Development of a Relationship Quality Measurement Instrument for Casual Dining Restaurants

Sisa Ngcwangu

School of Hospitality and Tourism Management, Faculty of Economics Development and Business Sciences, University of Mpumalanga, Mbombela, South Africa, E-mail, Sisa.Ngwangu@ump.ac.za

Sindisiwe Phulile Vibetti

Department of Hospitality Management, Faculty of Management Sciences, Tshwane University of Technology, Pretoria, South Africa, Email, vibettisp@tut.ac.za

Joseph Robert Roberson**

Department of Hospitality Management, Faculty of Management Sciences, Tshwane University of Technology, Pretoria, South Africa, Email, robersonjr@tut.ac.za

*Corresponding Author

Abstract

This study seeks to develop a relationship quality measurement too that can be used in casual or family dining restaurants. This study also identifies factors that contribute to the establishment of relationship quality in casual dining / family restaurants. The measurement instrument can be used to assess quality of relationships in casual dining restaurants. This study followed a quantitative research approach; a self-report questionnaire was distributed in order to collect data of casual dining restaurant patrons. A total of 211 self-administered questionnaires were completed and the data were analysed using STATA (V12). Confirmatory and principal factor analysis was conducted on the measurement instrument. Analysis of literature revealed five items: food quality, quality of service, food price, physical environment and location as key building blocks for relationship quality, thus leading to increased loyalty and guest satisfaction. Confirmatory factor analysis was carried out on the measurement instrument, and unidimensionality of each construction was tested and unacceptable objects were excluded. Principle analysis was used to classify the constructs and an alternative theoretical model was adopted. This study recommends that restaurants should apply relationship quality in order to secure satisfied and loyal customers.

Keywords: Relationship quality, casual dining, restaurants, measurement instrument, guest satisfaction

Introduction

Ntloedibe (2013), states that the hospitality sector, in particular the restaurant industry, has and continuous to undergo substantial restructuring to cater to the increasing demand for restaurant services. Casual dining restaurants experienced a rapid pattern of growth from the 1990s into the turn of the century (Maumbe, 2012). Casual dining restaurants offer table assistance and bridge the gap between fast food restaurants and top notch fine dining establishments (Prayag, Hosany, Taheri & Ekiz, 2019*)*. Restaurateurs need to be trained and take strategic action quickly so they can stand out at all times (Kulkarni, 2016). With this in mind, establishing and sustaining a competitive advantage to ensure customer satisfaction is a requirement for casual dining restaurants and increases in sales. One way to achieve this is through "Relationship Quality" (RQ). RQ is defined as the degree of suitability of a relationship to meet customer

needs (Hennig-Thurau & Klee, 1997). Palmatier, Dant, Grewal and Evans (2006), state when RQ is adopted into a marketing plan, the relationship leads to customer trust, commitment customer satisfaction and loyalty. Kim, Lee, and Yoo (2006) conceptualised a model incorporating relationship management practices and RQ. Their definition of RQ is how well the business fulfils the expectations, desires and goals of the customer.

In marketing literature the RQ phenomenon has been thoroughly analysed (Kwiatek, Morgan & Thanasi-Boçe, 2020; Vieira, Winklhofer & Ennew, 2008), scarcely has hospitality and tourism been visible in this research (Athanasopoulou, 2009; Hyun, 2010; King & Garey, 1997; Lo, Im, Chen & Qu, 2017; Meng & Elliott, 2008; Ngcwangu, Vibetti & Roberson, 2017; Su, Swanson, Chen, 2016). Existing literature (Bowen & Shoemaker, 1998; Castellanos-Verdugo, Oviedo-Garcia, Roldan & Veerapermal, 2009; Kim & Cha, 2002; King & Garey, 1997; Lo et al., 2017) is mainly centred around RQ in the hotel sector. In the restaurant sector the emerging research strand investigating RQ were done by Hyun (2010); Kim, Lee and Yoo(2006); Meng and Elliott (2008); Jin, Line and Goh (2013). Little to no studies have been done with regards to this phenomenon in South Africa.

The purpose of this study is two-fold (1) to identify factors that form RQ in casual dining restaurants, (2) to examine the adopted theoretical practices and develop a measurement instrument. Through extensive literature review, the study identifies 5 items namely quality of food, quality of service price, physical environment and location as key constructs forming RQ. The study also provides a more comprehensive measurement model extending from the work of Lo et al. (2017).

Theoretical framework and literature review

Initially, product-oriented marketing was a significant marketing driver and was replaced by a more customer- focused type of marketing (Grönroos, 1994; Hakansson, 1982). In the 1960s, researchers adopted a customer-centric perspective and postulated the value of customer service (Kotler, 1967). Oliver (1980) continued from Kotler's research and highlighted how customer loyalty is a critical component of a good marketing strategy. As time went on, advertisers found that significant numbers of satisfied consumers did not return to their products despite being pleased. This was the same as for the automotive industry, where customers registered 85 - 95% satisfaction but only 30 - 40% returned to their previous makes. Although companies had embraced this new customer-focused marketing arrangement, their marketing strategy was still lacking (Davis, Buchanan-Oliver & Brodie, 1999; Hyun, 2010).

This led marketers to realise that relationships should exist between a business and its customers. These relationships form bonds that build personal and financial links between the company and its customer. Roberts, Varki, and Brodie (2003), articulated that these relationship bonds are known as RQ.

Kim et al. (2006), assert that the good RQ of both a company and its clients exhibits long-term marketing effectiveness and is useful for marketing purposes. Therefore, companies should be making large investments to improve and form bonds with their customers in order to better develop their RQ with their customers. Kim et al. (2006), proposes a theory of relationship management which is applied through assets that have physical substance (tangibles) and assets that lack physical substance (intangible) concepts.

For the hospitality industry in particular, Kim and Cha (2002), advocates four determinants of RQ measurements namely; customer orientation, relational orientation, mutual discloser, and service providers' attributes

Kim and Cha (2002), asserts customer orientation in businesses, are those businesses that render service as expected and place considerable emphasis on consumers' wants and needs beyond their own. First contact employees have an opportunity to communicate the vision and

mission of the business to customers. The greater the understanding of the consumers of what the service employee is communicating to them, the more the customer will believe that workers put their needs first. The success of this excise may lead to an improved service image of the organisation and increased guest satisfaction.

Customer orientation as an adopted business strategy appears to have a direct relationship with improved customer – business and vice versa relations (Kim & Cha, 2002). Brady and Cronin (2001), state that customer orientation is the cornerstone leading to higher value attribution and customer satisfaction. On the other hand, relational orientation refers to a behavioural tendency towards the development and preservation of the buyer-seller relationship (Kim & Cha, 2002). A relationship-oriented quality service provided to consumers is seen as a way by which the service company can achieve a competitive advantage, increase customer satisfaction, boost its brand reputation and increase business profits (Kim & Cha, 2002). Christopher, Payne and Ballantyne (2013), state that the service providers' attributes and their efficiency are the building blocks that help form quality relationships. Fluent mutual contact between restaurant employees and clients contributes to revisiting intentions (Hwang, Kim & Hyun, 2013). During interactions customers experience a snapshot of the organization's efficiency and each meeting contributes to the overall satisfaction and desire of consumers to do business with the company in the future.

