies. The main contribution of the present study lies in its examination of the factors affecting customer satisfaction considering customer satisfaction is the provider of both behavioural intentions and brand loyalty. Several research in the literature have expressed the mediating role of customer satisfaction in explaining post purchase behaviour. Accordingly, this study specifically analyses (1) the mediating role of customer satisfaction between the independent service quality, perceived value and food quality variables with the dependant behavioural intentions and brand loyalty variables, (2) whether there is a significance among local and global fast food restaurants' customers' perceptions on the ten dimensions used in the study model.

Implications for managers

FFRs are one of the most visited service companies. Consumers' FFR visiting purposes are not limited with only saturation but sometimes more related with socialization, negotiation and relaxation. Consideration of consumer expectations and modifying services accordingly, may help competitive advantage to FFRs. There is a significant relationship among the functional and effective perceived value components and recommendation and repurchase intentions. Advantages on the both service and food quality in contrast, would bring brand awareness in the progress and finally provides brand loyalty which is the key target of companies.

Millward Brown a global marketing and branding research company classifying brand dynamics into five stages: presence, relevance, performance, advantage and bonding, claim 'presence customers' have only a basic awareness of the brand while 'bonded customers' are intensely loyal at least in their attitudes (Knowles, 2015). The term brand has never been more important not only because of today's fierce competition in many industries, but also because of the 'parity' characteristics of products especially in service industries. In similar to other service companies and their managers, the FFR managers indeed should be aware of the 'parity' and have to focus on the details that drive their brand image forward.

According to Urde (2003), there are four basic branding strategies for the firms: corporate branding, product branding, corporate-and-product branding, and product-and-corporate branding. Companies -considering their targeted markets and product types- may embrace the appropriate branding strategy. Taking the entire world as targeted market, the global FFRs usually adopt corporate -and- product branding strategies. Mc Donalds and Burger King are both integrated all around the world using franchising method and considered as global companies. Both companies have globally branded products (Big Mac of Mc Donalds and Whopper of Burger King) but they also propose new products when entering new markets/countries.

Indeed, the global and sometimes multinational companies are increasingly turning to emerging markets for business growth and expansion subsequently market size and market growth offer enormous potential (Xie & Boggs, 2006). Kang et al. (2013) claimed brand developers in the emerging markets should access their brand positioning upon both their resources and the structure of competition within the market. Burger King, one of the subject FFRs of the present study, has developed a "kofteburger" for Turkish market consisting Turkish word "kofte" and tried to brand it nationally. However, the global companies should also understand the economical, technological, socio-cultural and competitive conditions besides developing new products when entering emerging markets. The present study contributes that even a local FFR chain is more successful in building brand loyalty when the perceptions of the respondents are considered.

Implications for practitioners

The results of this particular study achieved some interesting applications for practitioners working in the service industry, in particular within the FFRs.

Firstly, the practitioners of FFRs could understand that the more effort on perceived value, food quality and service quality in FFRs means easier achieving customer satisfaction. Perceived value has a significant influence on customer satisfaction and accordingly repurchase intentions as it was supported in the study model. Likewise, food quality is one of the key constructs for successful restaurant experience, in turn customer satisfaction. Finally, service quality is being used to ignore parity characteristics of services is the main influencing variable of customer satisfaction for FFRs.

Secondly, the FFR practitioners are conscious that attracting a new customer would be costlier than to retain a current customer in service business. Customer satisfaction has been a critical focus among practitioners and scholars subsequently it is an indicator of FFRs' performance. Moreover, the current study has contributed that customer satisfaction is the mediator between service quality-food quality-perceived value and behavioural intentions-brand loyalty.

Lastly, behavioural intentions and brand loyalty are considered as two desired outcomes in FFRs. Both previous studies and the present study have claimed that customer satisfaction has a positive effect on attitude change in the post purchase period and these attitudes enhance behavioural intentions. Practitioners taking behavioural intentions as repeat customers will naturally focus on customer satisfaction. On the other hand, it was inventively supported in this study that the outcome of customer satisfaction may reinforce a customer's decision to use a particular brand. Practitioners and marketing experts would easily distinguish considering cross sell effect and chain company factors although there is a strong relation between behavioural intentions and brand loyalty.

Limitations and suggestions for future research

This particular study has some certain limitations which need to be considered and which provide opportunities for future research.

One such limitation might be the location of survey area. The data was collected in a shopping mall from the customers of two subject FFRs' branches. The research application may led to different conclusions if applied to other FFR branches in the other areas of the city. Future research taking the location into consideration would be potentially interesting.

Another limitation might be the research subjects of the study. As mentioned before, the brand is not only subjects of corporates but also is a subject of products. It would be interesting to apply modified models to product range of FFRs in future research.

Probably last but not least limitation of the present work might be the subject companies and their managerial structures as well as their positioning structures which were inadequately mentioned in the study progress. Such investigation might have changed the comparison of two different sized companies which have different targeted markets. Future research which consist chain FFRs' structure and develop the research model accordingly, would contribute better to the literature.

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