

THE IMPACT OF STRATEGIC MANAGEMENT ON
CUSTOMER SATISFACTION IN THE FOOD
SERVICE QUALITY IN CANTON SARAJEVO



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INTERNATIONAL UNIVERSITY OF SARAJEVO

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THE IMPACT OF STRATEGIC MANAGEMENT ON
CUSTOMER SATISFACTION IN THE FOOD
SERVICE QUALITY IN CANTON SARAJEVO

BY



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A thesis submitted in partial fulfillment of the
requirements for the degree of Master of Business
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APPROVAL PAGE

I certify that I have supervised and read this study, and that in my opinion, it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a thesis for the degree of Master in Business Administration.

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LIST OF ABBREVIATIONS

B&H – Bosnia and Herzegovina

FBA – Faculty of Business and Administration

IUS – International University of Sarajevo

SERVQUAL – Service Quality Model

SPSS – Statistical Package for Social Sciences

ANOVA – Analysis of Variance

LSD – Least Significant Difference

ACSI – American Customer Satisfaction Index

ECSI – European Customer Service Index

CSI – Customer Satisfaction Index

TABLE OF CONTENTS

APPROVAL PAGE	ii
DECLARATION	iv
DECLARATION OF COPYRIGHT	v
ACKNOWLEDGEMENTS	vi
LIST OF ABBREVIATIONS	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xi
LIST OF FIGURES	xiii
ABSTRACT	xiv
1. INTRODUCTION	1
1.1. Problem Statement	2
1.2. Research objectives	3
1.3. Significance of the study	4
1.4. Delimitation of the study	4
1.5. Limitation of the study	4
1.6. Definition of key terms	5
1.7. Research outline	5
2. LITERATURE REVIEW	8
2.1. Food Industry	8
2.2. Food Service and Restaurants	9
2.2.1. History of food service and restaurants	9
2.2.2. Food service and quality	10

2.2.3. Measuring of the service quality	11
2.2.4. The importance factor of food service in the restaurant industry	12
2.3. Food Service and Restaurant Management.....	14
2.3.1. Management	14
2.3.2. Restaurant Management.....	16
2.3.3. Strategic Management.....	20
2.4. Customer Satisfaction	22
2.4.1. Customer satisfaction in food industry	23
2.4.2. The relation of customer satisfaction to service quality.....	24
2.4.3. Effect of service quality on customer satisfaction in food industry.....	27
2.4.4. Measurement of customer satisfaction in restaurants	30
3. METHODOLOGY.....	33
3.1. Hypothesis.....	33
3.2. Instrumentation	34
3.3. Model of research.....	33
3.4. Human right permission.....	34
3.5. Reliability.....	35
3.6. Validity.....	37
3.7. Ethical consideration.....	38
3.8. Data collection	38
3.9. Data analysis	38
4. RESULTS AND DISCUSSION	40
4.1. Descriptive statistics.....	40
4.2 Analysis of dependent variables	47
4.3. Analysis of variance.....	52
5. CONCLUSION AND RECOMMENDATIONS.....	74
REFERENCES.....	80

APPENDIX I.....	92
APPENDIX II	93
APPENDIX III.....	94
APPENDIX IV.....	98



LIST OF TABLES

Table 1. Four functions of management	15
Table 2. Reliability Statistics	35
Table 3. Summary Item Statistics	36
Table 4. Item Statistics	36
Table 5. Age group	41
Table 6. Gender distribution	42
Table 7. Distribution of income	43
Table 8. Dining out frequency	44
Table 9. Spending time in restaurant	45
Table 10. Reason for going restaurant	46
Table 11. Expectations-perceptions from the restaurant and importance of attributes	47
Table 12. Will you come to the restaurant again?	51
Table 13. Variable of age group	52
Table 14. LSD analysis for age groups	52
Table 15. LSD analysis for gender variables	53
Table 16. Variable of income	54
Table 17. LSD analysis for the variable of income	55
Table 18. Dining out frequency	55
Table 19. LSD analysis for variable of dining out frequency	57
Table 20. Spending time in restaurant	61
Table 21. LSD analysis for variable of spending time in restaurant	63
Table 22. Reason for going restaurant	68
Table 23. LSD analysis for variable of reason of going restaurant	69
Table 24. T-test for coming to the restaurant again	71
Table 25. Levene's and t-test for the variable of coming to the restaurant again	72
Table 26. LSD analysis for the variable of coming to the restaurant again	73

LIST OF FIGURES

Figure 1. Age group	41
Figure 2. Gender distribution	42
Figure 3. Distribution of income	43
Figure 4. Dining out frequency	44
Figure 5. Spending time in restaurant	45
Figure 6. Reason for going restaurant	46
Figure 7. Will you come to the restaurant again?	51

ABSTRACT

**THE IMPACT OF STRATEGIC MANAGEMENT ON CUSTOMER
SATISFACTION IN THE FOOD SERVICE QUALITY IN CANTON
SARAJEVO**

Bosnia and Herzegovina has enormous cultural heritages, which effects the life style of the Bosnian people. Cuisine is one of the main indicator for cultural background of each society. It is well know that Bosnia and Herzegovina has excellent and rich cuisine. The natural food, traditional dishes are spectacular. However, it cannot be said that same things about food service quality. This study can help to explore and measure to food service quality, and effect of strategic management factor on the food service industry in Bosnia and Herzegovina, and level their impacts on customer satisfaction. The food service sector has many components which shape and constitute customer satisfaction. They range from customer feedback, food quality, presentation, ambiance, service, cleanliness and many other tangible and intangible elements. In this research the customers satisfaction on food service quality have been investigated. The relevant survey of this study was based on the proposed questions and their answers to level of satisfaction from the services in the restaurants. This research is suggesting whether the food service quality has impact on customer satisfaction, and what degree its significance is presented. Results of this research can be used across the food industry to improve the service quality and customer satisfaction and bring better experience in B&H and especially in Canton Sarajevo. The quality, tastiness and varieties of local foods has chance to be opened to the global market. Bosnia and especially Sarajevo have capacity to be a center of gastronomy tourism. However, it ca not be succeeded without improving the service quality to the international standards. Strategic management rules has to be implemented in restaurant, to improve service quality and for customer satisfaction. Restaurant organization, food quality and standard, service and staff performance, and etc. must be designed based on the strategic management theory and principles. This study was structured in two part as literature review and

survey research. And the data were collected primarily by considering the quality. The period of collecting the data from adapting to the questionnaire and applications of the samples for employing the modified version took eight months. The participants were the customers, who were chosen randomly, in the restaurants and cafes in Sarajevo. 120 survey applied in this research, the diversity of restaurants and cafes were also chosen randomly, by considering the equal diversities, such as luxury restaurants, fast food restaurants, and cafes which serve foods. The data were analyzed by using SPSS statistic software for descriptive statistic, for variance analysis by ANOVA, Tukey and t-test methods and for analyzing of significant differences by Post Hoc LSD and Levene's tests. According to survey results, the customers are seen as satisfied from the quality of foods and their tastiness and also attributes of restaurants. However, they stated that the service quality in the restaurants are needed to be improved. Particularly, while increasing the income and age of participants, their expectations from the service standards and restaurant attributes and conveniences have been increased. The participants who prefer longer time to spend in the restaurant, they also caring more about the ambiance of restaurants and feeling comfortable themselves while staying there. And the most of reason for going to the restaurant is for social occasion. And interestingly, 57% of participants are going "rarely" to restaurants, and 42% of participants have less than 1000 KM per month, the two results can be evaluated together to explain the reasons of each other. The results and outcomes of this study which are related to social, physiological, cultural and economic factors, are needed be studied and analyzed in detail in the future studies.

Keywords: Food industry, food service, service quality, restaurant management, strategic management, customer satisfaction.

1. INTRODUCTION

Food service is one of the essential part of tourism and hospitality sector. The management and organization of the service capability might affect the tourists and beneficiaries' satisfactions. Due to the transportation and communication technologies the world became smaller, and all cultures effect each other more. The cultural differences are respected, but service standards must fulfill the expectations, and it should be given in global standard.

This study is focusing in two topics in the field of food service and restaurant management regarding to customer satisfaction. In this part, it's needed to mention the main principles of management, which were described by Daft (2008), such as planning, organization, leading and controlling of the system and organization, in the field of food service and restaurant management perspective. The strategic management is one of the key element which give advantages how it can be used and leveraged to improve different aspects of the processes, regardless of whether we are in manufacturing, healthcare or any other industry branch. Strategic management is in all businesses today, but ranges in the degree of awareness and practice are still needed to be raised up (David, 2011). In the modern 21st century, surely businesses which ignore it, as appose to embracing it most likely will not flourish, same as the case of service industry in Bosnia and Herzegovina (B&H).

The competence is increasing in all sector in the market, include food service sector. In this condition, all of them struggling on not to lose their existing customers and increase their customer profiles besides the existing ones. Therefore, they have been focused on the importance of service quality and its benefits. The diversity of new products have no difference in between each business, thus, they keep in priority to the service quality which is highly importance in food and beverage sector. Especially in food service businesses, which has intensive relation with people, the service quality has to be above the average standards among their rivals.

The customer expectations from the services have been changing, based on the difference of their preferences and needs. The businesses which realized the importance of the business strategies have developed to provide the customers' satisfactions in all sector include food service sector. To get benefit for long term customer satisfaction, the businesses have been trying to increase their service quality by using new management approaches with obtaining information quickly and correctly and by using technology in verity of fields from designing new menu to accounting, from sales estimates to inventory control. In the strong competition in the market, all business need to serve special products and service to show their difference, low cost production and their qualities, customer relations to provide customer satisfaction (Iglesias and Guillen (2004; Lin & Wu, 2011).

This research shall explore to what measure strategic management is present in the food service industry in Bosnia and Herzegovina, and degree of impact it has on customer satisfaction. The food service sector has many components which shape and constitute customer satisfaction. They range from customer feedback, food quality, presentation, ambiance, service, cleanliness and many other tangible and intangible elements. In this research the customers satisfaction on food service quality have been investigated. The relevant survey participants for this study, were customers of restaurants and other type of places such as cafes and fast-food providers in Sarajevo. The study was based on the proposed questions and their answers to level of satisfaction from the services in the restaurants. This research is suggesting whether the food service quality has impact on customer satisfaction, and what degree its significance is presented. Results of this research can be used across the industry to improve the service quality and customer satisfaction and bring an all-around better experience.

1.1. Problem Statement

It is well known that Bosnia and Herzegovina has excellent and rich cuisine. The natural food, traditional dishes are spectacular. However, as it was observed, it cannot be said that same things about food service quality. This research can explore and measure to food

service quality and strategic management is present in the food service industry in Bosnia and Herzegovina, and degree of impact it has on customer satisfaction.

The food service sector has many components to provide constitute customer satisfaction. Therefore, it's needed to get customer feedback, food quality, presentation, ambiance, service, cleanliness and many other tangible and intangible elements. In this research the customers satisfaction on food service quality have been investigated. The relevant survey participants for this study, were customers of restaurants and other type of places such as cafes and fast-food providers in Sarajevo. This research is suggesting whether the food service quality has impact on customer satisfaction, and what degree its significance is presented. Results of this research can be used across the food industry to improve the service quality and customer satisfaction and bring better experience in Canton Sarajevo and B&H.

1.2. Research objectives

According to the research subject, as well as literature background and research data, the following objectives are set that should be achieved within the paper. The primary objective of the research study is outlines next:

- To collect all the required information and data in order to evaluate the present level of customer satisfaction of restaurants in Canton Sarajevo.
- To examine whether food service has impact on customer satisfaction in restaurants in Sarajevo.

According to the method of attaining the primary objective set above, the author has further developed certain specific or secondary objectives that need to be succeeded:

- To examine the existence of significant difference in the level of customer satisfaction among the demographic groups.
- To entitle recommendations for further improvement of customer satisfaction and level of potential customers in restaurants in Canton Sarajevo.

1.3. Significance of the study

The study was based on the proposed questions and their answers to level of satisfaction from the services in the restaurants. In spite of food quality, diversity and tastiness of foods in Bosnia and Herzegovina, service quality is not in equal level. In this study, the food service quality and customer perceptions have been investigated. The customer satisfactions regarding to their expectations, perceptions and importance of attributes have been analyzed. And the result of the study may illustrate the way of improvement to the food service sector and decision makers in Canton Sarajevo.

1.4. Delimitation of the study

The range of this comparative study is delimited to be carried out in the cafés and restaurants in Sarajevo to obtain the level of customer satisfaction from food service. The main variables designed to observe the factors that they are causing food service satisfaction or dissatisfaction. As variables, “food quality, service quality, restaurant attributes, convenience and what a restaurant has to provide” will be analyzed in three parts as expectation, expectations met perceptions and importance of attributes will be investigated. Furthermore, the satisfaction factors that will be examined throughout this study.

1.5. Limitation of the study

There are certain limitations that can be identified in the study. These are listed as following:

1. The scope of the study was limited to conducting a questionnaire on customer satisfaction, particularly restaurants and cafes in the Sarajevo, to participants who voluntarily accepted to take part in it.
2. Due to demographic differences, variables and sub-variables, the survey appear too complex. Similar questions were asked three times under the title of “expectation, expectations met perceptions and important of attributes”. During the employing the survey, it was difficult to convince the participants to fulfill the survey, owing to the number of the questions.

1.6. Definition of key terms

Key terms that are specific for the study are identified below:

- Food Industry: The term food industries covers a series of industrial activities directed at the processing, conversion, preparation, preservation and packaging of food stuffs (Malagié, 1998).
- Food service: Food service is a part of service industry, which is providing and servicing food directly to the customers (Antony, 2011).
- Service Quality: An assessment of how well a delivered service comfort to the client's expectations.
- Management: Management is the gaining of organizational goals in an effective and efficient path through planning, organizing, leading, and controlling organizational resources (Daft, 2008).
- Restaurant Management: Apart from general management principles, the restaurant management has outline the elements of management as being planning, organizing, communicating, decision-making, motivating, performance management, and control of the restaurant (Walker, 2011).
- Strategic Management: The term can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (David, 2011).
- Satisfaction: A pleasant feeling that you get when you receive something you wanted, or when you have done something you wanted to do (Cambridge Dictionary, 2017).
- Customer Satisfaction: Customer satisfaction can be defined in terms of meeting the expectations of the customers in terms of parameters associated with satisfaction (Malik & Ghaffor, 2012).

1.7. Research outline

The structure of this study will include the following:

- The first chapter presents an introduction, to provide some basic information about the study. In this first part consist of definitions of the problem statement, research questions, hypotheses, purpose of the study, as well as short definition of the key terms.
- The second chapter provides a literature review on food industry, its concept and definition of related sectors. Under the chapter of literature review scientific background of this study is given as fallowing:
 - The first part provides an overview of food service and restaurants. Giving information about the sector and statistical data.
 - Part two is dedicated to the evaluation of food service and restaurant management. In this chapter it will be present the main principle of management and a new era of strategic management method, to solve the food service sector problems and manage in appropriate direction.
 - The third part gives an overview of customer satisfaction from food service, customer expectations and restaurant attributes.
- The third chapter discusses the research methodology used for evaluating research questions previously stated in the study, including design of the research, sources of data collection, sampling design, methods and instrument of collecting data for the study, adaptation of the original questionnaire of Kivela (1999) Customer Satisfaction Model, which was used in the study, method used for analyzing the received data, as well as certain ethical discussions.
- The fourth chapter presents research results, particularly results obtained by analyzing received data with widely used statistics program Statistical Program for Social Sciences (SPSS). The author presents result of descriptive statistics, including personal background of respondents, descriptive statistics for customer satisfaction factors. Furthermore, this part also evaluates results of different statistics techniques such as ANOVA, T-test, Tukey and Post Hoc LSD that were used. Particularly, correlation coefficient method which was used to measure the strength of association between the selected variables; the independent samples t-test which was computed to study the existence of hypothesized difference among the demographic groups of participants and finally, multiple regression

model was used to examine whether food service quality factor significantly explain the variance in total customer satisfaction level.