RQ reveals the customer's understanding of his/her relationship with the whole business/restaurant. RQ levels determines the future success of the company, because if past performance was good and met the needs of customers, the customer would regularly return to support the business (Kim et al., 2006). Research on RQ has focused primarily on the intangible constructs of RQ. Clark and Wood (1999), deliberated that tangible, rather than intangible contracts, were of importance in gaining customer loyalty in restaurants. For this study the proposed RQ model is illustrated in figure 1. The figure illustrates that food quality, price, service quality, location and environment influence loyalty but the influence is mediated by RQ. Such qualities influence satisfaction directly, which in turn influences recurrent patronage. Of all five attributes, quality of service had the greatest impact on trust and its effect was greater than that of the other attributes. Hyun's (2010), study provided a guide for how chain restaurants can develop and maintain customer loyalty.
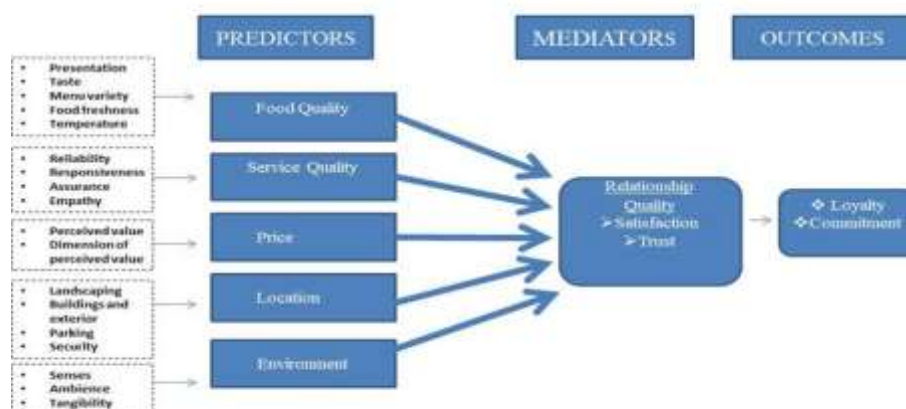

Figure 1: Proposed model of relationship quality and loyalty formation in casual dining restaurants.
Source: Adapted from, Hyun, 2010

Table 1 summarises the different authors' work on RQ predictors (attributes). Their work was also used in the development and refining of the measurement instrument.

Table 1: Literature review and restaurant attributes

Constructs	Attributes (include)	Authors
Food quality	Presentation of menu, menu variety, nutrition, serving temperature, serving size, menu design, availability of healthy options, food freshness.	• Namkung and Jang (2007) • Kivela, Inbakaran and Reece (1999) • Kasapila (2006) • Meng and Elliott (2008) • Payne-Palacio and Theis (2005) • Sulek and Hensley (2004)
Service quality	Employees' abilities: helping customers, answering questions and their knowledge of the menu, their appearance, attentiveness and general friendliness.	• Parasuraman et al., (1988) • Kivela et al., (1999)
Price	Value for money, reasonably priced items, and the overall value of the dining experience.	• Heung (2002) • Bolton, Warlop and Alba (2003) • Indounas, and Avlonitis (2009)
Location	Convenience, safety, security of the site.	• Ihsan-ur-Rehman, Ashar, Javed, Khalid and Nawaz (2014) • Tzeng, Teng, Chen, and Opricovic, (2002)
Environment	Décor, ambience, aesthetics, layout, table settings, and staff appearance.	• Ryu and Han (2011) • Namkung and Jang (2008) • Ryu and Jang (2007)

The analysis is discussed below: Utilising the findings of these scholars the researchers were able to identify the constructs that determine RQ. These became the structure of the measurement instrument that was tested by the researcher. They are discussed in detail below.

Relationship quality constructs

Peri (2006) defines food quality in general terms as "fitness for consumption" of foodstuffs, which leads to consumer satisfaction. Jamal and Anastasiadou (2009), further explain that quality anticipated by customers stems from comparing customer perceptions and expectations with the service rendered by businesses. Research from authors Clark and Wood (1999), and Mattila and Wirtz (2001), has shown that good customer-restaurant service relationships are often the most significant factor influencing repeat patronage in restaurants.

Perceived quality of service is seen as a customer's assessment by contrasting his or her preferences with the actual performance of the service provider (Chin & Tsai, 2013). In restaurant terms, Payne-Palacio and Theis (2001), define service quality as the intangible aspects of the dining out experience. SERVQUAL is the instrument developed by Parasuraman, Zeithaml & Berry (1988) often used in marketing literature to measure service quality, it consists of five service dimensions' namely tangibles, reliability, responsiveness, assurance, and empathy. In this study, the same dimensions will be used to measure service quality. This study follows the SERVQUAL instrument to measure service quality as a component of RQ. Marković, Raspor and Šegarić (2010) described that the success of the restaurant industry depends on high levels of service quality. Researchers amended and developed the SERVQUAL instrument and created amongst other DINESRV, DINESCAPE and DinEX. However, there are still no agreement amongst researchers on which of these scales is the best to use (Roberson, 2014).

Indounas and Avlonitis (2009), argue that customers find price to be what they pay or offer to get goods or services. Pricing is an instrument that can be used by management to achieve the organisation's goals and eventually improve its revenue/profits. The dilemma facing organisations is how to price their goods and services to achieve the organisational aim and deliver value to customers (Indounas & Avlonitis, 2009). Raab, Mayer, Shoemaker and Ng (2009), state that price is the cost that consumers pay when they decide to buy a product or service.

Location refers to the general region of the city where a restaurateur wants to put the restaurant, whereas site refers to the particular property (Kim & Oh, 2004). According to Tzeng, Teng, Chen, and Opricovic (2002), one of the most significant factors contributing to a restaurant's success is its location. Since the start of the new millennium, the value of creating and preserving a distinctive ambience has received considerable attention from academia and hospitality managers, namely Hertenstein and Platt (2001), Jang and Namkung (2009), Ryu and Han (2011). The physical environment is considered a significant factor in attracting and fulfilling the needs of the customers, and thereby increasing the income of the restaurant.

Relationship quality outcomes
Crosby et al. (1990) studied various aspects of the quality of the relationship and described it as the trust of a customer in the sales representative and the satisfaction of the partnership. Consequently, satisfaction and trust seem to be the moderating elements of RQ, suggesting that unless the customers are satisfied with the offering of the service provider, the quality of relations between the parties may be compromised. Chi and Qu (2008), describe satisfaction as a psychological construct with a sense of well-being and happiness resulting from obtaining an effective product and/or service that a customer hoped and wished for. Whereas trust is the faith of the consumer in the service provider in order to provide a consistent and professional product or service (Boshoff & Du Plessis, 2009). Customers trust an organisation if they believe that the service providers will bring value to the customer (Dabholkar & Sheng, 2012).

Methodological approach
This study utilised a descriptive quantitative research design in which a self-administered questionnaire was disseminated to restaurant customers. These customers were conveniently selected on their availability and willingness to complete the questionnaire. The researcher and research assistants collected data from individuals in the City of Tshwane (CBD). The city also houses a number of government departments, educational tertiary institutions and foreign embassies. The municipality is home to an ever-growing tourism sector. Customers were asked to remember their most recent casual dining encounter at casual dining restaurant. In this study, 300 questionnaires were administered by the researcher. A total of 211 questionnaires were completed to the satisfaction of the researcher. The response rate was 70.3%. The measurement instrument has been divided into three categories, each with a particular role. Section one was targeted towards getting demographic details of participants. Section two wasas intended to gain information into the participants' understanding of relationship qualities. Section three measured the mediating constructs of relationship quality namely 'customer satisfaction' and 'trust' and the resulting outcome of 'loyalty and commitment'.

Results and discussion
The majority of the respondents (51%) were females, whilst the other 49% were males. This is constant with estimates by Stats SA (2019), that there are 58.78 million people, and 51.2% of the population is female and 48.8% is male (Table 2).

Table 2: Demographic profile of restaurant customers

Variables	Percentage
• Gender	
Male	49.56%
Female	51.44%
• Age	
18-24	17.79%
25-35	37.98%

36-45	25.96%
46-56	13.94%
56+	4.33%
• Qualification	
High school	8.20%
Certificate	20.29%
Diploma	44.93%
Bachelor's degree	19.32%
Post-graduate certificate	6.76%
Other	0.48%
• Household income	
R4000 or lower	7.73%
R5000-R9999	14.01%
R10000-R14999	28.50%
R15000-R19999	20.77%
R20000-R24999	15.94%
Above R25000	13.04%
• Dining-out frequency monthly	
Never	1.97%
1-2 times	52.71%
3-5 times	35.96%
6-12 times	6.40%
12+ times	2.96%

The age of 25-35 had the highest patronage percentage with 37.98%, which is of interest because South Africa's youth, ages 15-34, regarding unemployment currently makes up 63.9% of the total unemployed persons (Stats SA, 2019). So, one would assume that this age group would spend less for activities such as restaurant dining. But due to the fact that the study was conducted in Tshwane, which is the administrative capital city of South Africa, and employment numbers in cities are relatively higher than those of surrounding areas, for example in townships and rural areas. According to Anonymous (2019) Tshwane residents has an average salary income of R28 973, well above the average salary income of the average employed person in the country which is around R6 500 (Matangira, 2019). In addition, the 44.93% of participants were holders of diplomas. This is of interest because the level of literacy is classified as persons over the age of 20, with grade 7 being the highest level of education in South Africa being 13.8%. It was worth noting that only 10% of respondents fell within what is considered a relatively affluent middle class bracket of people who earn R5600 to R40000 per month (Visagie, 2015). Of the respondents who dined at casual dining restaurants, 52.71% visited a restaurant 1 - 2 times per month (which is a noticeably high percentage) and is not in line with findings by Wall and Berry (2007), who have researched the collective impact of physical environment and employee conduct on restaurant perceived quality. Their participants who indicated they dined out less than once a week but more than once month accounted for 19% of the 181 respondents which participated in the study.

Reliability and validity
To ensure reliability and validity, face and content validity of the measurement instrument was carried out. This was also done to ensure internal consistency of a multi-dimensional scale. Cronbach's alpha was used to test the internal consistency.

Table 3: Cronbach's alpha coefficient results

Constructs	Number of variables	Cronbach Alpha
Food quality	6	0.81
Service quality	11	0.88
Physical environment	7	0.85

Price	6	0.86
Location	3	0.69
Relationship quality (mediators)		
Satisfaction	3	0.81
Trust	4	0.87
Outcomes		
Loyalty and commitment	4	0.85

Table 3 depicts Cronbach's alpha values of seven concepts that were measured above 0.70, which Hair, Anderson, Tatham & Black (1998), state is the threshold, which suggests that the items have relatively high internal consistency. It is worth noting that location however had the lowest alpha, which showed a value of 0.69, this could be because this construct had 3 items measured which were adapted from Hyun (2010), who measured location using one item that was adapted from research (Heung, 2002; Law et al., 2008). Mbithi (2011), found alphas at 0.60 fairly reliable, hence, this construct that was used in the measurement instrument measuring scale was considered reliable as it measured what it was intended to measure. This confirmed reliability of the measuring instrument.

Principal component factor analysis
To develop the model, the researcher carried out principal component factor analysis (PCFA). This is a variable reduction technique whereby two or more correlated variables are grouped into a single factor (Acock, 2013). The researcher assumes the dimensionality of all measured variables and the alphas are reported in that section as a measure of reliability. The alpha coefficient is the measure of internal consistency. It depends on two parameters; one being the covariance of items with one another and the other is the number of items measured. The drawback with reporting just alpha values as sole reliability measures is that the alphas can be 0.80 even if the items do not correlate strongly with one another and even if the items are represented on several other dimensions (Acock, 2013).

To counter this drawback of factor analysis, researchers utilise PCFA. Some researchers such as Ledesma, Valero-Mora (2007) refer to PCFA as the best form of reliability analysis. However, even this method of analysis has its own drawback, primarily because it seeks to compensate for all the deviation and correlation of the set of measured items, rather than a single part of the correlation. In this research, PCFA was carried out prior to testing the conceptual model.

A PCFA with a varimax rotation of all 46 questions Likert-type scale was used in the study, and was performed on data gathered from all participants. Factors were retained using the Kaiser criterion where only a final solution of nine factors was drawn from the initial eleven factors tested, which accounted for about 70% of the total variation. The communality of each variable was ≥ 0.30 to 0.86. This suggested to the researcher that the nine factors represented the variability of the values well. This is with the exception of service quality, which ended up being divided into two factors, as it did not correlate strongly as a singular construct. The table below shows factor 1 and factor 8 as the result of separated service quality constructs.

Table: 4 Rotation results

Variable	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9	Factor 10
q211					0.3372	0.3925	0.5845			
q212					0.4042	0.3621	0.4085			
q213	0.3211				0.5976					0.3883
q214					0.7739					
q215					0.8123					
q216					0.6669			0.3612		
q221					0.3984			0.5877		
q222					0.3588			0.6366		
q223	0.4010							0.4975		

q224	0.5861				0.3161			0.4085		
q225	0.4224							0.5166		
q226								0.3281		-0.5817
q227	0.6569									
q228	0.8084									
q229	0.7620									
q2210	0.7564									
q2211	0.6371									0.3720
q231				0.5650			0.4421	0.3294		
q232				0.6497			0.3358	0.3180		
q233				0.7860						
q234				0.8281						
q235				0.7057						
q236				0.6337						0.4864
q237		0.3776		0.6200						
q241			0.6523							
q242			0.7507							
q243			0.7938							
Q244			0.7989							
q245			0.7878							
q246			0.7561							
q251									0.7347	
q252									0.7732	
q253									0.5744	
q311							0.8025			
q312		0.3316					0.7474			
q313		0.4742					0.3498			
q321		0.7682						0.3096		
q322		0.8606								
q323		0.7695								
q324		0.6466					0.3531			
q411		0.4735					0.4760	0.4155		
q412		0.3497					0.7068	0.3131		
q413		0.3165					0.7809			
q414		0.3081					0.7478			

These are the results of rotations of the solutions shown in Table 4. When loadings below 0.30 were eliminated, the analysis yielded a ten-factor solution (simple structure), (factor loading ≥0.30). The factor results indicate that not all the factors used in the questionnaire were sufficiently measuring the intended construct. Below is a list of how the researcher initially grouped the food quality construct in the questionnaire versus the grouping of the CFA loading.