- The fifth, final chapter provides a conclusion which briefly summarizes the study and its findings, while also giving certain recommendations for further researches as well as for improvement of food service quality and customer satisfaction in restaurants in Sarajevo, Bosnia and Herzegovina.



2. LITERATURE REVIEW

2.1. Food Industry

The term food industry covers a series of industrial activities directed at the processing, conversion, preparation, preservation and packaging of food stuffs. This study provides an overview of the food industry and service standard and customer satisfaction in Canton Sarajevo. In addition, research results deal with some suggestions particularly to food industry in strategic management approach.

Today, the food industry has become highly diversified, with manufacturing ranging from small that are highly labor intensive, to large, capital-intensive and highly mechanized industrial processes. Improvements in food processing and preservation technologies have taken some of the pressure to process food quickly to prevent spoilage.

According to Malagié et al. (1998), the world's food product output has been increasing. World exports of food products increase over 30% in decades since 1980's. Industrialized market economy countries had a 67% share of this export. Much of this increase can be attributed to an increased demand for processed food and drink, especially in developing countries. This increase in output of food and drink products are seen especially in industrialized countries, due to increased productivity and mechanization in food industry.

Demographic pressure, unbalanced distribution of agricultural resources and the need to insure preservation of food products to facilitate their better distribution explain the rapid technical evolution in the food industries. In practice, to satisfy population requirements, there is a need not only for a sufficient quantity of foodstuffs, which presupposes an increase of production, but also strict control of sanitation to obtain the quality essential to maintain the health of the community. In spite of the extreme diversity of the food industries, the preparation processes can be divided into handling and storage of raw materials, extraction, processing, preservation and packaging (Malagié, 1998).

All those changes and their effects on food industry, caused to new problems of food manufacturing on human health. The improvement of plants and livestock for food production and the use of different conservation techniques (Akumo, 2013), and also researches on growing more and better food to meet the demand of our fast growing world population, genetic engineering of crops has become a new platform in addition to plant breeding have been a source health problems. Therefore, the conscious consumers want to be sure about finding healthy food in the market and they also want a healthy and nutritious meal in the restaurants.

2.2. Food Service and Restaurants

The place which is prepared meal in, except for home, include all institutions and companies responsible for any meal, not only restaurants, but also from catering to cruises as well, are concerned as under the food service sector. Most people eat at restaurants and food service operations for enjoyment and entertainment. And the restaurants and foodservice industry which provide a service to the customers are considered in service industry (Antony, 2011).

2.2.1. History of food service and restaurants

Eating out has a long history. Walker (2011) claims that taverns existed as early as 1700 B.C. The record of a public dining place in Ancient Egypt in 512 BC shows a limited menu only one dish was served, consisting of cereal, wild fowl, and onion. The ancient Romans were great eaters out. The evidences can be seen even today in Herculaneum, a Roman town near Naples that in A.D. 70. Along its streets were a number of snack bars vending bread, cheese, wine, nuts, dates, figs, and hot foods. After the fall of Rome, eating out usually took place in an inn or tavern. By the 1200's, there were cooking houses in London, Paris, and elsewhere in Europe, where cooked food could be purchased but with no seating (Walker, 2011).

Montagne (2001) reported that the first *café* was established in then Constantinople in 1550. It was a coffeehouse, hence the word *café*. The coffeehouse, which appeared in Oxford in 1650 and seven years later in London. These coffeehouses are forerunner of the restaurants today. Coffeehouses were also popular in Colonial America. Boston had many of them, as did Virginia and New York. Both the words *café*, meaning a small restaurant and bar, and *cafeteria* come from the single word *café*, French for coffee. In the eighteenth century, with the exception of inns which were primarily for travelers, food away from home could be purchased in places where alcoholic beverages were sold. Such places were equipped to serve simple, inexpensive dishes either cooked on the premises or ordered from a nearby inn or food shop. Tavern-restaurants existed in much of Europe including France and Germany that served delicatessen, sauerkraut, and cheese. In Spain bodegas served tapas. Greek taverns served various foods with olive oil (Walker, 2011). Today, the modern life style brought different reasons for dining out.

2.2.2. Food service and quality

Knutson and Patton (1993) stated that the service quality one of the most strong motivator for choosing a restaurant. Customers, especially seniors want to eat in a welcoming, pleasant service and comfortable atmosphere (Knutson & Patton, 1993). Shank and Nahhas (1994) determined that friendly service and individualized attention were considered more important by older diners than younger adults. The same results for older customers have been observed in this study, which will be given in next sections.

Shank and Nahhas's (1994) study showed that the speed rate of service is an important factor for selecting a restaurant. To provide satisfied service, it is important for restaurant operators to know how the customer perceive restaurant service quality (Fu & Parks, 2001). For example, for older people again, they have more leisure time and view dining as a social event. The service requirements older diners' are different from those of younger consumers. The concept of service quality and its measurement will be discussed in next section.

2.2.3. Measuring of the service quality

The delivery of high-quality service is a difficult task for a service provider because of the intangible nature of service. Therefore, a service firm needs standardized, systematic, and quantitative measurements to assess its performance, which are directly related to strategic management approach. Thus, a specification of service quality should be identified because it helps managers and employees to understand the components of service quality, to set training program standards and policies for employees, and to assist the firms for evaluating and controlling of their performance (Fu & Parks, 2001).

Parasuraman et al. (1988) developed the SERVQUAL instrument for measuring service quality. The instrument measures the gap between consumers' expectations and the actual services received. In this model, which has gone through much testing and adaptation, it is assumed that the smaller this gap, the better the quality of service. The statements represent the five service dimensions that consumers use to evaluate service quality: tangibles, reliability, responsiveness, assurance, and empathy as Fu and Parks (2001) determined. Richard et al. (1994) investigated the effect of service quality dimensions on choice behavior. Twenty-two service quality items based on SERVQUAL's five dimensions were included in this survey questionnaire. They proposed that SERVQUAL ignored the outcome dimension of service quality, which the respondents were satisfied. Thus, Richard et al. (1994) added six items that measured the outcomes. The results suggested that the outcome, empathy, responsiveness, and reliability dimensions are important determinants of choice behavior (Fu & Parks, 2001).

Parasuraman et al. (1988) claimed that customers use these five dimensions to evaluate service quality. However, many similar studies, which were done by Babakus and Boller (1992), Carman (1990), McDougall and Levesque (1994), have shown different sets of service quality dimensions in different business categories. Given the disagreement on the dimensionality of SERVQUAL, Babakus and Boller (1992) suggested that the dimensionality of service quality can be modified depending on the type of service sector under investigation. Kivela (1999) developed a new model by adding importance of

attributes in restaurants, which was adopted and applied in present study. The instrument contains two sections apart from demographic part of the questionnaire in this study. The sections consists of 28 items to measure consumers' expectations, perceptions of the service, and the importance of attributes for customers in this study.

Some other studies have applied the SERVQUAL instrument to different market segments. In an effort to adapt it to the restaurant industry, Stevens et al. (1995) developed the DINESERV instrument. The original DINESERV instrument contained 40 service quality items in the beginning. After reliability tests, the final version of DINESERV contained 29 items, regarding the five dimensions of SERVQUAL.

Bojanic and Rosen (1994) used the SERVQUAL instrument and administered a questionnaire to measure customers' expectations while waiting for service and their perceptions after dining experience. The researchers reported that there was no problem for filling the survey while waiting their service, but after dining they were not willing to fill out the second survey. And they conclude that it was difficult to have customers fill out two different questionnaires before and after the customers' dining experiences. Same as this study, while employing the survey, it was difficult to convince the participants to fulfill the entire research survey which includes 91 questions totally.

2.2.4. The importance factor of food service in the restaurant industry

The consumption of food away from home is relevant in various countries. For example, in the United States, 48.7% of the food expenses were used away from home in 2011 (Medeiros & Salay 2013). The increasing relevance of food consumed away from home brings new challenges. For instance, the impact of consumption away from home in the diet and health is still unclear, the studies have shown that consumers may look for healthy food in restaurants (Lassen, 2007; Meline, 2011).

Kotler (2002) determined the consumer decision making process, which can involve 5 steps: 1) problem recognition; 2) information gathering; 3) evaluation of alternatives; 4)

decision making; and 5) post purchase behavior. In the first step, the consumer identifies a problem or need (for example feeling hungry), then he or she searches for information about the product or service from different sources. Then, the consumer evaluates the alternatives. Next, the consumers may consider each service (or product) as a set of attributes (for example, the attributes, prices and the safety of the foods for choosing a restaurant), each attribute having different level of importance. In the evaluation of alternatives step, the consumers define preferences among the services. In order to monitor the customer behavior, the level of consumer satisfaction and failures are being compared and corrected. The factors, such as cultural, personal, social and physiological ones may interfere in the consumer decision making process (Kotler 2002). It is thought that these factors are so crucial, and the results of present study is shown the importance of these factors. Verma (2010), while analyzing the hospitality industry, it was observed that the clients evaluated the advantages and disadvantages of the different services before making their choices, and their decisions could be associated with different factors that was mentioned above.

In the previous studies, the behavior of food service consumers have been analyzed in different perspectives. For instance, Dunn et al. (2008) analyzed the customers of fast food restaurants, using the Theory of Planned Behavior. Pettijohn et al. (1997) and Namkung and Jang (2008) investigated on consumer satisfaction of frequently food services demanders. Han et al. (2009), in addition to studying consumer satisfaction, focused their research on the intention to go back to that particular food service establishment or restaurant.

In the present study, the participants as the customers in Sarajevo restaurants, might choose a restaurant or food and services depend on the factors such as cultural, personal, social and physiological ones, and as it has been mentioned in the literature, the customer behaviors are determining the food and service quality. This study and following publications can make awareness about the food service quality for customer satisfaction in the local restaurants. A general view on scientific evidence on this subject could contribute to the conception of public and private strategies with regard to food services.

The objective of the present research was to investigate and analyze studies concerning the factors on customer satisfaction, and selecting a restaurant or food service before having meals, and how it carries on the process of selections, as it was determined by Medeiros and Salay (2013).

2.3. Food Service and Restaurant Management

Food industry has annual sales of over \$550 billion dollars. There are more than 945,000 restaurant and food service operators (Anthony, 2011). The industry employs more than 13 million people (9 percent of the workforce). That means it is one of the largest private-sector employers in the United States. The industry expects to continue to grow over the next decade, with 14.8 million employee by 2019, according to the report of Antony, (2011).

To introduce the food service industry which is quite dynamic, and it can be viewed on the size and scope of the restaurants and businesses that comprise it. For understanding the restaurants and food service businesses, it is needed to take a look at its background that affected from, and how it can be managed and improved today. In this part of present study, management, restaurant management, restaurant management and strategic management will be held on, then it will be easier to catch up the food service and restaurant management.

2.3.1. Management

Daft (2008) described the management that it is the gaining of organizational goals in an effective and efficient path through planning, organizing, leading, and controlling organizational resources. Management contains coordinating and overseeing the work activities to complete them efficiently and effectively (Robbins & Coulter 2012).

The definition holds two important ideas: (1) the four functions of planning, organizing, leading, and controlling, and (2) the attainment of organizational goals in an effective and

efficient manner. Managers use a multitude of skills to perform these functions (Daft, 2008). Fayol (1916), first proposed in the early part of the twentieth century that all managers perform five functions. Today, these functions have been condensed to four: planning, organizing, leading, and controlling (see Table 1).

Table 1. Four functions of management

Planning	Organizing	Leading	Controlling
Setting goals, establishing strategies, and developing plans to coordinate activities	Determining what needs to be done, how it will be done, and who is to do it	Motivating, leading, and any other actions involved in dealing with people	Monitoring activities to ensure that they are accomplished as planned

The organizations exist to achieve some particular purpose, the manager or leader must define that purpose and the means for its achievement (Robbins & Coulter 2012). As managers engage in *planning*, they set goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate activities.

Managers are also responsible for arranging and structuring work to accomplish the organization's goals. It is called this function as *organizing*. Managers should organize and determine the tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

In every organization has a manager, their task is to work with and through people to accomplish goals, which is called *leading* function. When managers motivate subordinates, help resolve work group conflicts, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues, they are leading (Robbins and Coulter, 2012).

The final management function is *controlling*. After setting (planning) the goals and plans, the tasks and structural arrangements put in place (organizing), and people hired, trained, and motivated (leading), then all of them has to be evaluated, whether the things are going as planned or not. The managers must monitor and evaluate performance, to ensure that goals are being met and that work is being done. Actual performance must be compared with the established goals. If those goals aren't being achieved, it's the manager's task to get work back on track. The controlling function is a process of monitoring, comparing, and correcting.

Daft (2008) states that the management might have standards, whether small or large, a whole company or simply one department, proper management will result in a business that is structurally fit, functions as intended, and is a desirable place to work or conduct business. Bringing the three qualities into balance requires imagination, innovation, and adaptation, provides achievement to a firm or organization.

2.3.2. Restaurant Management

Apart from general management principles, the restaurant management has outline the elements of management as planning, organizing, communicating, decision-making, motivating, performance management and control.

2.3.2.1. Planning

Planning provides the direction for the organization to go in order to be successful as it was described above. In this part, it is better to focus on strategic planning.

Strategic plans are devised to steer the organization towards its vision and mission. The decision makers of an organization are planning for long term and where they want the organization to be in 5 or 10 years, by doing SWOT assessment as strengths, weaknesses, opportunities, and threats. The SWOT assessment is done by comparing the organization to its competitors and the general business environment. Each restaurateur or restaurant company can decide what the points of comparison are (Walker, 2011). For example

taking the guest cycle beginning with location, reservations (if the restaurant takes them), to curbside appeal, parking, greeting, holding area, menus, food quality, tastiness of food, presentation of food, service, atmosphere of restaurant, noise level, decor, cleanliness of restrooms, etc., which were same as the items in this research questionnaire. Walker (2011) classified the criteria of restaurant strategic management:

- forecasting
- determining of the organization goal
- setting goals and strategies to achieve
- evaluating results

Forecasting is a part of planning that aims to predict what will happen in the future. In a restaurant, it is need to forecast the number of guests to expect and prepare for. It will be helpful to do in “guesstimating” the numbers the easier it will be to make or exceed the goals set. If a restaurant is already in existence it can be examined the past guest counts, sales, and even menu selections in order to plan for the next few days (Walker, 2011).

Determining of the organization goal; the owners and employees need to determine where the organization is, and the level of guest satisfaction and guest loyalty.

Goals and strategies should be established to reach the key result of restaurant operations. The key result can be (Walker, 2011):

- Guest satisfaction
- Guest loyalty
- Sales
- Labor costs
- Food and beverage costs
- Energy costs
- Direct operating expenses and so on

2.3.2.2. Organizing

Whether being a part of restaurants' management team or owner of own restaurant, good organization is a must for success in the restaurant business. The organization of a restaurant depends on the size and complexity of the company, a standalone restaurant or a chain (Walker, 2011).

Each restaurant have their own organization structure. It is depending on their size and capacities. For example, if the restaurant is big with high standard the work specialization improves efficiency.

2.3.2.3. Decision Making

While operating a restaurant plenty of decisions must be made every day. Most of the decisions are made quickly and easily but some others require more thought and information. The more challenging decisions go through the eight-step *decision-making process* (Walker, 2011):

- Identification and definition of problem
- Identification of decision criteria
- Allocation of weights to criteria
- Development of alternatives
- Selection of alternative
- Implementation of alternative
- Evaluation of decision effectiveness

There are two major types of decisions, such as programmed and non-programmed. A *programmed decision* relates to decisions that occur on a regular basis, for example when the stock of something goes below par it is needed to decide what to do. A *non-programmed decision* is one that in service sector it happens frequently and it is handled

differently. Some can be rarely and to use a software program would be helpful for a restaurant's operations (Walker, 2011).

2.3.2.4. Communicating

In the restaurant business there is non-stop *communicating* with guests and associates. A restaurants require quick and accurate communications. From personal greetings by greeters or hosts, to introductions by service staff, communication is important for impression of the restaurant to guests. Communications from the front to the back of the house staff, namely, servers and cooks, are significant for food service and customer satisfaction. *Interpersonal communications* include verbal, nonverbal, body language, and verbal intonation. The best way to communicate is verbal face to face as there is an opportunity for immediate feedback. *Nonverbal* communication is without words. It can cause miscommunications sometimes. The nonverbal communication can be a sound like a bell telling a server that an order is ready for pickup. *Body language* can be helpful, for example it will help to understand an expression on a guest's face, when she or he complains about something. *Active listening* is really hearing and understanding what is being said. Most of people should work on improving our listening skills, to decrease misunderstanding problems by actively listening (Walker, 2011).

2.3.2.5. Motivating

Motivation refers to what makes people needs and desires and fears and aspirations within people that make them behave and act as they do. Motivation is the energizer that makes people take action, it is the way of human behavior (Walker, 2011).

As in all organizations, same as in a restaurant, motivation of staff increases the productivity. The question is "how to motivate the performers" to raise their productivity, and how to keep stable the good performance or increase it to the better, when there is an opportunity.

2.3.2.6. Performance Management

Performance management is an important part of overall restaurant management. Manager are responsible for developing the of performance standards for each position, and for setting up a management system for of associates The manager can describe the jobs, define the daily work for each, train associates to meet the standards, evaluate associates' performance, and give them feedback about "how they are doing". The performance standards, rewarding to the achievement can be used, selecting people for promotion and rewarding is essential for motivation and productivity (Walker, 2011).

2.3.2.7. Control

In the restaurant business, there are plenty of food and beverage in a restaurant, unless management and owners exert tight control, losses will occur. Controlling of portions must be implemented for each plate. It is very important to build a revenue and a daily inventory, especially for high-priced items. Restaurants can use a software, which shows the stock, expenses, actual food cost compared with the ideal food cost. This is known as *food optimization*. Calculating the cost of every item on the menu and with consideration of their ingredients. At the end of the day, the tool of "*product mix*" can be used to understand and calculate how many items were sold and what food have cost for the day (Walker 2011).

2.3.3. Strategic Management

Strategic management is defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (David, 2011). According to the definition, strategic management focuses on integrating management, marketing, finance/accounting, production/operations, research and development, and information systems to achieve organizational success. Strategic management is used most of the time to refer to strategy formulation, implementation, and evaluation, with *strategic planning* referring only to strategy formulation. The main

objective of strategic management is to create new and/or different opportunities for tomorrow; as long-range planning (David, 2011).

The first seen of *strategic planning* was in the 1950s and it was very popular between the mid-1960s and the mid-1970s. The strategic planning was widely believed to be the answer for all problems. A strategic plan helps to managerial choices in good alternatives, and to deal with specific markets, policies, procedures, and operations (David, 2011).

2.3.3.1. Strategic management in food service industry

The most of research to date in strategy in the hospitality industry has been of two types. In the beginning, the most part has been conceptual as has some more contemporary work (Olsen & Roper 1998). This can best be described as strategy related models, developed in other sectors, being applied to the hospitality industry without the actual conduct of empirical investigation. Later, the research activities have attempted to apply more empirical approaches for theory building. Utilizing the underpinnings of the work of researchers tested various hypotheses designed to investigate the relationships among strategy, environmental scanning and firm structure (Olsen & Roper 1998).

Elwood-Williams and Tse (1995) demonstrated the relationship between strategy and entrepreneurship in the restaurant sector. Olsen et al. (1994) looked at the environmental scanning practices of chief executive officers of multinational hotel chains. According to all of these studies, strategy is recognized as a contingent process and the challenges of trying to define the term of strategy with large sample sizes. Some case studies (Monga, 1996; Dev & Klein, 1993) have addressed such issues as: international development and modes of entry into new foreign markets, strategy implementation (Schmelzer, 1992; Schmelzer & Olsen, 1994), and strategic alliances. These investigations have given a chance to analyze several national and multinational hospitality firms for showing the effects of building up a strategy for an organization.

2.4. Customer Satisfaction

Customer satisfaction can be defined in terms of meeting the expectations of the customers, and the parameters associated with satisfaction (Malik & Ghaffor, 2012). The qualities of brand characteristics can be offered by company to determine the level of customer satisfaction (Khan & Afsheen, 2012). Nobody knows what the others think, same what a customer think. Sabir et al. (2014) states that the customer mind can be a complex set of thoughts and ideas and cannot be fully predictable by the nature of human being.

Bateson and Hoffman (2000) determined that the customer satisfaction is the result of the correlation between a customer's assumption and a customer's feelings. Customer satisfaction is identified as the distinction between assumed quality of service and the customer's feelings or involvement after having perceived the service. Customer satisfaction depends on some dimensions such as assurance, responsiveness, reliability, empathy and tangibles, and other components such as personal, price and situational factors (Bateson & Hoffman 2000).

Thorsten and Alexander (1997) claimed that the customer satisfaction with the product and services of company as the strategic factor for competitive advantage. In the field of marketing, customer satisfaction is the way holding a customer for long term (Lin & Wu, 2011), because unsatisfied customers can be loosed easily.

Zairi (2000) described the satisfaction as feeling of accomplishment of inner desires. Mittal and Lassar (1998) claimed that the customer satisfaction has direct effect on customer loyalty. If product or service fulfils their needs and demands of they will be satisfied and they are converted to be loyal customers. Company profitability is not only accounted in its balance sheet but it is also measured on basis of its customer base strategy and life time customers to deliver. Oliver (1993) suggested that customer satisfaction is the core philosophy of marketing strategy of any organization, and plays a crucial role in an organization success.

According to Zeithaml and Bitner (2003), satisfaction can be regarded as a main principle, and supporting a good quality is a component of satisfaction. Customer satisfaction is usually defined through Oliver's (1997) conditions that products or services feature, or the products or services comes with a pleasurable level of intake linked fulfilment. In other words, it does not take total level of well-being that has a service or product knowledge.

Oliver (1981) stated that full satisfaction is usually ordinarily deemed as a general affective resulting from the application of some sort of products or services. There is positive relationship between fulfilment and devotion.

2.4.1. Customer satisfaction in food industry

The feeling of pleasure and expectation fulfillment is known as satisfaction (Zairi, 2000). Oliver (1981) described that nowadays competition is taught and customer is aware of all the products and companies, owing to the education, knowledge and learning environment and this is the reason of increasing demands that every business is concern to fulfill properly customers need and wants.

The researchers have investigated the factors on customer satisfaction in restaurants, and they have variety of findings and claims. For example, Lim (2010) reported that the customer's ultimate satisfaction may have significant effect of atmosphere. Physical surroundings are helpful to create image in the mind of customer and to influence their behavior. Physical atmosphere of the restaurants have the significant impacts on the customers satisfaction. Lightning, furnishing, sent, music and different other atmospheric factors among them influence on customer satisfaction. Lim (2010) have also claimed that for the customer it is not necessary that a better quality can be a better taste, if customer like the taste of food he/she will be willing to pay for it, which means the tastes not related to quality of food. Based on some other studies, about customer satisfaction and food taste, there is a significant correlation found between them. Therefore, restaurants focus is on taste of the food and services that has influence on customer's satisfaction. However, the

taste of food not only a unique element for customer satisfaction, the atmosphere, service quality and the other factors are also the key parameters for customer satisfactions. The effects of those factors on customer satisfaction were investigated in this study.

Huang (2011) promotions are attracting and getting attention of customer, and according to Kurniawan (2010), promotion by product or service helps to build relationship with customers. In a restaurant, the promotion can be a desert, cookie or some other refreshments with a free of charge, which can absolutely attract to the customers, increase the level of their satisfaction.

It is a scale with multiple items good validity and reliability, many researchers use this instrument to understand and find the service expectation and consumers perception for improving the service quality (Zeithaml, 1985). The more service quality which is closer to customer expectation, means more satisfaction (Ozcelik, 2007). The service quality is one of the main factor of customer satisfaction in food service industry.

2.4.2. The relation of customer satisfaction to service quality

Customer satisfaction and perceived quality resulting after a service encounter have drawn a lot of attention from researchers and practitioners interested in services marketing. Multi-item scales developed by Churchill, (1979), according with the established paradigms have been considered as the most common measurement instruments. These instruments have allowed to identify and measure the elements in detail which compose the customer's satisfaction judgment, and the assumption of these approaches that these elements are a source of satisfaction.

Multi-item questionnaires may fail sometimes to capture the set of reasons that are related to the positive evaluation of a service characteristic, which might be thought of higher level attributes or because of their specific linkage to a lower level attribute or a higher level value (Orsingher & Marzocchi, 2003).

To explore the existence of a hierarchical structure in consumer satisfaction judgment, examines by using the laddering procedure (Gutman, 1982; Reynolds & Gutman, 1988) to understand the attributes that contributing to a satisfactory experience as well as the consequences and value, while analyzing their degree of abstraction, centrality and prestige. In addition, the customer's hierarchical values are showing the mental representation of the relations that link together satisfaction attributes, consequences and values (Orsingher & Marzocchi, 2003). And through analysis it can be seen the impact of these elements and their linkages on overall satisfaction judgment.

Subjective evaluation is a concepts that measure the perceived quality and satisfaction. Satisfaction and perceived quality have wide attention in the services marketing literature. The studies on this concept have deal with these issues in many different ways. For example, researchers have tried to provide a conceptual definition of satisfaction and to distinguish it, from the concept of perceived quality and attitude (Orsingher & Marzocchi, 2003). And another example, satisfaction is defined by Johnston and Lyth (1991) as the degree of agreement between customer expectations on service quality and customer perceived level of service quality. And Eiglier and Langeard (1987) affirm that a high quality service is the one that satisfies the client in a given situation.

Oliver (1997) provided some clarification on satisfaction that he refers to a specific transaction, while quality represents a more stable state of mind independent from a given service situation. Parasuraman et al. (1985) state that "incidents of satisfaction over time result in perceptions of service quality" which implies that satisfaction resulting from a service experience influences the level of perceived quality. Oliva et al. (1992) have demonstrated a causal path, however, Cronin and Taylor (1992), and Dabholkar (1993) have questioned these results affirming that it is possible to express a quality judgment after a single transaction and for feeling satisfaction toward an organization or a restaurant after several service experiences.

Another way of providing satisfaction from perceived quality is the cognitive and affective nature of the two constructs. According to other researchers (Dabholkar, 1995; Iacobucci,

1994), evaluation of quality is mostly cognitive which are mostly based on the attributes and their utilities, and it is a representation of knowledge in consumer memory. Satisfaction, contains more affective elements than quality, although holding a number of cognitive elements (Oliver, 1997). In other words, emotions linked to surprise. The arguments on the issue of conceptual distinction between satisfaction and perceived quality is still ongoing. By now, as it has been recognized in the literature that satisfaction and quality are both subjective evaluations of a service experience, regarding to the comparison between perceived performance and recognized standards.

In addition, satisfaction is a result from a specific transaction is mostly experiential, which is mostly related to emotional feelings, while perceived quality, and it is mainly the result of a cognitive process (Orsingher & Marzocchi, 2003). In the literature, there is insufficient attention to the relation of cognitive elements on quality and satisfaction of customers.

Researchers have been dealing with for creating a model to measure and analyze the quality and customer satisfaction. There are several measurement methods, methodologies, approaches, techniques have been developed to identify the elements that contribute to customer perception of quality and satisfaction. However, measurement of customer satisfaction surveys are still considered the mains method today (Crosby, 1993), and therefore have called for reliable and valid quantitative measures of concepts. In addition, some other researchers (Oliver, 1980; Parasuraman, 1988; Cronin & Taylor, 1992; Crosby, 1993), are agree on the conceptual definitions of perceived quality and customer satisfaction. They have developed scales about the judgment of perceived quality deriving from the cumulative experience or multi-item scales aimed at capturing the affective, cognitive, and behavioral components of customer satisfaction.

One other technique is laddering, according to the technique, each participant generates his or her own idiosyncratic basis for making an evaluation. The laddering approach reduces stereotyped answers based on common knowledge and tends to elicit unanticipated, surprising outcomes. (Bagozzi & Dabholkar, 2000; Oliver, 1997). But,

there may be an additional advantage in approaching satisfaction as hierarchical in nature. By studying and learning how to build satisfaction in consumer minds, and to understand the interconnected relationships which is underlying a positive service experience might be known for providing satisfaction.

2.4.3. Effect of service quality on customer satisfaction in food industry

Service is the competitive and difficult task. The customers expect the providers of service to reproduce and further develop products and services at the same cost as previously experienced. Companies need to monitor customer satisfaction levels firstly before jumping ahead with new ideas, although companies can increase efficiency and productivity.

Iglesias and Guillen (2004) state that obtaining customer satisfaction means customers repeat the experienced service and that they become an effective and efficient communication resource, at no cost to the firm. As it was stated before, the level of customer satisfaction are based on perceived quality and total perceived price.

The owner or manager must decide on location and then on décor, seating arrangements, and other required equipment's to deliver the service (Pratten, 2003). Then the menus and raw materials must be ready for cooking and taken to the satisfaction of the clientele. The success of a restaurant depends on ensuring that all of these factors. Iglesias and Guillen (2004) referred that in the competitive environment the restaurants need to achieve high customer satisfaction in order to survive for the long term.

For example, customer waiting time has often been regarded as one of the most important elements of service quality (Fitzsimmons & Fitzsimmons, 2000). Another example about customer satisfaction that is influenced more by the responsiveness of the frontline employees, the price and food quality and etc. (Conway & Andaleeb, 2006).

And customer profiles are also changing continuously. Shew (2003) suggests that consumers today are more constrained by time than ever before, where in an intensely competitive world the pressure, expectation and need to provide more in less time. Dale et al. (2007) suggested to characterize the services, as being different from products, number of dimensions, and even based on sectors, for providing the quality of service to their customers.

The importance of customer satisfaction is related to occupancy rates, return rates according to the experts and researchers in the hospitality industry. Customer satisfaction is important equally, for marketers, for researchers or experts who are responsible for measuring dining satisfaction, and for managers and employers who are operating restaurants competitively in the existing and future marketplace (Almanza, 1994; Dube, 1994; Lowenstein, 1995; Lee & Hing, 1995; Oh & Jeong, 1996; Yau & Lee, 1996; Pettijohn, 1997; Qu, 1997).

A number of researchers have applied customer satisfaction theories, developed by consumer behaviorists, on food service in last decades (Kivela, 1999). These studies have shown that customer satisfaction leads to positive behavioral intentions, and to come back for service or repurchasing. Despite these studies in customer satisfaction and service quality, there are similar investigations in the restaurant industry. The studies concerning only on customer satisfaction in restaurants overall (Bojanic & Rosen, 1994; Stevens, 1995; Oh & Jeong, 1996; Lee & Hing, 1995; Pettijohn, 1997; Qu, 1997), they have limited research on dining satisfaction.