Table: 5 Rotation results: Factor 5

Food quality	Rotational factor loadings
1. The food presentation is visually attractive.	0.3372
2. The restaurant offers a variety of menu items.	0.4042
3. The restaurant offers healthy food options.	0.5976
4. The restaurant serves tasty food.	0.7739
5. The restaurant offers fresh foods.	0.8123
6. The food served is at the appropriate temperature.	0.6669

'Food quality', construct/factor 5 in table 5, is grouped as per questionnaire adoption, and all of the variables remained within the 'food quality' construct, all loading ≥.30. This is all in line with literature on food quality predictors by previous authors (Hyun 2010; Kasapila, 2006; Kim et al., 2006; Meng & Elliott, 2008). These authors conclude that food quality variables are:
   − presentation of food and beverage;
   − taste of food and beverage;
   − variety of menu items;
   − freshness of food;
   − healthy food choices; and
   − food temperature.

These are all the items which were included in the measurement instrument. However, it was interesting to note that the results of orthogonal rotation loading reflected variable of *food presentation is visually attractive* presented on factor 5 loads higher on factor 7.

Table:6 Rotation results: Factor 1

Service quality	Rotational factor loadings
1. The restaurant has my best interest at heart.	0.5861
2. The restaurant provides quick and prompt service.	0.6569
3. The restaurant gives extra effort to handle special requests.	0.8084
4. The restaurant personnel makes you feel comfortable in your dealings with them.	0.7620
5. The restaurant has personnel who are able to give you information about their menu items.	0.7564
6. The restaurant has personnel who are able to give you information about their ingredients and preparation.	0.6371

The construct 'service quality' as set on the questionnaire, overlapped in two different factors (Factor 1 and 8 loading ≥30). The following variables were grouped in factor 1 because they correlated to each other more than in other constructs. Table 6 depicts the factor 1 construct 'service quality' as set on the questionnaire. It overlapped in two different factors causing the numbers to overlap with relevant constructs (Factor 1 and 8 loading ≥.30). The following variables were grouped in factor 1, correlating to each other more than the other construct.

Table:7 Rotation results: Factor 8

Service quality	Rotational factor loadings
1. Employees are always willing to help me.	0.5877
2. Employees have knowledge to answer my questions.	0.6366
3. The meal is served at the promised time.	0.4975
4. Anything wrong with my meal is quickly corrected.	0.5166
5. The restaurant provided me with the correct check/bill.	0.3281

The overlapping of these factors is closely correlated to Chow, Lau, Lo, Sha and Yun (2007), who studied service quality of restaurant operations in China. Their conceptualisation of service was as follows: quality of service involves a three-factor model containing three components namely; quality of engagement, quality of the atmosphere/ambiance and quality of outcome. Quality of interaction was quantified by perception, habits, and skill; quality of the environment was measured by atmospheric circumstances, architecture, and social factors; quality of the outcome was measured by waiting time, tangibility, and product qualities .The reason for this overlap can also be attributed to the fact that the study followed the path of Jamal and Anastasiadou (2009), who studied the impacts of the service quality dimensions, namely tangibility, empathy, reliability, responsiveness, and assurance.

Table 8 Rotation results: Factor 3

Physical environment	Rotational factor loadings
1. The restaurant has a visually attractive dining area.	0.5650
2. The restaurant has décor that is reflective of its prices.	0.6497
3. The restaurant has a dining area that is easy to move around in.	0.7860
4. The restaurant has comfortable seats in the dining area.	0.8281
5. The dining area of the restaurant is thoroughly clean.	0.7057
6. The restaurant has appropriate music.	0.6337

Table 8 depicts the construct 'physical environment'/factor 4, all variables loading ≥ 0.30 and they stayed within one factor grouping, which is factor 4 on the rotated factor loading. These factors are grouped similarly to those of Kim et al., (2006) and Meng and Elliott (2008) who examined the predictors of quality relationships for restaurants and hotels and outcomes of quality relationship in fine dining restaurants respectively.

Table 9 Rotation results: Factor 4

Price	Rotational factor loadings
1. The food at this restaurant is reasonably priced.	0.6523
2. The beverages at this restaurant are reasonably priced.	0.7507
3. This restaurant offers food discounts.	0.7938
4. The restaurant offers food specials.	0.7989
5. The restaurant offers beverage discounts.	0.7878
6. This restaurant offers beverage specials.	0.7561

The construct 'price'/factor 4 is depicted in Table 9 with all variables loading ≥ 0.30 and the measured items stayed within one factor grouping, which is factor 4 on the rotated factor loading. This grouping is also consistent with the grouping by Meng and Elliott (2008), of this construct, which analysed the role of pricing equity as a means of determining value for consumers. However, Hyun (2010), measured price only using a single item adapted from Heung (2002).

Table 10 Rotation results: Factor 9

Location	Rotational factor loadings
1. The restaurant provides safe and secure parking.	0.7347
2. The restaurant is located close to my place of residence.	0.7732
3. I feel safe when I visit this restaurant.	0.5744

Table 10 illustrates the construct 'location'/factor 9 with all variables loading ≥ 0.30 and the factors stayed within one factor grouping, which is factor 9 on the rotated factor loading. This result is similar to pricing. Hyun (2010), measured location using one item that was adapted from previous research (Heung, 2002; Law et al., 2008).

Table 11 Rotation results: Factor 7

Satisfaction	Rotational factor loadings
1. How would you rate your level of satisfaction with the quality of service?	0.8025
2. How would you rate your overall satisfaction with this restaurant?	0.7474
3. How would you rate this restaurant compared with other restaurants in terms of overall satisfaction?	0.3498

The construct 'satisfaction' factor 7 is illustrated in Table 11. All variables loading ≥0.30 and the measured variables stayed within one factor grouping, which was factor 7 on the rotated factor loading, but noticeable the variable: 'How would you rate this restaurant compared with other restaurants in terms of overall satisfaction?' which loaded = 0.3498 on factor 7, and overlapped to factor 2 loaded even better = 0.4742. The overlapping of these constructs could have been because they were sub-components of the RQ based on research of RQ which is a meta-construct/bivariate of satisfaction and trust (Crosby et al., 1990; Kim et al., 2006; Naudé & Buttle 2000).

Table 12 Rotation result: Factor 2

Trust	Rotational factor loadings
1. The staff at the restaurant is sincere.	0.7682

2. The staff at the restaurant is reliable.	0.8606
3. The staff at the restaurant is honest.	0.7695
4. The staff at this restaurant puts customers' needs first.	0.6466

Table 12 shows the construct 'trust'/factor 2 all variables loading ≥0.30 and the measured variables stayed within one factor grouping which is factor 2 on the rotated factor loading. The grouping for this construct was adapted from Hyun (2010).