Dube et al. (1994), Lee and Hing (1995) and Qu (1997) have investigated customer dining satisfaction in more traditional restaurants, Oh and Jeong (1996) supported them by complaining the lack of studies into dining satisfaction. Oh and Jeong (1996) also suggested that relevant literature could be developed with additional conceptual or empirical evidences to explain the factors between customers' perceptions of restaurant attributes, and customers' dining expectations. As a consequence there was a profound lack of understanding about dining satisfaction and post-dining behavioral intentions in

the consumer literature reviewed. According to the literature that was referred, the factors related to customer satisfaction and return patronage are fundamental when formulating an organization's business and marketing strategies.

Lowenstein (1995) suggested that commonly-used indicators of customer satisfaction include repeat purchase behavior, brand loyalty and word of mouth recommendations. Arising from this research, several theories relating to customer satisfaction have emerged and were introduced to the literature. Most of these were anchored in cognitive psychology because of the narrow definition of customer satisfaction in earlier studies, and some have received moderate attention in the literature.

Lewin's (1938) expectancy disconfirmation theory has received the widest acceptance, perhaps because of its broadly applicable conceptualization. Expectancy- disconfirmation theory asserts that individuals make purchase decisions based on their expectations of the outcomes of a specific action (Webster, 1991). Olshavsky and Miller (1972) and Oliver (1977) have tested assimilation theory by examining how performance perceptions were assimilated towards prior expectations in product purchase situations. Also, the expectancy disconfirmation model has served as the basic research framework in studies of the effects of contrast. Anderson (1973) interpreted people's tendency to exaggerate the disparity between expectations and perceptions as a typical example of contrasting effects.

The satisfaction or dissatisfaction by attributing their good or bad dining experience to either themselves or the other parties involved in the dining process, i.e. and the effects of attribution theory (Kivela, 1999). Comparison-level theory also has importance when applied to the situation in which diners are involved in comparing various menu items in the decision-making processes.

Most of the previous customer satisfaction studies cited in the hospitality literature have focused on identifying the sources of customer satisfaction, such as attributes, and on discovering effective ways to determine customers' wants and needs. However, substantial

disagreement appears in the level of specificity of the attributes investigated (Kivela, 1999).

Dube et al. (1994) have identified seven dining satisfaction attributes using conjoint analysis, and Qu (1997) has developed a 14-item instrument by which to measure the determinant factors and customers' choice intentions for Chinese restaurants in the USA. Whilst these studies have divergent levels of attribute specification, it appears that most researchers agree with the concept of measuring customer satisfaction based on multi-attribute scales of hospitality services.

2.4.4. Measurement of customer satisfaction in restaurants

Due to the important relation between customer service quality, customer satisfaction and long-term business success, considerable effort has been made to develop measures of them and their relationships (Gilbert, 2004). The created particular notes can be found in the American Customer Satisfaction Index (ACSI) and the European Customer Service Index (ECSI). These two customer satisfaction indices (CSIs) function as intangible economic indicators used to monitor the financial viability of companies, industries, and international trade unions (Anderson & Fornell, 2000; Fornell, 2001). Today, the ACSI conducts annual analyses of customer service quality in 35 separate industries, 190 companies, and government agencies. It has been reported to meet rigorous standards of precision, validity, reliability and predictive power with regard to financial returns (Anderson & Fornell, 2000). As the CSIs become more uniformly established across international economies, a global network of CSIs will likely be created from which organizations and industries can be compared across borders.

The predictive models of the ACSI and ECSI comprise prior customer expectations, perceived quality based on the customers' post service assessments, and the customers' perceived value (product versus price) which lead to the creation of a customer satisfaction index (CSI). The post service assessments are on three criteria: overall quality, reliability,

and meeting the customers' needs. The national CSIs measure the quality of goods and services as experienced consumer (Anderson & Sullivan, 1993).

The measurement of customer satisfaction varies, depending on the assumptions. There are several theories, in general, it is agreed that customer satisfaction measurement is a post-consumption assessment by the user about the product or service gained (Churchill & Surprenant, 1982; Yuksel & Rimmington, 1998). Also, there is a general agreement that the closer the assessment is to the actual service encounter, the more accurate the assessment of the service quality itself and attributes of experienced closer to the final evaluation (Mittal, 1999). This theory is used in the ACSI and ECSI models. It is associated with the identification of customer expectations versus what they actually experienced. This is also known as the confirmation and disconfirmation of expectations approach (Yuksel & Rimmington, 1998), focuses on the comparison of the product or service performance with the customer's prior expectations. The customers' expectations can be gathered after the service encounter by asking the customer to recall them, or it can be identified by asking the customer prior to the service encounter (Gilbert, 2004). The service experience, itself, may lower or raise the customers' reported expectation (Danaher & Mattson, 1994; Weber, 1997). As the customer progresses from the lighted parking lot, to the entrance, to the waiting line, to the order taker, to the time between the order and the food served, the accuracy of the food served versus the food order, to the self-service counter, then to the seating, the look, feel and taste of the meal itself, and the ambience within the establishment, the customer's expectations may change. Yuksel and Rimmington (1998) concluded that the use of perceived performance is a better method, as it is more straightforward and convenient, and is better suited for the human cognitive process.

The service quality is also measured by simply asking to the customers about their level of satisfaction from the service and product features. The customers' expectations can be found as biased, and the customers tend to rate or espouse exceedingly high expectations when asked about the quality of service and food that they expect. Crompton and Love (1995) suggested that the inclusion of expectations in an assessment instrument in the

restaurant industry is likely to cause more problems than it is worth, and should be dropped because they will not yield more useful information than what is gained. However in this study, it was observed that the participant fulfilled the survey objectively and with knowledge.

Technical and functional classification:

Some researchers (Gwin & Lindgren, 1986; Lehtinen & Lehtinen, 1982; Nicholls, 1993; Oberoi & Hales, 1990) have identified customer satisfaction to be based on two service components: the technical quality of the product, and service. Technical quality is based on such product characteristics as reliability, durability, security, and physical features. The service characteristics are associated with the relationships between server and customer, such as the courtesy, helpfulness, speed of delivery, and pleasantness of the service (Berry, 1987).

Service quality on service satisfaction:

This focuses on the two service factors that are interrelated; the transition-specific assessment and overall assessment (Bou-llusar, 2000; Cronin & Taylor, 1992; Rust & Oliver, 1994). It is associated with the identification of perceived quality at the time of the service episode or immediately after it, and overall satisfaction with product and service features. Perceived quality is based on specific features of the organization can be under the control of the management by using the strategic management tools.

Importance of attributes:

This method focuses on the importance of attributes that found to be associated with service or product satisfaction. The rates can be identified indirectly through empirical methods (Barsky & Labagh, 1992; Carman, 1990; Yuksel & Rimmington, 1998).

It was utilized the all approaches in this study under the dependent variables, and the results were evaluated and statistically analyzed with regarding to the approaches.

3. METHODOLOGY

3.1. Hypothesis

The main objective in this study is to measure the customer satisfaction from food service in Sarajevo. The reviewed literature was considered, especially Kivela's (1999) dining satisfaction model was set in this research, and it was formulated the hypotheses accordingly.

H1: Restaurants in Sarajevo are having low satisfactory level in food service,

H2: There are significant differences between food and service quality in restaurants,

H3: Food service quality is dependent on background of staff management model of the restaurant

H4: Development of food services is associated with the success of strategic management of the restaurants.

Finally, the author wanted to examine how customer satisfaction differs among the demographic groups in the survey participants who are customer of restaurants in Sarajevo, and thus the fifth hypothesis was developed.

H5: There is a significant difference of satisfaction level from food service and restaurant attributes, among the participants related to their demographic variables.

In the questionnaire demographic questions are dependent variables, first and second section of survey are consist of independent variables and the last question as control variable is to measure over all responds.

3.2. Instrumentation

A questionnaire related to food service quality was specially designed to collect the data related to different aspects of strategic management functioning within a restaurant. The

SERVQUAL instrument for measuring service quality, which was developed by Parasuraman et al. (1988), and its modified version and linear model which was employed by Kivela (1990), adopted for this study. The structure of questionnaire was consist of 91 questions totally, first six questions are about demographic questions as independent variables, then the instrument were applied which consist of 28 items as dependent variables were repeated for each to sections such as consumers' expectations, their perceptions, and importance of the attributes for customers. The sub-variables were about the "food, service, restaurant appearance, convenience and what should a restaurant offer". The questions in this part was designed based on Likert Scale from 5 (very high) to 1 (very low). And in the end of questionnaire it was asked to customers that "will you come to the restaurant again?" to evaluate over all perceptions and to control the questionnaire (details on the format and the design of the questionnaire and related scales are shown in the Appendix III in English and Appendix IV in Bosnian).

3.3. Model of research

The adopted instrument and the research model was tested with twenty survey as "sample questionnaire" in the restaurants in Sarajevo (see the model in the Appendix I). The participants was not willing to respond to two demographic questions, about their occupation and education background. Then, the questionnaire was modified by reducing these two questions and employed in Sarajevo. The research was conducted on a convenient questionnaire, and the 120 participants who were the customer of restaurants in Sarajevo, were selected randomly (see the linear model in the Appendix II). The survey was voluntary based and the volunteers motivated by pollster to fill in the questionnaire in actual time, in different restaurants and cafes. The restaurants were also selected randomly with consideration of the level of their diversities.

3.4 Human right permission

A cover letter was attached with the questionnaire in order to explain the objective of the study and encourage participant to fulfill the survey in the study. The completion of the questionnaire was entirely voluntary and responses were anonymous. By accepting the mentioned terms, respondents would proceed with filling in the survey, giving permission

to the researcher to use the data provided. The researcher maintained scientific objectivity throughout the study. Every person involved in the study was entitled to the right of privacy and dignity of treatment, and no personal harm was caused to the research subjects (Vignaswaran, 2008). Data obtained were held in confidentiality, and the findings will be represented fairly and honestly, without intentional distortion.

3.5. Reliability

The reliability test is used for measuring the error free rate of the research instrument. It indicates the strength and uniformity with which the instrument measures the variables. In addition, inter-item reliability should be measured as well in order to test the consistency of respondents' answers to all items in a research instrument. The test is for measuring reliability of multipoint scaled items is the Cronbach's coefficient alpha test. The reliability statistics of this study are seen in the Table 2.

Table 2. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
$\alpha = 0,964$	,964	28

The reliability coefficient 0.7 and above can be considered. George and Mallery (2003) provide the following rules of thumb: > 0.9 – Excellent, > 0.8 – Good, > 0.7 – Acceptable, > 0.6 – Questionable, > 0.5 – Poor, and < 0.5 – Unacceptable. As it is seen in the Table 2, alpha (α) value is over 0.9 that means the Reliability of this research is “Excellent”. The summary of item statistics are seen in the Table 3.

Table 3. Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3,491	3,233	3,733	,500	1,155	,013	28
Item Variances	,969	,696	1,305	,609	1,876	,019	28

The SERVQUAL instrument for measuring service quality, which was developed by Parasuraman et al. (1988), the linear model which was employed by Kivela (1990), adopted for this study. The survey of this study consists of 28 items to measure consumers' expectations, perceptions and importance of the attributes for customers. The statistics of all items are seen in the Table 4.

Table 4. Item Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Presentation of food	94,4917	356,521	,715	,962
Menu item variety	94,4000	359,855	,639	,963
Nutrition food	94,2000	356,363	,673	,963
Tastiness of food	94,0167	356,739	,676	,963
Food quality	94,1500	351,456	,752	,962
Freshness of food	94,1000	355,855	,719	,962
Temperature of food	94,1000	348,948	,785	,962
Polite, friendly, helpful staff	94,2667	353,306	,795	,962
Attentive staff	94,2583	354,983	,755	,962
Staff greeting customers	94,2750	354,604	,765	,962
Efficient service	94,2000	354,313	,754	,962
Staff are willing to serve	94,3250	352,927	,779	,962
Staff have food/beverage knowledge	94,3167	355,260	,728	,962
Sympathetic handling of complaints	94,3417	355,000	,694	,962
Level of comfort in the restaurant	94,2917	359,368	,686	,962
Level of noise in the restaurant	94,3000	361,758	,622	,963
View from the restaurant	94,3667	359,142	,614	,963
Cleanliness of the restaurant	94,1083	355,240	,749	,962
Dining privacy	94,3750	361,278	,602	,963
Restaurant's temperature	94,2250	352,344	,761	,962
Restaurant appearance	94,2250	355,436	,697	,962
Staff appearance	94,2417	356,235	,706	,962
Handling of telephone reservations	94,2417	363,513	,568	,963
Parking convenience	94,2083	362,368	,544	,964

<u>Restaurants</u>				
Offers new dining experience	94,5167	368,117	,409	,964
Offers food of a consistent standard	94,3500	363,641	,611	,963
Feels comfortable to eat there	94,1417	360,963	,690	,962
Offers service of consistent standard	94,2167	359,583	,672	,963

As it is seen in the Table 4, the Corrected Item-Total Correlation was distributed from 0,409 to 0,795 and the Cronbach's Alpha (if item deleted) was distributed from 0.962 to 0.962.

3.6. Validity

Validity test is used to determine the extent to which data reflects accurately what it is meant to reflect. The goal of each research is not to eliminate potential threats, but rather to reduce them to the minimum level, and therefore, it is almost impossible to have 100% of confirmed validity.

According to Creswell (2008), there are three forms of validity:

- content validity,
- construct validity,
- concurrent validity.

Out of the three forms of validity, the first two forms are the most sophisticated and recommended for social studies. Content validity investigates whether items measure what they should measure (Music, 2007). The validity test of this study were examined by 20 sample surveys. The participants confirmed the entire questionnaire, except for two demographic questions. They refused to answer the two questions about their “occupation” and “education”. Thus, these two question were removed from the questionnaire with suggestion of mentor of this research, then the adapted instrument and its developed version in Kivela’s (1999) model, was applied in this study.

3.7. Ethical consideration

The research followed ethical guidelines. Participation in the study was voluntary and identity of participants was confidential. No participant was forced to fill in the survey. The responses received are kept confidential and in many aspects, anonymous since respondents were not asked to write their name or any other identity proof. Fairness, honesty, openness of intent and disclosure of information were basis of the research.

3.8. Data collection

Data collection is an essential component of conducting a research. Even though it might sound simple, it is difficult and time consuming task, and it is rather hard to say what the best method for completing that task is (Music, 2017). It does not only include distributing the questionnaire to participants, but also process of preparing and collecting the data for the further usage.

This study includes primary data sources, which was collected to specifically address the problem stated at the beginning of the research. The data was collected through a survey in this study, by using advantages of the primary data research which is more insight on qualitative and quantitative issues, by controlling the research design and the information. On the other hand, there were disadvantages of various costs of data. Primary data collection was expensive and time consuming, and it was difficult prepare strong research plan in order to meet the deadlines.

3.9. Data analysis

The descriptive statistics and inferential statistical analysis were performed on the collected data. Frequencies and percentages were calculated for categorical and dependent variables while mean values, range and standard deviations were calculated for scale values. In the data analyses different parametric statistical methods were employed and parameters evaluated by using SPSS statistic software. For variance analysis by ANOVA (Analysis of Variance), Tukey and t-test methods and for analyzing of significant

differences by Post Hoc LSD (Least Significant Difference) and Levene's tests were applied in this study.