Table 13 Rotation results: Factor 6

Loyalty/ Commitment	Rotational factor loadings
1. Are you likely to say positive things about this restaurant to other people?	0.4760
2. Are you likely to recommend this restaurant to someone who seeks your advice?	0.7068
3. Are you likely to encourage family and friends to visit this restaurant?	0.7809
4. Are you likely to consider this restaurant your first choice when dining out?	0.7478

Table 13 depicts the construct 'loyalty' and 'commitment' factor 6 all variables loading ≥0.30 but they overlapped to factor 2 loading ≥0.30. They loaded even greater on factor 6, which loaded all the variables ≥0.40. This factor is also in line with Hyun (2010). The results of the PCFA indicated that this was a non-confirmatory model because it failed to specify the factors underlying the responses of the 46 factors to the 8-construct grouping of the researcher. A number of variables in the measurement instrument posed a challenge when testing the overall fitness of the proposed model. A second reliability analysis, namely confirmatory factor analysis CFA was also carried out, which used the variables that loaded well and remained in their groupings on the principal component analysis.

Confirmatory factor analysis
To test the proposed structural model, a CFA was carried out. CFA is a computational technique used to test the measurement model of a studied set of variables (Diana & Suhr, 2013). CFA helps the investigator to check the concepts and discern that there is a relationship between the variable and their latent variable concepts. CFA helps the investigator to check the concepts and whether there is a relationship between the observed variables and their latent constructs. (Diana & Suhr, 2013).

Prior to testing the overall measurement model, uni-dimensionality of each construct was examined and unacceptable items were eliminated, e.g. service quality items were removed (Hyun, 2010; Sethi & King, 1994). Furthermore, some correlated error items were estimated and removed based on further literature review and advice from the researcher's supervisor and statistician. Table 4.26 below illustrates the items that were removed from the measurement instrument used by the researcher in this study. The ones that remained are the most closely related to the measurement items adapted by Hyun (2010), as well as Weiss, Feinstein and Dalbor (2004). The other factor (factor 8) was also eliminated from their tested structural model because the rotational factor loading was not ≥ 0.30. Below is the initial model adopted and tested by the researcher.

Table 14 illustrates the measurement instrument as used by the researcher when tested. The model did not fit the data satisfactorily, uni-dimensionality of each construct was examined and unacceptable items were eliminated (Hyun, 2010; Sethi & King, 1994). Furthermore, some correlated error items were estimated and removed based on further literature review.

Table 14 Initial constructs of questionnaire and those adapted and tested for the model

Initial constructs and items measurement	Adopted and tested items
2.1 FOOD QUALITY	**2.1 FOOD QUALITY**
2.1.1 The food presentation is visually attractive.	2.1.1 The food presentation is visually attractive.

2.1.2 The restaurant offers a variety of menu items.	2.1.2 The restaurant offers a variety of menu items.
2.1.3 The restaurant offers healthy food options.	2.1.3 The restaurant offers healthy food options.
2.1.4 The restaurant serves tasty food.	2.1.4 The restaurant serves tasty food.
2.1.5 The restaurant offers fresh foods.	2.1.5 The restaurant offers fresh foods.
2.1.6 The food served is at the appropriate temperature.	
2.2 SERVICE QUALITY	**2.2 SERVICE QUALITY**
2.2.1 Employees are always willing to help me.	2.2.1 Employees are always willing to help me.
2.2.2 Employees have knowledge to answer my questions.	2.2.2 Employees have knowledge to answer my questions.
2.2.3 The meal is served at the promised time.	2.2.3 The meal is served at the promised time.
2.2.4 The restaurant has my best interest at heart.	2.2.4 The restaurant has my best interest at heart.
2.2.5 Anything wrong with my meal is quickly corrected.	
2.2.6 The restaurant provided me with the correct check/bill.	
2.2.7 The restaurant provides quick and prompt service.	
2.2.8 The restaurant gives extra effort to handle special requests.	
2.2.9 The restaurant personnel makes you feel comfortable in your dealings with them.	
2.2.10 The restaurant has personnel who are able to give you information about their menu items.	
2.2.11 The restaurant has personnel who are able to give you information about their ingredients and preparation.	
2.3 PHYSICAL ENVIRONMENT	**2.3 PHYSICAL ENVIRONMENT**
2.3.1 The restaurant has a visually attractive dining area.	2.3.1 The restaurant has a visually attractive dining area.
2.3.2 The restaurant has décor that is reflective of its prices.	
2.3.3 The restaurant has a dining area that is easy to move around in.	2.3.3 The restaurant has a dining area that is easy to move around in.
2.3.4 The restaurant has comfortable seats in the dining area.	2.3.4 The restaurant has comfortable seats in the dining area.
2.3.5 The dining area of the restaurant is thoroughly clean.	
2.3.6 The restaurant has appropriate music.	.
2.3.7 The restaurant has pleasant decorations and sufficient lighting.	2.3.7 The restaurant has pleasant decorations and sufficient lighting.
2.4 PRICE	**2.4 PRICE**
2.4.1 The food at this restaurant is reasonably priced.	No Items
2.4.2 The beverages at this restaurant are reasonably priced.	
2.4.3 This restaurant offers food discounts.	
2.4.4 The restaurant offers food specials.	
2.4.5 The restaurant offers beverage discounts.	
2.4.6 This restaurant offers beverage specials.	
2.5 LOCATION	No Items
2.5.1 The restaurant provides safe and secure parking.	
2.5.2 The restaurant is located close to my place of residence.	
2.5.3 I feel safe when I visit this restaurant.	
3.1 SATISFACTION	**3.1 SATISFACTION**
3.1.1 How would you rate your level of satisfaction with the quality of service?	3.1.1 How would you rate your level of satisfaction with the quality of service?
3.1.2 How would you rate your overall satisfaction with this restaurant?	3.1.2 How would you rate your overall satisfaction with this restaurant?
3.1.3 How would you rate this restaurant compared with other restaurant in terms of overall satisfaction?	3.1.3 How would you rate this restaurant compared with other restaurant in terms of overall satisfaction?
3.2 TRUST	**3.2 TRUST**
3.2.1 The staff at the restaurant is sincere.	3.2.1 The staff at the restaurant is sincere.
3.2.2 The staff at the restaurant is reliable.	3.2.2 The staff at the restaurant is reliable.
3.2.3 The staff at the restaurant is honest.	3.2.3 The staff at the restaurant is honest.
3.2.4 The staff at this restaurant puts customers' needs first.	3.2.4 The staff at this restaurant puts customers' needs first.
4.1 LOYALTY/COMMITMENT	**4.1 LOYALTY/COMMITMENT**
4.1.1 Are you likely to say positive things about this restaurant to other people?	4.1.1 Are you likely to say positive things about this restaurant to other people?
4.1.2 Are you likely to recommend this restaurant to someone who seeks your advice?	4.1.2 Are you likely to recommend this restaurant to someone who seeks your advice?
4.1.3 Are you likely to encourage family and friends to visit this restaurant?	4.1.3 Are you likely to encourage family and friends to visit this restaurant?
4.1.4 Are you likely to consider this restaurant your first choice when dining out?	4.1.4 Are you likely to consider this restaurant your first choice when dining out?