4. RESULTS AND DISCUSSION

The following part of this study, gives a report of findings from the research and describes the background of participants who were part of the research. The data received from the questionnaire was analyzed using Microsoft Excel 2017 and Statistical Package for Social Sciences (SPSS), Version 25. The first step in the process of analyzing collected data was descriptive statistics according to the stated research questions, which included calculation of percentages, means and standard deviation of the population. Furthermore, the inferential statistics methods that were used comprised of: Method of Correlation Coefficient that measured the strength of association between the selected variables; the independent samples t – test, Tukey and ANOVA were computed to examine the existence of hypothesized difference among the demographic groups of customer satisfaction on food service quality and explain their variance in general. Then Post Hos LSD and Levene's test were applied to see the least significant difference among each groups.

The purpose of the study was to examine the extent to customer satisfaction from food service in the restaurant in Sarajevo. The objectives on which study was focused are presented below.

4.1. Descriptive statistics

The descriptive statistics refers to a process that transforms raw data into understandable information that is much easier to interpret. This section of the study provides a description of the population's characteristics. Through this type of statistics, this study presents means, variances and standard deviations of the used variables. Mean, Variance and Standard deviation are calculated in order to get an idea of demographical factors of the sample.

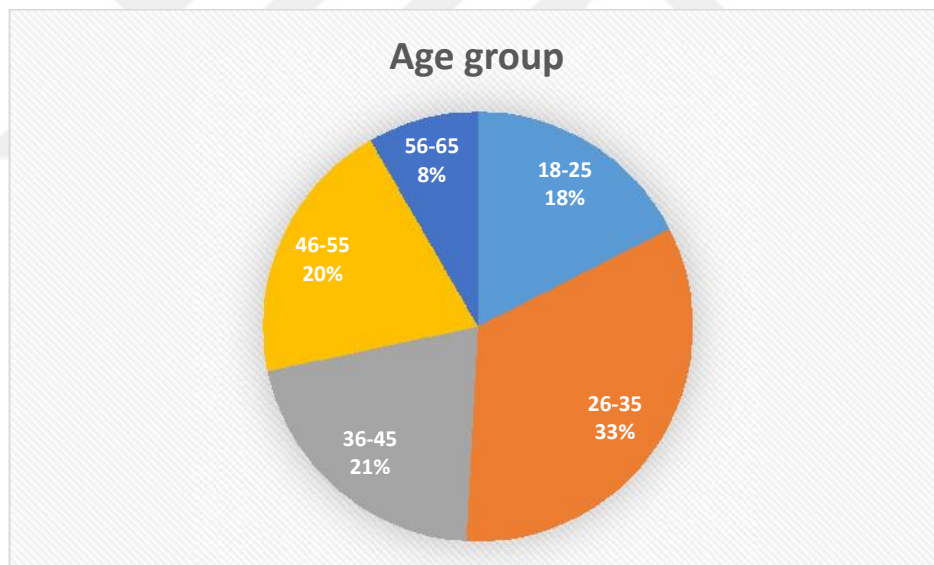
The survey data about demographic variables have been analyzed in this part. The demographic part of the survey is consist of age group, gender, income, dining out frequency, spending time in restaurant and reason for going restaurant. And in the end, it

was asked to subjects that they will come again the restaurant or not. The results are seen in the Table 5-10 and Table 12.

Table 5. Age group (author's compilation)

Age	Number	%
18-25	21	18
26-35	40	33
36-45	25	21
46-55	24	20
56-65	10	8
Total	120	100

Figure 1. Age group

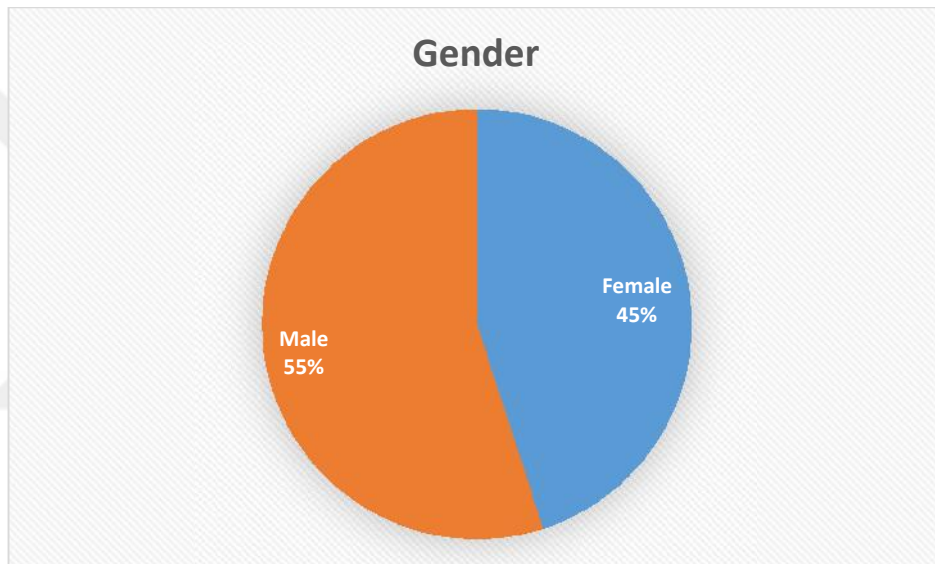


As it is seen above, the biggest part of the participants who filled to the survey in the ages between 26 and 55 with 74%. Most of the customer in restaurants and cafes are in mid ages as it was observed. The results confirmed the objective observations.

Table 6. Gender distribution (author's compilation)

Gender	Number	%
Female	54	45
Male	66	55
Total	120	100

Figure 2. Gender distribution

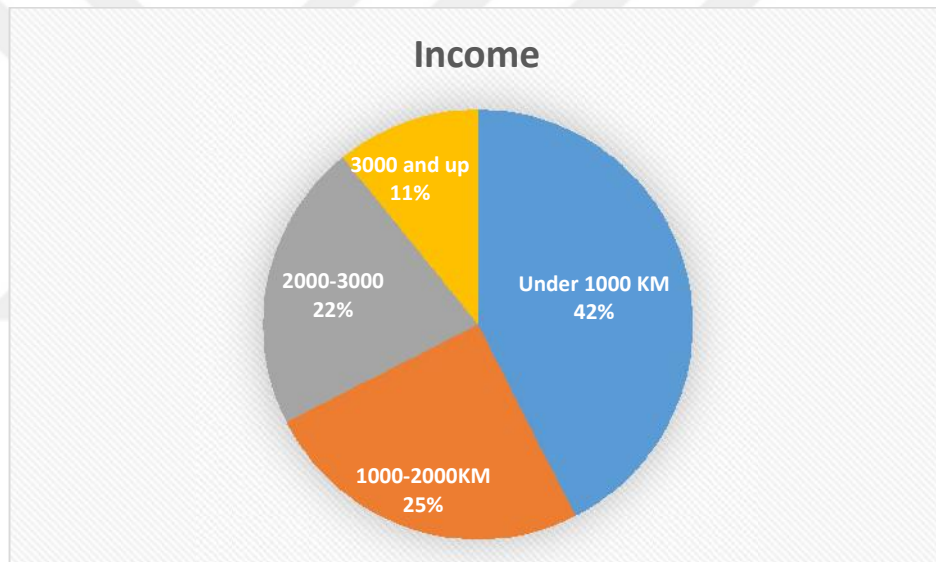


As it is seen in the Table 6 and Figure 2, among the people who accepted to fill the survey, 55 % of them was male, and it can be said that males are spending time out of home or work and preferring dining in the restaurants more than females.

Table 7. Distribution of income (author's compilation)

Income	Number	%
Under 1000 KM	51	42
1000-2000KM	30	25
2000-3000	26	22
3000 and up	13	11
Total	120	100

Figure 3. Distribution of income

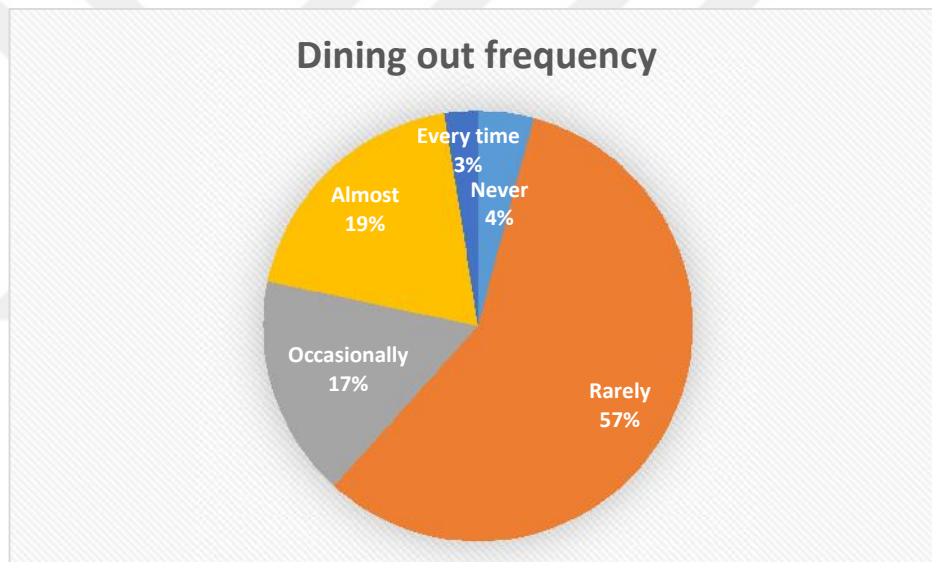


The customer who accepted to fill the survey, the biggest rate is under 1000 KM (convertible mark) income potential with 42 % and the second biggest rate of income is between 1000 KM and 2000 KM with 25 %. This results shows that the people who has lower income, they mostly spend time in restaurant and cafes. In the other word, it can be said that the people who has higher income or better job, they don't have time to go out or restaurant to spend long time, not similar as the others.

Table 8. Dining out frequency (author's compilation)

Frequency	Number	%
Never	5	4
Rarely	69	57
Occasionally	20	17
Almost	23	19
Every time	3	3
Total	120	100

Figure 4. Dining out frequency

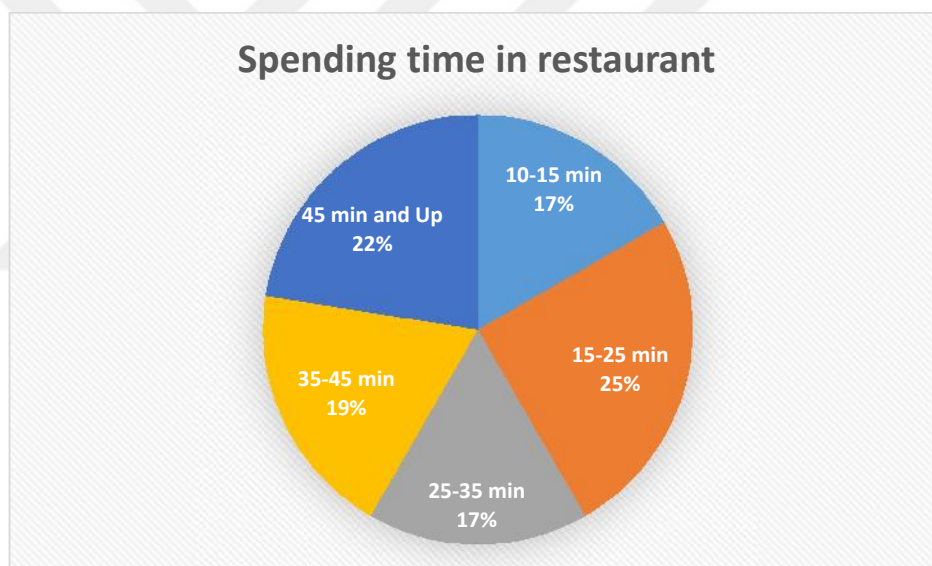


The frequency of dining out is quite low according to question result. 57 % of respondents have responded as “rarely” dining out. It is quite interesting that lower income person who became subject of present study are higher than higher income persons. And also, this question is measuring for eating out of home, not measuring the spending time in cafes or somewhere else. Therefore, they might be argued that they rarely dining out. The next question about “spending time in restaurant” will light the wonderment about spending time in restaurants or cafes.

Table 9. Spending time in restaurant (author's compilation)

Time	Number	%
10-15 min	20	17
15-25 min	30	25
25-35 min	20	17
35-45 min	23	19
45 min and up	27	22
Total	120	100

Figure 5. Spending time in restaurant



The answers of this question are given as 25 % for 15-25 min and 22 % for 45 min and up, and it can be realized that the people in Sarajevo prefer longer to stay in restaurant. It might be thought that their reasons for going a restaurant not only for feeding themselves. The main reason can be seen clearly in the next question.

Table 10. Reason for going restaurant (author's compilation)

Reason	Number	%
Celebration	17	14
Social occasion	47	39
Business	25	21
Convenience	31	26
Total	120	100

Figure 6. Reason for going restaurant



This question is significant for local people in Sarajevo, regarding to their cultural habits. As it is seen on Table 10 and Fig.6, 39 % of participants says as their reason for going restaurant is for “social occasion” and 26 % of others says for their “convenience”. Which shows that their sociocultural characteristics and attributes. They like socializing, convenience and they have outgoing personality.

4.2 Analysis of dependent variables

In this part, analyzed the all variables and dependent variables statistically. The means of all items and standard deviations are seen in the Table 11.

Table 11. Expectations-perceptions from the restaurant and importance of attributes (author's compilation)

	Expectations	Met the Perceptions	Importance of Attributes
	Mean (Standard Deviation)	Mean (Standard Deviation)	Mean (Standard Deviation)
Expectations-Perceptions from the Food and Importance of Attributes			
Presentation of food	3.358 (1.075)	3.258 (0.974)	3.666 (1.117)
Menu item variety	3.533 (0.978)	3.350 (0.949)	3.716 (1.030)
Nutrition food	3.766 (1.082)	3.550 (1.035)	4.000 (1.130)
Tastiness of food	3.833 (1.094)	3.733 (1.018)	4.066 (1.066)
Food quality	3.875 (1.049)	3.600 (1.103)	4.050 (1.129)
Freshness of food	3.800 (1.057)	3.650 (0.992)	3.908 (1.107)
Temperature of food	3.866	3.650	4.150

	(1.084)	(1.142)	(1.050)
Expectations-Perceptions from the Service and Importance of Attributes			
Polite, friendly, helpful staff	3.750 (1.094)	3.483 (0.987)	3.816 (1.028)
Attentive staff	3.808 (1.023)	3.491 (0.978)	3.875 (0.903)
Staff greeting customers	3.700 (1.025)	3.475 (0.978)	3.791 (0.924)
Efficient service	3.808 (1.023)	3.550 (1.002)	3.766 (1.001)
Staff are willing to serve	3.700 (1.025)	3.425 (1.018)	3.783 (1.054)
Staff have food/beverage knowledge	3.733 (1.034)	3.433 (1.001)	3.650 (1.058)
Sympathetic handling of complaints	3.716 (1.030)	3.408 (1.057)	3.758 (1.004)
Expectations-Perceptions from the Ambiance and Importance of Attributes			
Level comfort in the restaurant	3.666 (0.973)	3.458 (0.906)	3.775 (0.939)
Level of noise in the restaurant	3.683 (0.934)	3.450 (0.896)	3.708 (1.032)
View from the restaurant	3.541 (0.897)	3.383 (1.014)	3.625 (1.004)

Cleanliness of the restaurant	4.008 (1.024)	3.641 (0.977)	4.000 (1.152)
Dining privacy	3.458 (1.052)	3.375 (0.944)	3.525 (0.969)
Restaurant's temperature	3.625 (1.045)	3.525 (1.060)	3.683 (0.987)
Restaurant appearance	3.708 (0.901)	3.525 (1.036)	3.725 (1.068)
Staff appearance	3.491 (1.069)	3.508 (0.995)	3.750 (1.006)
Convenience			
Handling of telephone reservations	3.691 (0.914)	3.508 (0.898)	3.608 (1.031)
Parking convenience	3.733 (0.976)	3.541 (0.986)	3.758 (1.012)
A restaurant is that...			
Offers a new dining experience	3.408 (1.008)	3.233 (0.941)	3.425 (0.931)
Offers food of a consistent standard	3.708 (0.956)	3.400 (0.834)	3.775 (0.920)
Feels comfortable to eat there	3.908 (0.925)	3.608 (0.843)	3.783 (0.980)

Offers service of a consistent standard	3.766 (0.967)	3.533 (0.916)	3.741 (1.024)
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The Likert Scales of the survey is given as below.