In this table, the items that have a red line going through them are those which were seen as the least contributors to the measurement scale and they were eliminated based on further literature review and the supervisor's expert knowledge. Most noticeable and surprising items that were eliminated from the measured model were the two constructs 'price' and 'location' and their measurement items. This action took a similar path to that by Hyun (2010), in his study that looked at the predictors of RQ and loyalty in the chain restaurant industry. The

'service quality' construct also underwent a significant improvement. This was a construct which was measured by 11 items in the researcher's measurement instrument, but through further literature review and the role of PCFA, divided the construct into two factors (refer to Table 4), namely factors 1 and 8. The researcher adopted only one of these factors under the construct 'service quality'. The one the researcher adopted was factor 8, which was in line with Hyun (2010). Service quality, which initially had eleven measurement items and four measurement items, was picked for the model measurement by the researcher. Furthermore, some correlated error items were estimated and removed based on further literature review. Once the constructs had been identified and before carrying out model testing, the researcher carried out a form of reliability analysis, namely confirmatory factor analysis.

Below (Table 15) are the results of the CFA, carried out on the factors that were adopted by the researcher, based on principal factor results, further literature review and the supervisors' expert knowledge. All the factors selected by the researcher loaded greater than 0.443 and factor loadings were significant at p < .001, which was in line with Hyun (2010), where tested factors all loaded greater than 0.629.

Table 15 Confirmatory factor analysis: Items and loadings

Constructs and scale items	Standardised loadings
Food quality	
2.1.1 The food at this restaurant is visually attractive.	.705
2.1.2 The restaurant offers a variety of menu items.	.581
2.1.3 The restaurant offers healthy food options.	.487
2.1.4 The restaurant serves tasty food.	.781
2.1.5 The restaurant offers fresh foods.	.823
Service quality	
2.2.1 Employees are always willing to help the customer.	.847
2.2.2 Employees have knowledge to answer my questions.	.780
2.2.3 The meal is served at the promised time.	.577
2.3.4 The restaurant has my best interest at heart.	.544
Physical environment	
2.3.1 The restaurant has physically attractive dining area.	.839
2.3.2 The restaurant has a dining area which is easy to move around in.	.663
2.3.3 The restaurant has comfortable seats in the dining area.	.443
2.3.4 The restaurant has pleasant decorations and lighting.	.509
Relationship quality	
Satisfaction	
3.4.1 Rating the level of satisfaction with the restaurant's quality of service.	.617
3.4.2 Rating your overall satisfaction with the restaurant.	.745
3.4.3 Rating this restaurant with other restaurants in terms of overall satisfaction.	.803
Trust	
3.5.1 The staff at the restaurant is sincere.	.899
3.5.2 The staff at the restaurant is reliable.	.813
3.5.3 The staff at the restaurant is honest.	.737
3.5.4 The staff at this restaurant puts customer's needs first.	.780
Relationship outcomes	
Loyalty	
4.1.1 Are you likely to say positive things about this restaurant to other people?	.863
4.1.2 Are you likely to recommend this restaurant to someone who seeks your advice?	.835
4.1.3 Are you likely to encourage family and friends to visit this restaurant?	.894
4.1.4 Are you likely to consider this restaurant your first choice when dining out?	.697

The confirmatory factor loading results showed an acceptable model fit based on CFI (comparative fit index) of 0.93. The other goodness-of-fit (GFI) indicators considered were chi-square is to 459.73 with 222 degrees of freedom (p < 0.001). The root mean squared error

of approximation (RMSEA) was 0.074. The RMSEA measures how much error there is for each degree of freedom (Acock 2013).The RMSEA for the tested items was 0.074. For our data, 0.074 was a reasonably close fit. Finally, standardised root mean square residual (SRMR), which is a measure of how close the researcher came to reproducing each correction on average. For this data, SRMR = 0.071, which is within the recommended range (Acock 2013).

However, Haghighi, Dorosti, Rahnama, and Hosseinpou, (2012) state the following as values of the recommended GFI indicators:

- CFI 0.90–0.95; ratio of chi-square with degrees of freedom < 3;
- p-value < 0.05;
- RMSEA = 0.05 for good fit and 0.08 for a reasonable fit; and
- SRMR of less than 0.08.

Structural model

For this study, a structural model with six constructs was compiled, namely food quality, service quality, physical environment, satisfaction, trust and commitment/loyalty. Fit indices provided by Strata V 12 statistical programme indicated that the model had an acceptable fit.

Table 16 Results of acceptable model fit indicators

Ratio of chi-square and its degrees of freedom	< 3
p-value	P < 0.08
RMSEA	< 0.08
GFI index	more than 0.9
CFI	more than 0.9

The results showed an acceptable model fit based on Haghighi et al., (2012), who state that the acceptable ranges for fit indicators should be as follows (Table 16):

- CFI of 0.903, which is within the acceptable range 0.9 (Haghighi et al., 2012);
- chi-square = to 459.79 with 222 degrees of fit freedom (p < 0.001), (Haghighi et al., 2012);
- RMSEA = 0.074 according to (Hyun 2010; Turner & Reisinger, 2001);
- RMSEA should be less than .10 but ideally, it should be 0.04 to 0.08 (Hyun, 2010).

Table 17: Adopted measurement instrument.

Constructs and scale items
Food quality
1.1 The food at this restaurant is visually attractive.
1.2 The restaurant offers a variety of menu items.
1.3 The restaurant offers healthy food options.
1.4 The restaurant serves tasty food.
1.5 The restaurant offers fresh foods.
Service quality
2.1 Employees are always willing to help the customer.
2.2 Employees have knowledge to answer my questions.
2.3 The meal is served at the promised time.
2.4 The restaurant has my best interest at heart.
Physical environment
3.1 The restaurant has physically attractive dining area.
3.2 The restaurant has a dining area which is easy to move around in.
3.3 The restaurant has comfortable seats in the dining area.
3.4 The restaurant has pleasant decorations and lighting.
Relationship quality
Satisfaction
4.1 Rating the level of satisfaction with the restaurant's quality of service.
4.2 Rating your overall satisfaction with the restaurant.

4.3 Rating this restaurant with other restaurants in terms of overall satisfaction.	
Trust	
5.1 The staff at the restaurant is sincere.	
5.2 The staff at the restaurant is reliable.	
5.3 The staff at the restaurant is honest.	
5.4 The staff at this restaurant puts customer's needs first.	
Relationship outcomes	
Loyalty	
6.1 Are you likely to say positive things about this restaurant to other people?	
6.2 Are you likely to recommend this restaurant to someone who seeks your advice?	
6.3 Are you likely to encourage family and friends to visit this restaurant?	
6.4 Are you likely to consider this restaurant your first choice when dining out?	

Table 17 depicts the measurement instrument validated by this study using the validation method CFA and PFA.

Conclusions

The purpose of this study is two-fold, (1) to identify factors that form RQ in casual-ding restaurants and (2), to examine the adopted theoretical knowledge and develop an measurement instrument in the casual-dining restaurants in the City of Tshwane, South Africa that can be used to measure RQ. Based on the analysis of the literature, five dimensions were proposed that influence the actions of reserved restaurant patrons: food quality, price, quality of service, location and atmosphere. Three outcomes dimensions namely; satisfaction, loyalty and trust of RQ was gathered through literature review. These findings concur with other studies that were discussed in detail throughout the study. Managers can utilise this study within their own restaurants if they want to improve their performance and improve the dining experience of their customers. They can also use the data to ensure they are engaged and know the aspects of RQ that their guest value to ensure they satisfy these needs.

The researchers developed a more comprehensive measurement instrument of RQ quality which can be used in casual dining establishments in the city of Tshwane. Restaurant marketers aiming to drive casual dining restaurants marketing agendas can also use this instrument. This instrument would also assist in the development of future research in the field of RQ in casual dining restaurants.

Restaurants need to ensure that they are able to please their customers at every chance of interaction, thus ensuring success. Various aspects have been highlighted in an article on which casual dining restaurants should focus a greater deal of attention if they want to improve their RQ with their customers. Even this article, which has both theoretical and practical implications, includes limitations. The literature is mostly from Asia and America and limited studies have come out of the continent. Therefore, there is an opportunity to explore the theories in an African context. Secondly, the instrument used was only in English and no provisions were made for non-English speaking participants. Thirdly the research was done in the more affluent locations of Pretoria, hence the respondents had diplomas and their earnings were above the average household income.

Acknowledgment

References

Acock, A.C. (2013). *Discovering structural equation modelling using Stata*. College Station TX: Stata Press Books.

Anonymous. (2019). *The business insider South Af*rica.Available at<u>https://www.businessinsider.co.za/salaries-compared-to-rent-south-african-cities-adzuna-2019-5</u>. [Retrieved 10 January 2020].

Athanasopoulou, P. (2009). Relationship quality: A critical literature review and research agenda. *European Journal of Marketing*, 43 (5/6), 583-610.

Bolton, L.E., Warlop, L. & Alba, J.W. (2003). Consumer perceptions of price (un) fairness. *Journal of consumer research*, 29(4), 474-491.

Boshoff, C. & Du Plessis, P.J. (2009). *Services marketing: a contemporary approach*. Cape Town: Juta.

Bowen, J.T. & Shoemaker, S. (1998). Loyalty: Astrategic commitment, *Cornell Hotel and Restaurant Administration Quarterly*, 31(1), 12-25.

Brady, M.K. & Cronin, J.J. (2001). Customer orientation effects on customer service perceptions and outcome behaviours. *Journal of Service Research*, 3(3), 241-251.

Castellanos-Verdugo, M., Oviedo-Garcia, M.A., Roldan, J.L. & Veerapermal, N. (2009). The employee-customer relationship quality: antecedents and consequences in the hotel industry, *International Journal of Contemporary Hospitality Management*, 21(3), 251-274.

Chow, I.H.S., Lau, V.P., Lo, T.W.C., Sha, Z. & Yun, H. (2007). Service quality in restaurant operations in China: Decision-and experiential-oriented perspectives. *International journal of hospitality management*, 26(3), 698-710

Chin, J.B. & Tsai, C.H. (2013). Developing a service quality evaluation model for luxurious restaurants in international hotel chains. *Total Quality Management & Business Excellence*, 24(9/10), 1160-1173.

Chi, C.G.Q. & Qu, H. (2008). Examining the structural relationships of destination image, tourist satisfaction and destination loyalty: an integrated approach. *Tourism management,* 29(4), 624-636.

Christopher, M., Payne, A. & Ballantyne, D. (2013). *Relationship marketing*. Vancouver: Taylor & Francis.

Clark, M.A. & Wood, R.C. (1999). Consumer loyalty in the restaurant industry: a preliminary exploration of the issues. *British Food Journal*, 101(4), 317-326.

Crosby, L.A., Evans, K.R. & Cowles, D. (1990). Relationship quality in services selling: an interpersonal influence perspective. *Journal of Marketing*, (1) 68-81.

Dabholkar, P.A. & Sheng, X. (2012). Consumer participation in using online recommendation agents: effects on satisfaction, trust, and purchase intentions. *The Service Industries Journal*, 32(9), 1433-1449.

Davis, R., Buchanan-Oliver, M. & Brodie, R. (1999). Relationship marketing in electronic commerce environments. *Journal of Information Technology*, 14(4), 319-331.

Diana, D. & Suhr, N.D. (2013). *Citing websites: exploratory or confirmatory factor analysis* [Online]. Available from: <u>http://www2.sas.com/proceedings/sugi31/200-31.pdf</u> [Retrieved: 01 July 2013].

Grönroos, C. (1994). From marketing mix to relationship marketing: towards a paradigm shift in marketing. *Management Decision*, 32(2), 4-20.

Hair, J.F., Anderson, R.E., Tatham, R.L. & Black, W.C. (1998). *Multivariate data analysis*. 5th ed. N.J.: Prentice Hall.

Hakansson, H. (1982). *International marketing and purchasing of industrial goods: An interaction approach*. Chichester, UK: John Wiley.

Haghighi, M. Dorosti, A. Rahnama, R. & Hosseinpou, A. (2012). Evaluation of factors affecting customer loyalty in the restaurant industry. *African Journal of Business Management.* 6(14), 5039-5046.

Hennig-Thurau, T. & Klee, A. (1997). The impact of customer satisfaction and relationship quality on customer retention: A critical reassessment and model development. *Psychology & Marketing* 14(8), 737-764.

Hwang, J., Kim, S.S. & Hyun, S.S. (2013). The role of server–patron mutual disclosure in the formation of rapport with and revisit intentions of patrons at full-service restaurants: the moderating roles of marital status and educational level. *International Journal of Hospitality Management*, 33, 64-75.

Hyun, S.S. (2010). Predictors of relationship quality and loyalty in the chain restaurant industry. *Cornell Hospitality Quarterly*, 51(2), 251-267.

Heung, V.C. (2002). American theme restaurants: A study of consumer's perceptions of the important attributes in restaurant selection. *Asia Pacific journal of tourism research*, 7(1), 19-28.

Hertenstein, J.H. & Platt, M.B. (2001). Valuing design: enhancing corporate performance through design effectiveness. *Design management journal*, 12, 10-19.

Ihsan-Ur-Rehman, H., Ashar, M., Javed, B., Khalid, M. & Nawaz, R. (2014). Impact of retail store characteristics on consumer purchase intention. *International Journal of Sales, Retailing and Marketing,* 3(1), 1-85.

Indounas, K. & Avlonitis, G.J. (2009). Pricing objectives and their antecedents in the services sector. *Journal of Service Management*, 20(3), 342-374.

Jamal, A. & Anastasiadou, K. (2009). Investigating the effort of service quality dimensions and expertise on loyalty. *European Journal of Marketing*, 43(3/4), 398-420.

Jang, S. & Namkung, Y. (2009). Perceived quality, emotions, and behavioral intentions: application of an extended Mehrabian-Russell model to restaurants. *Journal of Business Research*, 62(4), 451-460.

Jin, N., Line, N. D. & Goh, B. (2013). Experiential value, relationship quality, and customer loyalty in full-service restaurants: The moderating role of gender, *Journal of Hospitality Marketing and Management*, 22(7), 679-700.