Expectations: 5 very high expectation, 1 very low expectation

Perceptions: 5 extremely, 1 not at all

Importance of attributes: 5 extremely, 1 not at all

The descriptive statistics are demonstrated that hypothesis of this study were accepted, especially in relation with the independent demographic variables. Table 11 shows the customers' expectations, perceptions and importance of attributes of from the restaurants. Over all it is clearly seen that the rates of importance of attributes are more important than their expectations, and their expectations are higher than the perceptions which met the customers' expectations. However, interestingly 70 % of them are willing to come back to the restaurant again, as it is seen in the Table 12.

Another important result is that over all rates of satisfactions are between the rates of 3 to 4 in Likert Scale, which means respond of the customers are more than average and they are mostly satisfied from food and ambiance of the restaurants. The result on service quality can be explained by the cultural effect which was not considered in this study.

About the food quality, the food temperature, tastiness, and nutrition of the foods are very important for the people in Sarajevo, more than their presentations and menu item verities. The importance of service and level of expectations from the services in the restaurants are lower than food attributes. And perceptions from the services again a little lower than expectations of customers.

The ambiance of the restaurants are also important for participants, especially cleanness is highest criteria in this part. It obviously can be said that one of the most important thing is cleanness in restaurants for Bosnian people. And the customers says that they mostly met their expectations according to their perceptions about the restaurants attributes.

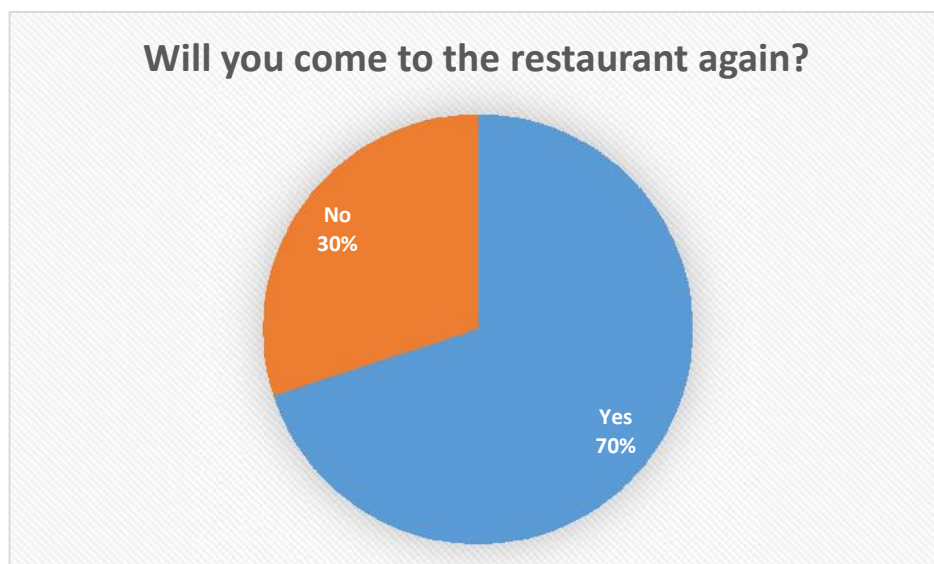
As convenience, parking is a big problem in Sarajevo city center especially around the Bascarsia neighborhood. About handling telephone reservations, is not so important for local people and their expectations are not too high. Once again, the perceptions of convenience are lower than both variables.

Another interesting result from this part is that answering the question about what the restaurant should offer. Regarding the answers, the importance and expectations are close each other, and again their perceptions are lower. However, after all over the results, the question about ‘coming to the restaurant again’ is showing to the customers opinions about the foods, services and restaurants in Sarajevo (see Table 12).

Table 12. Will you come to the restaurant again? (author’s compilation)

Answer	Number	%
Yes	84	70
No	36	30
	120	100

Figure 7. Will you come to the restaurant again?



As it has been mentioned above, according to the results, most of the customers which is about 70 % of customers will come to the restaurant again, even majority unsatisfied ones who their perceptions did not met to their expectations. They mostly satisfied from foods and places however and interestingly, they also are willing that the restaurant should improve themselves on food presentation, service and attributes of restaurants and conveniences, which was one of the main purpose to find out this outcome in this study.

4.3. Analysis of variance

The frequencies and differentiations of survey data were analyzed by ANOVA and T-Test methods. Then the significance differences were investigated in this part.

Table 13. Variable of age group (author's compilation)
(ANOVA)

	F	P
Met the Perceptions		
Cleanliness of the restaurant	3,608	,008*

*The mean difference is significant at the 0.05 level

Table 14. LSD analysis for age groups (author's compilation)

Met the Perceptions							
Dependent Variable	(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig. (P)	95% Confidence Interval	
						Lower Bound	Upper Bound
Cleanliness of the restaurant	18-25	26-35	,80256*	,25139	,002*	,3046	1,3005
	56-65	26-35	,90732*	,33041	,007*	,2528	1,5618

*The mean difference is significant at the 0.05 level

According to survey results, the only significant difference of answers have seen on cleanliness of the restaurants about their expectations met perceptions. It was analyzed to

see the reason of differences by Post Hoc LSD, and according to results, the answers between the age group of 18-25 / 26-35; and 26-35 / 56-65 have significant differences. The significant differences are in favor of 18-25 and 56-65 age groups to the mid ages 26-35 years old participants. These results show that hypothesis of this study were accepted, especially in relation with the independent demographic variables.

For gender variables t-Test were applied, then founded significant differences were analyzed by LSD method.

Table 15. LSD analysis for gender variables (author's compilation)

Expectations						
Gender	N	Mean	Std. Deviation	Std. Error Mean	F	Sig. (P)
Feels comfortable to eat there	Female 54	4,0000	,77703	,10574	4,327	,040*
	Male 66	3,8333	1,03155	,12698		
Handling telephone reservation	Female 54	3,7407	,82839	,11273	4,154	,044*
	Male 66	3,6515	,98438	,12117		
Expectations Met the Perceptions						
Gender	N	Mean	Std. Deviation	Std. Error Mean	F	Sig. (P)
Male	66	3,4545	1,13926	,14023		
Freshness of food	Female 54	3,9074	,85271	,11604	6,421	,013*
	Male 66	3,4394	1,05435	,12978		
Offers food of a consistent standard	Female 54	3,3704	,70834	,09639	5,134	,025*
	Male 66	3,4242	,92919	,11438		
Feels comfortable to eat there	Female 54	3,7037	,74301	,10111	3,917	,050*
	Male 66	3,5303	,91517	,11265		
Importance of Attributes						

Gender		N	Mean	Std. Deviation	Std. Error Mean	F	Sig. (P)
Restaurant appearance	Female	54	3,5556	1,14376	,15565	4,153	,044*
	Male	66	3,8636	,99051	,12192		
Staff appearance	Female	54	3,6111	1,13962	,15508	5,686	,019*
	Male	66	3,8636	,87506	,10771		
Offers a new dining experience	Female	54	3,3519	1,06678	,14517	4,259	,041*
	Male	66	3,4848	,80846	,09951		

*The mean difference is significant at the 0.05 level

According to gender variable, the results have been observed that the values are in favor of ladies in all dependent variables. The significant differences of answers are on expectation to feel comfortable while eating. However, in the dependent variable of expectations met perceptions, the significant differences are on freshness and standard of food, and again feeling comfortable while eating in the restaurant. The significant differences in the dependent variable of importance of attributes are on restaurant and staff appearance, and another significant difference are about the offers of the restaurant dining experience.

Table. 16. Variable of income (author's compilation)
(ANOVA)

	F	P
Importance of Attributes		
Parking convenience	2,809	,043*

*The mean difference is significant at the 0.05 level

Table 17. LSD analysis for the variable of income (author's compilation)

Importance of Attributes							
Dependent Variable			Mean	Std. Error	Sig. (P)	95% Confidence Interval	
	(I) Income	(J) Income	Difference (I-J)			Lower Bound	Upper Bound
Parking convenience	2000-3000	-1000,00	,52640*	,23861	,029*	,0538	,9990
		1000-2000	,65385*	,26531	,015*	,1284	1,1793

*The mean difference is significant at the 0.05 level

According to ANOVA analysis, there is a significant difference of the variable of income has seen on parking convenience. While investigating the difference in detail by LSD, it was seen the difference between the respondents who has less than 1000 KM (Convertible Mark) to 2000-3000 KM and 2000-3000 KM income. And it was understood that the people who has lower income potential, have less problem for parking. Another effect of this results is that the survey applied mainly in Bascarsia neighborhood in Sarajevo, and the area is the city center and good at public transportation. These statistical results are showing that the hypothesis of this study were accepted, especially in relation with the independent demographic variables.

Table 18. Dining out frequency (author's compilation)
(ANOVA)

	F	P
Expectations		
Menu item variety	4,052	,004*
Tastiness of food	3,130	,017*
Freshness of food	2,917	,024*
Temperature of food	3,885	,005*

Staff greeting customers	2,822	,028*
Sympathetic handling of complaints	2,449	,050*
Met the Perceptions		
Presentation of food	2,704	,034*
Menu item variety	4,190	,003*
Nutrition food	3,473	,010*
Polite, friendly, helpful staff	3,723	,007*
Attentive staff	2,505	,046*
Staff greeting customers	3,690	,007*
Staff are willing to serve	3,235	,015*
Staff have food/beverage knowledge	2,501	,046*
Level comfort in the restaurant	2,524	,045*
Level of noise in the restaurant	6,606	,000*
View from the restaurant	3,969	,005*
Handling of telephone reservations	2,814	,029*
Parking convenience	3,221	,015*
Importance of Attributes		
Presentation of food	2,499	,046*
View from the restaurant	4,076	,004*
Parking convenience	3,017	,021*

*The mean difference is significant at the 0.05 level

Table 19. LSD analysis for variable of dining out frequency (author's compilation)

Expectations							
Dependent Variable	(J)		Mean Difference (I-J)	Std. Error	Sig. (P)	95% Confidence Interval	
	(I) Frequency	Frequency				Lower Bound	Upper Bound
Menu item variety	Rarely	Occasionally	,58623*	,23658	,015*	,1176	1,0548
	Almost	Occasionally	,96304*	,28482	,001*	,3989	1,5272
	Every time	Rarely	1,13043*	,54942	,042*	,0421	2,2187
		Occasionally	1,71667*	,57678	,004*	,5742	2,8592
Tastiness of food	Rarely	Occasionally	,69855*	,26861	,011*	,1665	1,2306
	Almost	Occasionally	,97391*	,32339	,003*	,3333	1,6145
	Every time	Occasionally	1,46667*	,65488	,027*	,1695	2,7639
Freshness of food	Rarely	Never	,99710*	,47493	,038*	,0564	1,9378
	Almost	Never	1,37391*	,50600	,008*	,3716	2,3762
		Occasionally	,67391*	,31353	,034*	,0529	1,2949
	Every time	Never	1,86667*	,74889	,014*	,3833	3,3501
Temperature of food	Rarely	Never	1,37101*	,47939	,005*	,4214	2,3206
		Occasionally	,57101*	,26287	,032*	,0503	1,0917
	Almost	Never	1,53043*	,51076	,003*	,5187	2,5422
		Occasionally	,73043*	,31648	,023*	,1036	1,3573
	Every time	Never	2,06667*	,75594	,007*	,5693	3,5640
		Occasionally	1,26667	,64088	,050*	-,0028	2,5361
Staff greeting customers	Rarely	Occasionally	,57464*	,25286	,025*	,0738	1,0755
	Almost	Occasionally	,93696*	,30442	,003*	,3340	1,5400
Sympathetic handling of complaints	Never	Occasionally	1,05000*	,50313	,039*	,0534	2,0466

	Almost	Occasionally	,73696*	,30766	,018*	,1275	1,3464
Expectations Met the Perceptions							
Dependent Variable	(J) Frequency		Mean Difference (I-J)	Std. Error	Sig. (P)	95% Confidence Interval	
	(I) Frequency	Frequency				Lower Bound	Upper Bound
Presentation of food	Almost	Never	1,06087*	,46706	,025*	,1357	1,9860
	Every time	Never	2,13333*	,69126	,003*	,7641	3,5026
		Occasionally	1,23333*	,58605	,038*	,0725	2,3942
Menu item variety	Rarely	Never	1,49275*	,41794	,001*	,6649	2,3206
		Occasionally	,49275*	,22917	,034*	,0388	,9467
	Occasionally	Never	1,00000*	,45121	,029*	,1062	1,8938
	Almost	Never	1,47826*	,44529	,001*	,5962	2,3603
	Every time	Never	1,66667*	,65904	,013*	,3612	2,9721
Nutrition of food	Rarely	Never	1,25217*	,46099	,008*	,3390	2,1653
	Occasionally	Every time	-1,46667*	,61627	,019*	-2,6874	-,2460
	Almost	Never	1,25217*	,49115	,012*	,2793	2,2250
	Every time	Never	2,26667*	,72691	,002*	,8268	3,7065
		Rarely	1,01449	,58703	,087*	-,1483	2,1773
		Occasionally	1,46667*	,61627	,019*	,2460	2,6874
Polite, friendly, helpful staff	Rarely	Never	1,19420*	,43761	,007*	,3274	2,0610
		Occasionally	,54420*	,23996	,025*	,0689	1,0195
	Occasionally	Rarely	-,54420*	,23996	,025*	-1,0195	-,0689
	Almost	Never	1,25217*	,46624	,008*	,3286	2,1757
		Occasionally	,60217*	,28889	,039*	,0299	1,1744
	Every time	Never	1,93333*	,69004	,006*	,5665	3,3002
		Occasionally	1,28333*	,58501	,030*	,1245	2,4421
Attentive staff	Rarely	Never	,99420*	,44223	,026*	,1182	1,8702
		Occasionally	,49420*	,24249	,044*	,0139	,9745
	Every time	Never	1,40000*	,69734	,047*	,0187	2,7813
	Rarely	Never	1,09275*	,43396	,013*	,2332	1,9523
	Almost	Never	1,42609*	,46235	,003*	,5103	2,3419