Kasapila, W. (2006). *Young adults' satisfaction regarding their dining experience in casual dining restaurants in Hatfield*. Masters Dissertation. University of Pretoria

Kim, W. G. & Cha, Y. (2002). Antecedents and consequences of relationship quality in hotel industry. *International Journal of Hospitality Management* 21(4), 321-38.

Kim, W.G., Lee, Y.K. & Yoo, Y.J. (2006). Predictors of relationship quality and relationship outcomes in luxury restaurants. *Journal of Hospitality & Tourism Research*, 30(2), 143-169.

King, C.A. & Garey, J.G. (1997). Relational quality in service encounters, *International Journal of Hospitality Management*, 16(1), 39-63.

Kivela, J., Inbakaran, R. & Reece, J, (1999). Consumer research in the restaurant environment. Part 1: A conceptual model of dining satisfaction and return patronage. *International journal of contemporary hospitality management,* 11(5), 205-222.

Kotler, P. (1967). *Marketing management: analysis, planning and control*. Englewood Cliffs, N.J.: Prentice-Hall.

Kulkarni, S. (2016). [online] https://www.torqus.com/blog/increasing-competition-in-restaurant-industry/. [Retrieved: 05 May2020].

Kwiatek, P., Morgan, Z. & Thanasi-Boçe, M. (2020). The role of relationship quality and loyalty programs in building customer loyalty, *Journal of Business & Industrial Marketing*, https://doi.org/10.1108/JBIM-02-2019-0093 .

Law, R., To, T. & Goh, C. (2008). How do mainland Chinese travelers choose restaurants in Hong Kong? An exploratory study of individual visit scheme travelers and packaged travelers. *International Journal of Hospitality Management*, 27(3), 346-354.

Ledesma, R.D. & Valero-Mora, P. (2007). Determining the number of factors to retain in EFA: An easy-to-use computer program for carrying out parallel analysis. *Practical assessment, research and evaluation*, 12(2), 1-11.

Lo, A.S., Im, H.H., Chen, Y. & Qu, H. (2017). Building brand relationship quality among hotel loyalty program members, *International Journal of Contemporary Hospitality Management*, 29(1), 458-488.

Marković, S., Raspor, S. & Šegarić, K. (2010). Does restaurant performance meet customers' expectations? An assessment of restaurant service quality using a modified dineserv approach. *Tourism and Hospitality Management*, 16(2),181-195.

Matangira, L. (2019). Eyewitness news. Study: average salary in SA is R6 400 & it's not enough to live on. [Online] https://ewn.co.za/2019/06/25/study-reveals-average-salary-in-sa-is-r6-400-and-it-s-not-enough-to-live-on. [Retrieved: 01 October2020].

Mattila, A.S. & Wirtz, J. (2001). Congruency of scent and music as a driver of in-store evaluations and behavior. *Journal of Retailing*, 77(2), 273-289.

Maumbe, B. (2012). The rise of South Africa's quick service restaurant industry. *Journal of Agribusiness in Developing and Emerging Economies*, 2(2), 147-166.

Mbithi, M.K. (2011). Entrepreneurial skills among business owners in Tshwane metropolitan municipality. Masters dissertation. Tshwane University of Technology, 1-114.

Meng, J. & Elliott, K. M. (2008). Predictors of relationship quality for luxury restaurants. *Journal of Retailing and Consumer Services,* 15 (6), 509-15.

Namkung, Y. & Jang, S. (2007). Does food quality really matter in restaurants? Its impact on customer satisfaction and behavioural intentions. *Journal of hospitality & tourism research*, 31(3), 387-409.

Naudé, P. & Buttle, F. (2000). Assessing relationship quality. *Industrial Marketing Management*, 29(4), 351-361.

Ngcwangu, S., Vibetti, S.P. & Roberson, J.R. (2018). Relationship quality in casual dining restaurants in Tshwane, *African Journal of Hospitality, Tourism and Leisure,* 7(3), 1-13.

Ntloedibe, M. (2013). Retail sector in South Africa receives increasing attention. Gains report: Global Agricultural Information Network, 1-24.

Oliver, R.L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 1, 460-469.

Palmatier, R.W., Dant, R.P., Grewal, D. & Evans, K.R. (2006). Factors influencing the effectiveness of relationship marketing: a meta-analysis, *Journal of Marketing*, 70, 136-153.

Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1988). Servqual. *Journal of retailing*, 64(1), 12-40

Payne-Palacio, J. & Theis, M. (2001). *Introduction to foodservice*. 9th Ed. Place: Prentice Hall.

Peri, C. (2006). The universe of food quality. *Food Quality and Preference*, 17(1), 2-8.

Prayag, G., Hosany, S., Taheri, B. & Ekiz, E.H. (2019). Antecedents and outcomes of relationship quality in casual dining restaurants. *International Journal of Contemporary Hospitality Management*. 31(2), 575-593.

Raab, C., Mayer, K., Shoemaker, S. & Ng, S. (2009). Activity-based pricing: can it be applied in restaurants? *International Journal of Contemporary Hospitality Management*, 21(4), 393-410.

Roberson, J.R. (2014). *Developing a grading system for restaurants in South Africa*. D Tech Thesis. Tshwane University of Technology.

Roberts, K., Varki, S. & Brodie, R. (2003). Measuring the quality of relationships in consumer services: an empirical study. *European Journal of Marketing*, 37(1/2), 169-196.

Ryu, K. & Han, H. (2011). New or repeat customers: how does physical environment influence their restaurant experience? *International journal of Hospitality Management*, 30(3), 599-611.

Sethi, V. & King, W.R. (1994). Development of measures to assess the extent to which an information technology application provides competitive advantage. *Journal of Management Science*, 40(12), 1601-1627.

STATS SA. (2019). [Online]. Available from: http://www.statssa.gov.za/?m=2019 [Retrieved: 01 October2013].

Su, L., Swanson, S. R. & Chen, X. (2016). The effects of perceived service quality on repurchase intentions and subjective well-being of Chinese tourists: The mediating role of relationship quality, *Tourism Management*, 52, 82-95.

Sulek, J.M. & Hensley R.L. (2004). The relative importance of food, atmosphere, and fairness of wait: The case of a full-service restaurant: *Cornell hotel and restaurant administration quarterly*, 45(3), 235–247.

Turner, L.W. & Reisinger, Y. (2001). Shopping satisfaction for domestic tourists. *Journal of retailing and consumer Services*, 8(1), 15-27.

Tzeng, G.H., Teng, M.H., Chen, J.J. & Opricovic, S. (2002). Multi-criteria selection for a restaurant location in Taipei. *International Journal of Hospitality Management*, 21(2), 171-187.

Visagie, J (2015). *A question of inclusivity: How did average incomes change over the first fifteen years of democracy*? ISER Working Paper No. 2015/2. Grahamstown: Institute of Social and Economic Research, Rhodes University

Vieira, A.L., Winklhofer, H. & Ennew, C.T. (2008). Relationship quality: a literature review and research agenda, *Journal of Customer Behaviour*, 7(4), 269-291.

Weiss, R., Feinstein, A.H. & Dalbor, M. (2004). Customer satisfaction of theme restaurant attributes and their influence on return intent. *Journal of Foodservice Business Research*, 70(1), 23-41.