Staff greeting customers	Occasionally		,67609*	,28648	,020*	,1086	1,2436
	Every time	Never	1,93333*	,68429	,006*	,5779	3,2888
		Occasionally	1,18333*	,58014	,044*	,0342	2,3325
Staff are willing to serve	Rarely	Occasionally	,52826*	,24933	,036*	,0344	1,0221
	Almost	Occasionally	,70217*	,30018	,021*	,1076	1,2968
	Every time	Never	1,86667*	,71700	,010*	,4464	3,2869
		Rarely	1,18841*	,57903	,042*	,0415	2,3354
		Occasionally	1,71667*	,60787	,006*	,5126	2,9207
Staff have food/beverage knowledge	Rarely	Never	1,04928*	,45276	,022*	,1524	1,9461
	Almost	Never	1,25217*	,48238	,011*	,2967	2,2077
	Every time	Never	1,93333*	,71394	,008*	,5192	3,3475
Level of comfort	Almost	Rarely	,50725*	,21288	,019*	,0856	,9289
		Occasionally	,71957*	,27033	,009*	,1841	1,2550
Level of noise in the restaurant	Almost	Rarely	,71014*	,19806	,000*	,3178	1,1025
		Occasionally	,95000*	,25151	,000*	,4518	1,4482
	Every time	Rarely	1,37681*	,48515	,005*	,4158	2,3378
		Occasionally	1,61667*	,50931	,002*	,6078	2,6255
View from restaurant	Almost	Rarely	,76812*	,23281	,001*	,3070	1,2293
		Occasionally	,80652*	,29564	,007*	,2209	1,3921
	Every time	Rarely	1,14493*	,57028	,047*	,0153	2,2745
		Occasionally	1,18333	,59868	,050*	-,0025	2,3692
Handling of telephone reservations	Almost	Occasionally	,76957*	,26659	,005*	,2415	1,2976
	Every time	Occasionally	1,23333*	,53986	,024*	,1640	2,3027
Parking convenience	Rarely	Occasionally	,56522*	,24165	,021*	,0866	1,0439
	Almost	Occasionally	,82609*	,29093	,005*	,2498	1,4024
	Every time	Occasionally	1,66667*	,58914	,006*	,4997	2,8336

Importance of Attributes							
Dependent Variable	(J)		Mean Difference (I-J)	Std. Error	Sig. (P)	95% Confidence Interval	
	(I) Frequency	Frequency				Lower Bound	Upper Bound
Presentation of food	Rarely	Occasionally	,66014*	,27696	,019*	,1115	1,2087
	Almost	Occasionally	,99348*	,33344	,004*	,3330	1,6539
View from restaurant	Rarely	Occasionally	,78116*	,24290	,002*	,3000	1,2623
	Almost	Occasionally	1,05652*	,29244	,000*	,4773	1,6358
	Every time	Occasionally	1,43333*	,59220	,017*	,2603	2,6064
Parking convenience	Rarely	Occasionally	,62609*	,24883	,013*	,1332	1,1190
	Almost	Occasionally	,88696*	,29957	,004*	,2936	1,4804

*The mean difference is significant at the 0.05 level

Dining out frequency, as one of the demographic criteria of the survey, has significant differences in almost all dependent variables. The respondents of survey have various approaches in this part. But over all, they have said that their expectations met their perceptions. Regarding to LSD analysis, the answers of questions distributed between never to every time (lowest to highest – Likert scale) have significant differences, especially between never to occasionally, and occasionally to every time.

Table 20. Spending time in restaurant (author's compilation)
(ANOVA)

	F	P
Expectations		

Presentation of food	2,586	,041*
Nutrition food	3,094	,018*
Tastiness of food	2,491	,047*
Food quality	3,786	,006*
Freshness of food	3,766	,006*
Temperature of food	3,076	,019*
Polite, friendly, helpful staff	4,263	,003*
Staff are willing to serve	3,061	,019*
Staff have food/beverage knowledge	2,728	,033*
Sympathetic handling of complaints	2,851	,027*
Level comfort in the restaurant	4,468	,002*
View from the restaurant	3,694	,007*
Dining privacy	3,150	,017*
Restaurant appearance	2,579	,041*
Staff appearance	2,491	,047*
Handling of telephone reservations	2,717	,033*
Parking convenience	4,521	,002*
Offers a new dining experience	4,838	,001*
Offers food of a consistent standard	4,443	,002*
Feels comfortable to eat there	2,819	,028*
Offers service of a consistent standard	3,383	,012*
Met the Perceptions		

Food quality	2,816	,028*
Temperature of food	2,561	,042*
Polite, friendly, helpful staff	2,593	,040*
Staff are willing to serve	3,396	,012*
Level comfort in the restaurant	3,530	,009*
View from the restaurant	2,843	,027*
Cleanliness of the restaurant	4,747	,001*
Dining privacy	2,882	,026*
Restaurant's temperature	2,975	,022*
Restaurant appearance	3,278	,014*
Importance of Attributes		
Nutrition food	3,283	,014*
Food quality	2,637	,038*
Freshness of food	2,816	,028*
Temperature of food	2,953	,023*
View from the restaurant	2,890	,025*
Staff appearance	3,134	,017*
Offers food of a consistent standard	3,117	,018*

*The mean difference is significant at the 0.05 level

Table 21. LSD analysis for variable of spending time in restaurant (author's compilation)

Expectations					
(I) time	(J) time		Std. Error	Sig. (P)	95% Confidence Interval

Dependent Variable			Mean Difference (I-J)			Lower Bound	Upper Bound
Presentation of food	45+	10-15 min	,70185*	,30910	,025*	,0896	1,3141
		15-25 min	,85185*	,27793	,003*	,3013	1,4024
Nutrition of food	35-45	15-25 min	,75362*	,29001	,011*	,1792	1,3281
	45+	15-25 min	,85185*	,27758	,003*	,3020	1,4017
Tastiness of food	35-45	15-25 min	,66377*	,29613	,027*	,0772	1,2503
	45+	15-25 min	,75556*	,28344	,009*	,1941	1,3170
Food quality	10-15 min	15-25 min	,66667*	,28976	,023*	,0927	1,2406
	35-45	15-25 min	,66667*	,27819	,018*	,1156	1,2177
	45+	15-25 min	1,00000*	,26627	,000*	,4726	1,5274
Freshness of food	35-45	15-25 min	,72029*	,28047	,012*	,1647	1,2758
	45+	10-15 min	,69630*	,29856	,021*	,1049	1,2877
		15-25 min	,92963*	,26845	,001*	,3979	1,4614
		25-35 min	,64630*	,29856	,032*	,0549	1,2377
Temperature of food	35-45	15-25 min	,60000*	,29050	,041*	,0246	1,1754
	45+	10-15 min	,63333*	,30924	,043*	,0208	1,2459
		15-25 min	,93333*	,27806	,001*	,3826	1,4841
Polite, friendly and helpful staff	25-35 min	10-15 min	,80000*	,32850	,016*	,1493	1,4507
	35-45	10-15 min	,94348*	,31761	,004*	,3144	1,5726
		15-25 min	,57681*	,28790	,047*	,0065	1,1471
	45+	10-15 min	1,08519*	,30647	,001*	,4781	1,6922
		15-25 min	,71852*	,27557	,010*	,1727	1,2644
Staff are willing to serve	45+	10-15 min	,60926*	,29264	,040*	,0296	1,1889
		15-25 min	,85926*	,26313	,001*	,3380	1,3805
		25-35 min	,75926*	,29264	,011*	,1796	1,3389
		35-45	,60709*	,28146	,033*	,0496	1,1646
Staff have food/beverage knowledge	45+	10-15 min	,65926*	,29684	,028	,0713	1,2472
		15-25 min	,59259*	,26691	,028*	,0639	1,1213
		25-35 min	,90926*	,29684	,003*	,3213	1,4972

		35-45	,60709*	,28550	,036*	,0416	1,1726
Sympathetic handling of complaints	45+	15-25 min	,74815*	,26524	,006*	,2228	1,2735
		25-35 min	,79815*	,29498	,008*	,2139	1,3824
Level of comfort	10-15 min	15-25 min	,60000*	,26582	,026*	,0735	1,1265
	35-45	15-25 min	,62609*	,25521	,016*	,1206	1,1316
	45+	15-25 min	,94815*	,24427	,000*	,4643	1,4320
		25-35 min	,74815*	,27166	,007*	,2100	1,2863
View from restaurant	10-15 min	35-45	,52609*	,26268	,048*	,0058	1,0464
	45+	15-25 min	,69630*	,22791	,003*	,2449	1,1477
		35-45	,78905*	,24378	,002*	,3062	1,2719
Dining privacy	45+	15-25 min	,70000*	,26960	,011*	,1660	1,2340
		25-35 min	1,00000*	,29983	,001*	,4061	1,5939
		35-45	,60870*	,28838	,037*	,0375	1,1799
Restaurant's appearance	45+	10-15 min	,69815*	,25928	,008*	,1846	1,2117
		15-25 min	,64815*	,23314	,006*	,1863	1,1099
		35-45	,49597*	,24938	,049*	,0020	,9899
Staff appearance	45+	10-15 min	,63704*	,30776	,041*	,0274	1,2467
		15-25 min	,80370*	,27673	,004*	,2556	1,3519
		25-35 min	,63704*	,30776	,041*	,0274	1,2467
		35-45	,68921*	,29601	,022*	,1029	1,2755
Handling of telephone reservations	45+	10-15 min	,58519*	,26243	,028*	,0654	1,1050
		15-25 min	,65185*	,23597	,007*	,1844	1,1193
		25-35 min	,68519*	,26243	,010*	,1654	1,2050
		35-45	,61997*	,25240	,016*	,1200	1,1199
Parking convenience	45+	10-15 min	,87037*	,27241	,002*	,3308	1,4100
		15-25 min	,93704*	,24494	,000*	,4519	1,4222
		25-35 min	,82037*	,27241	,003*	,2808	1,3600
		35-45	,63124*	,26200	,018*	,1123	1,1502
	10-15 min	25-35 min	,80000*	,30009	,009*	,2056	1,3944
	45+	15-25 min	,79630*	,25174	,002*	,2976	1,2949

Offers a new dining experience	25-35 min		1,06296*	,27997	,000*	,5084	1,6175
	35-45		,70209*	,26927	,010*	,1687	1,2355
Offers food of a consistent standard	10-15 min	15-25 min	,55000*	,26131	,037*	,0324	1,0676
	45+	15-25 min	,92222*	,24013	,000*	,4466	1,3979
		25-35 min	,82222*	,26705	,003*	,2932	1,3512
Feels comfortable to eat there	10-15 min	15-25 min	,61667*	,25944	,019*	,1028	1,1306
	45+	15-25 min	,68889*	,23840	,005*	,2167	1,1611
Offers service of a consistent standard	45+	15-25 min	,82963*	,24704	,001*	,3403	1,3190
		25-35 min	,79630*	,27474	,004*	,2521	1,3405
		35-45	,55717*	,26424	,037*	,0337	1,0806
Expectation Met the Perceptions							
Dependent Variable	(I) time	(J) time	Mean Difference (I-J)	Std. Error	Sig. (P)	95% Confidence Interval	
						Lower Bound	Upper Bound
Food quality	45+	15-25 min	,93704*	,28408	,001*	,3743	1,4997
Temperature of food	25-35 min	15-25 min	,66667*	,32145	,040*	,0299	1,3034
	45+	15-25 min	,90370*	,29539	,003*	,3186	1,4888
Polite, friendly, helpful staff	25-35 min	15-25 min	,61667*	,27763	,028*	,0667	1,1666
	35-45 min	15-25 min	,66232*	,26655	,014*	,1343	1,1903
	45+	15-25 min	,70741*	,25513	,006*	,2020	1,2128
Staff are willing to serve	35-45 min	15-25 min	,60870*	,27142	,027*	,0711	1,1463
	45+	10-15 min	,68889*	,28892	,019*	,1166	1,2612
	45+	15-25 min	,88889*	,25979	,001*	,3743	1,4035
Level comfort in the restaurant	10-15 min	15-25 min	,55000*	,25122	,031*	,0524	1,0476
	25-35 min	15-25 min	,50000*	,25122	,049*	,0024	,9976
	35-45 min	15-25 min	,47826*	,24119	,050*	,0005	,9560
	45+	15-25 min	,85185*	,23086	,000*	,3946	1,3091
View from restaurant	10-15 min	15-25 min	,86667*	,28406	,003	,3040	1,4293
	10-15 min	25-35 min	,70000*	,31118	,026*	,0836	1,3164

	10-15 min	35-45 min	,59565	,30086	,050*	-,0003	1,1916
	45+	15-25 min	,55926*	,26104	,034*	,0422	1,0763
Cleanliness of the restaurant	10-15 min	15-25 min	,83333*	,26579	,002*	,3068	1,3598
	35-45 min	15-25 min	,71594*	,25518	,006*	,2105	1,2214
	45+	15-25 min	,97037*	,24425	,000*	,4866	1,4542
Dining privacy	10-15 min	15-25 min	,75000*	,26438	,005*	,2263	1,2737
	35-45 min	15-25 min	,62174*	,25382	,016*	,1190	1,1245
	45+	15-25 min	,65556*	,24295	,008*	,1743	1,1368
Restaurant's temperature	10-15 min	15-25 min	,63333*	,29656	,035*	,0459	1,2208
	35-45 min	15-25 min	,67246*	,28472	,020*	,1085	1,2364
	45+	15-25 min	,82222*	,27252	,003*	,2824	1,3620
Restaurant appearance	35-45 min	15-25 min	,59565*	,27695	,034*	,0471	1,1442
	45+	15-25 min	,86296*	,26508	,001*	,3379	1,3880
	45+	25-35 min	,71296*	,29481	,017*	,1290	1,2969
Importance of Attributes							
Dependent Variable	(I) time	(J) time	Mean Difference (I-J)	Std. Error	Sig. (P)	95% Confidence Interval	
						Lower Bound	Upper Bound
Nutrition food	of 45+	15-25 min	,88519*	,28893	,003*	,3129	1,4575
		25-35 min	,91852*	,32132	,005*	,2820	1,5550
Food quality	45+	15-25 min	,81852*	,29160	,006*	,2409	1,3961
		25-35 min	,81852*	,32429	,013*	,1762	1,4609
Freshness food	of 45+	15-25 min	,73704*	,28525	,011*	,1720	1,3021
		25-35 min	,92037*	,31723	,004*	,2920	1,5487
Temperature of food	45+	15-25 min	,82593*	,26993	,003*	,2913	1,3606
		25-35 min	,74259*	,30020	,015*	,1480	1,3372
View from restaurant	45+	25-35 min	,92407*	,28742	,002*	,3547	1,4934
		35-45 min	,63929*	,27645	,023*	,0917	1,1869
Staff appearance	45+	10-15 min	,95926*	,28677	,001*	,3912	1,5273
		15-25 min	,65926*	,25785	,012*	,1485	1,1700
		35-45 min	,56361*	,27581	,043*	,0173	1,1099

Offers food of a consistent standard	10-15 min	25-35 min	,70000*	,28138	,014*	,1426	1,2574
	45+	15-25 min	,48148*	,23604	,044*	,0139	,9490
		25-35 min	,79815*	,26251	,003*	,2782	1,3181
		35-45 min	,53945*	,25249	,035*	,0393	1,0396

*The mean difference is significant at the 0.05 level

During the studying period in Sarajevo, while observing to the society as a foreigner, it was realized that the local people in Bosnia, prefer to spend longer time in the restaurants or cafes, if you compare the other societies and cultures. This was one of the reason for occurring this research idea. Therefore, the variable of “spending time in restaurant” has to be analyzed in this perspective. As it is seen above, in almost all criteria have significant differences. According to demographic variables, duration and reason of spending time in restaurant are changing. As it was seen in previous parts in this study, the respondents who has higher income and in older ages, and especially ladies have more expectations than the others which couldn’t met their perceptions. In this part, the participants who spend longer time as 45 minutes and plus have the significant differences in favor. In other words, shorter the time spent in restaurant, causing to less consideration about restaurant attributes. But interestingly, in the variable of the customer’s “expectations met the perceptions”, the significant difference have been observed between average periods, such as 15-25 minutes and 25-35 minutes, to shortest time which is 10-15 minutes, and the difference is in favor of 10-15 minutes spending time in restaurant, in those particular criteria.

Table 22. Reason for going restaurant (author's compilation)
(ANOVA)

	F	P
Expectations		
Freshness of food	3,296	,023*
Met the Perceptions		
Tastiness of food	3,442	,019*
Food quality	2,713	,048*
Freshness of food	4,274	,007*
Temperature of food	4,244	,007*
Polite, friendly, helpful staff	3,588	,016*
Staff greeting customers	3,520	,017*
Sympathetic handling of complaints	2,952	,036*
Dining privacy	3,376	,021*
Restaurant appearance	3,693	,014*
Feels comfortable to eat there	3,289	,023*
Importance of Attributes		
Temperature of food	3,037	,032*
Efficient service	3,116	,029*

*The mean difference is significant at the 0.05 level

Table 23. LSD analysis for variable of reason of going restaurant (author's compilation)

Expectations							
Dependent Variable			Mean	Std.	Sig. (P)	95% Confidence Interval	
	(I) reason	(J) reason	Difference (I-J)	Error		Lower Bound	Upper Bound
Freshness of food	Social occasion	Celebration	,70588*	,29112	,017*	,1293	1,2825
		Business need	,52000*	,25463	,043*	,0157	1,0243
	Convenience	Celebration	,73814*	,31044	,019*	,1233	1,3530
		Business need	,55226*	,27650	,048*	,0046	1,0999
Expectations Met the Perceptions							
Dependent Variable			Mean	Std.		95% Confidence Interval	
	(I) reason	(J) reason	Difference (I-J)	Error	Sig. (P)	Lower Bound	Upper Bound
Tastiness of food	Social occasion	Celebration	,60951*	,27980	,031*	,0553	1,1637
		Business need	,70128*	,24472	,005*	,2166	1,1860
Food quality	Social occasion	Celebration	,67960*	,30567	,028*	,0742	1,2850
		Business need	,63489*	,26735	,019*	,1054	1,1644
Freshness of food	Social occasion	Celebration	,72716*	,27007	,008*	,1923	1,2621
		Business need	,70128*	,23621	,004*	,2334	1,1691
		Convenience	,47289*	,22079	,034*	,0356	,9102
Temperature of food	Social occasion	Celebration	,78098*	,31085	,013*	,1653	1,3967
		Business need	,79745*	,27189	,004*	,2589	1,3360
	Convenience	Celebration	,66224*	,33148	,048*	,0057	1,3188
		Business need	,67871*	,29525	,023*	,0939	1,2635
Polite, friendly, helpful staff	Social occasion	Celebration	,69086*	,27070	,012*	,1547	1,2270

		Convenience	,61496*	,22130	,006*	,1766	1,0533
Staff greeting customers	Social occasion	Celebration	,78723*	,26852	,004*	,2554	1,3191
		Convenience	,49691*	,21952	,025*	,0621	,9317
Sympathetic handling of complaints	Social occasion	Business need	,72340*	,25548	,005*	,2174	1,2294
Dining privacy	Celebration	Business need	,62824*	,28836	,031*	,0571	1,1994
	Social occasion	Business need	,65702*	,22707	,005*	,2073	1,1068
Restaurant appearance	Social occasion	Business need	,67234*	,24836	,008*	,1804	1,1643
		Convenience	,64653*	,23214	,006*	,1867	1,1063
Feels comfortable to eat there	Social occasion	Business need	,45362*	,20293	,027*	,0517	,8556
Importance of Attributes							
Dependent Variable	(I) reason	(J) reason	Mean Difference (I-J)	Std. Error	Sig. (P)	95% Confidence Interval	
						Lower Bound	Upper Bound
Temperature of food	Convenience	Celebration	,71917*	,30917	,022*	,1068	1,3315
		Business need	,68387*	,27538	,014*	,1385	1,2293
Efficient service	Social occasion	Business need	,63745*	,24166	,009*	,1588	1,1161
	Convenience	Business need	,64774*	,26243	,015*	,1280	1,1675

*The mean difference is significant at the 0.05 level

The variable of expectation on the variable of the reason for going restaurant has significant differences and the responses only on “freshness of food” for the reason of social occasion. And in the criteria of “temperature of food” and “efficient service” has significant difference in favor of the reason of social occasion and convenience, in variable

of importance of attributes. However, as it is seen in the Table 23 and analyzing the data about the reason for going restaurant have more significant difference among the participants, especially in variable of expectations met the customer's perceptions. In this part, demographic criteria such as income, age and etc. are more efficient for getting different approaches. If it's is looked up to LSD analysis, the difference of the variable of meeting perceptions can be seen that the main factor of this result is about the cultural habits as it was mentioned before. According to Antony (2011), most people eat at restaurants and food service operations for enjoyment and entertainment. In generally, all over the world the people are seeing that dining in a restaurant is a kind of a social occasion. But in Bosnia, this approach might be stronger than average. The participants represent to the characteristics of Bosnian people, and most of the respondents are seeing as a "social activity" for going restaurant. And this approach, caused the results and has to be mentioned as one of the main outcome from this study.

T-test and LSD analysis employed on the dependent variables of whether the customers will come to the restaurant again or not, and the results are seen in the Table 24.

Table 24. T-test for coming to the restaurant again (author's compilation)

Coming again?		N	Mean	Std. Deviation	Std. Error Mean	F	Sig. (P)
Expectation_av	Yes	84	3,9145	,53366	,05823	29,135	0,000*
	No	36	3,2054	,86655	,14442		
Expectations met the Perceptions_av	Yes	84	3,7347	,53335	,05819	4,819	0,030*
	No	36	2,9226	,71757	,11959		
Importance of attributes_av	Yes	84	4,0969	,47428	,05175	34,096	0,000*
	No	36	3,0456	,81301	,13550		

*The mean difference is significant at the 0.05 level

According to the t-test analysis, in the average of all dependent variables, the significant differences have been seen in favor of “Yes” for the survey question about their ideas about the variable of coming again to the restaurant.

Table 25. Levene's and t-test for the variable of coming to the restaurant again (author's compilation)

	Levene's Test for Equality of Variances		t-test for Equality of Means							
									95% Confidence Interval of the Difference	
	F	Sig. (P)	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Gender	6,681	,011*	-118	1,279	,203	-,12698	,09925	-,32353	,06956	
			-68,264	1,296	,199	-,12698	,09799	-,32251	,06854	
Spending time in restaurant	6,137	,015*	-405	118	,686	-,11508	,28425	-,67797	,44781	
			-,440	80,842	,661	-,11508	,26167	-,63573	,40557	

*The mean difference is significant at the 0.05 level

Analyzing to the demographic criteria by Levene's test and t-test the significant differences are seen only on the variable of gender and spending time in restaurant. When it was analyzed the differences by LSD, the significant differences are seen in favor of males in variable of gender and in favor of 25-35 minutes in variable of spending time in restaurant which is seen in the Table 25.

Table 26. LSD analysis for the variable of coming to the restaurant again (author's compilation)

LSD

Coming again		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
(I) time	(J) time				Lower Bound	Upper Bound
25-35 min	10-15 min	,35000*	,14366	,016*	,0654	,6346
	45+	,27778*	,13403	,040*	,0123	,5433

*. The mean difference is significant at the 0.05 level.

The results which are seen in the Table 25 and 26, the lack of significant difference from the answers of the question about coming to the restaurant again in each variable, are demonstrating that the customers will come to the restaurant again without any doubt.

5. CONCLUSION AND RECOMMENDATIONS

In this study, it was investigated to the food service quality and its effects of customer satisfaction Bosnia and Herzegovina and as a case study in Sarajevo. It is well known that Bosnia and Herzegovina has enormous cultural heritages, which effects the life style of the Bosnian people. Cuisine is one of the main indicator for cultural background of each society. It is well know that Bosnia and Herzegovina has excellent and rich cuisine. The natural food, traditional dishes are spectacular. However, it is clearly seen that the service quality and standards are not satisfied, in this research. Thus, it was aimed to investigate and determine the existing condition, then raise awareness about food service quality to be improved. The statistical results are shoving that the hypothesis of this study were accepted, especially in relation with the independent demographic variables.

In this study, the questionnaires were employed to local customers in Sarajevo, as it was mentioned above. According to overall survey results, the customers are not complaining in accordance with the reality about the service quality. Their responds are seen in the descriptive statistics and in average as “3.491” of “5”, based on the Likert Scale of the research instrument in this study. On the other hand, they are expecting that the food service quality needs to be improved.

In the present study, the participants as the customers in Sarajevo restaurants, might choose a restaurant or food and services depend on the factors such as cultural, personal, social and physiological ones, and as it has been mentioned in the literature (Medeiros & Salay, 2013; Kotler 2002), the customer behaviors are determining the food and service quality. Thus, one of the main objective of this study is to build up awareness about the service quality and restaurant attributes, to increase their standards.

The customer satisfaction is defined by Johnston and Lyth (1991) as the degree of agreement between customer expectations on service quality and customer perceived level

of service quality and Eiglier and Langeard (1987) affirm that a high quality service is the one that satisfies the client in a given situation. However the outcomes in this study shows that the participants are mostly don't consider about the service quality, they just focused on the food attributes. It will be seen in detail and understood the results, while evaluating of the findings.

Based on the gender differentiations, women are demanding higher standards in all variables. They are expecting more, and they are meeting less for their perceptions. But, interestingly, in last part of the survey, the participant respondent to the question that "will you come to the restaurant again?", and the answers as "No" were mostly came from men.

Income is one of the main factor for demanding higher quality and standards in foods, service attributes and conveniences from the restaurants. For example, the parking convenience is one of the main attributes for higher income holders, which they think that it is a problem that they usually meet this problem.

Dining out frequency, as a variable, has been observed in "rarely" with 57 % rate. This results can be explained with income and revenues. Owing to the fact that 42 % of the participants have less than 1000 KM per month, and 25 % of them have between 1000 to 2000 KM. Dining out can be not affordable in so frequent. Another result from this part, is that the participants who are frequently dining out, are not satisfied in general from the service, attributes and etc.

According to the survey results, the participants who are over the 56 years old and plus, have more expectations then the youngers. When getting older, the expectations from all attributes are increasing, while they are dining and spending time in restaurants. According to Knutson and Patton, (1993), seniors want to eat in a welcoming, pleasant, comfortable atmosphere. Shank and Nahhas (1994) determined that friendly service and individualized attention were considered more important by older diners than younger adults. Older diners are less concerned with the timeliness of service at restaurants than younger people. Shank and Nahhas's (1994) study showed that older people were less

likely to rate speed of service as an important factor in selecting a restaurant. They have more leisure time and view dining as a social event. Similar results were observed in this study about elder participants. As Fu and Parks (2001) stated, to provide the kind of service that older diner's desire, it is important for restaurant operators to know how the elderly perceive restaurant service quality.

The time spent in a restaurant, is effected from different reasons. There was a variety of restaurants and cafes in this research. From the higher standard restaurants to the fast food restaurants, and in some café' which serve food in, were chosen in this study to collect reliable data. It was not an object to analyze the standards of restaurants differentiations in this study, but in future study it can be researched in detail regarding to their potential customer profiles.

In this study, the participants who spent longer time, such as 45 minutes and more, have more expectations than the others. And based on the type or standards of the restaurants, the time spent are changing. The participants who spent short time in a restaurant, while dining, they don't have consideration on restaurant ambiances, conveniences and other attributes. In luxury and convenient restaurants, the customers spending more time, as expected. And the customers are satisfied from the services and ambiances in these luxury restaurants.

In any parameters, the local people in Sarajevo, they are usually preferring to spend long time in restaurants, if it is compared to the other societies. Because, their reason for going restaurants are mostly for social occasions, which it will be explained in detail below.

Many factors in this study are related each other. The reason for going restaurants are usually for social occasion as it was mentioned. For most of Bosnian people, dining in a restaurant is a social occasion. Antony (2011) stated that most people eat at restaurants and food service operations for enjoyment and entertainment. But in Bosnia it seems as social occasion more than the other societies. If it is evaluated with the parameter of dining our frequency, which was obtained as "rarely", they mostly considered as social activity.

These results are explaining many things that may related to cultural and other effects, which is needed to be analyzed in future studies in different aspects in related fields.

In the last part of the survey, it was asked to the participants that “will you come to the restaurant again?” And 70 % of them relies as “Yes”. This the most critical question in over all that to show the culture and mentality. It can be explained that the Bosnian people are so modest, less expectations or there are a few alternative to go. But, it is most accurate explanation can be on cultural values.

In order to cultural, economic and other reasons, expectations of participants are quite modest. Apart from the survey questions, during the conversation meanwhile the employing the surveys, they were mentioning clearly about their approaches. They said that they like local food, and they only consider about their tastes and being affordable; they are not caring about the presentation of the food and their service quality. It might be because of the cultural and economic effects, and sociopolitical situations of B&H and Canton Sarajevo, keep the people in conservative life style. This factor also might affect to the food service standards, not to be improved. Soon or later, it will be changed. Tourism capacity of B&H and Canton Sarajevo is increasing day by day. When the mentality integrated to the global culture, expectations of the existing customers and potential customers will be increased, and they will demand higher standard for food services.

One other interesting finding that there is neither tourism school nor school for service in hospitality industry in B&H. Therefore, the service staff in food service sector, has no chance to be educated and trained to improve their skills and knowledge. And, this might be one of the key reason of the insufficient of food service quality.

According to Knutson and Patton (1993) service quality is a strong motivator for choosing a restaurant. The food quality, tastiness, freshness and etc. are just a minimum requirements for all restaurants. Besides to the ambiance and restaurant attributes, the service quality is attracting the customers.

The food quality, tastiness and varieties of local foods has chance to be opened to the global market. Bosnia and especially Sarajevo have capacity to be a center of gastronomy tourism. However, it can not be succeeded without improving the service quality to the international standards.

According to Lim (2010) for the customer it is not necessary that a better quality can be a better taste, if customer like the taste of food he/she will be satisfied from the food. Therefore, restaurants focus is on taste of the food and services that has influence on customer's satisfaction, like similar case in Bosnia. However, it doesn't mean that they are fully satisfied. Lim (2010) again reported that the customer's ultimate satisfaction may have significant effect of atmosphere. Physical surroundings are helpful to create image in the mind of customer and to influence on customer satisfaction and their behavior. An also staff approaches may effect to the customer's feelings.

Strategic management rules and principals has to be implemented in restaurants, to improve service quality and for customer satisfaction. Restaurant organization, food quality and standard, service and staff performance, and etc. must be designed based on the strategic management theory and principles.

Lastly, in the survey has totally 91 different type of questions, and some of them are repeating under the different variables. But the participants are responded each of those questions objectively and in detail without hesitation, which can be seen in the results. This is confirming the reliability of this survey research.

This was one of the reason for occurring this research idea. Therefore, the variable of "spending time in restaurant" has to be analyzed in this perspective. As it is seen above, in almost all criteria have significant differences. According to demographic variables, duration and reason of spending time in restaurant are changing.

Recommendations

During the studying period in Sarajevo, while observing to the society as a foreigner, it was realized that the local people in Bosnia, prefer to spend longer time in the restaurants or cafes, if you compare the other societies and cultures. And during the employing the surveys in the restaurants, it was had a chance to interview with the owners or managers of them. They mentioned about the sectoral problems, lack of the qualified staff, no institution to be educated for service in hospitality industry, which I tried to mention in the text. These outcomes were unpredictable and the information's were out of the topic, and they were not in the objective of this study, but they can be researched and analyzed in future studies.

There was a variety of restaurants and cafes in this research. From the higher standard restaurants to the fast food restaurants, and in some café' which serve food in, were chosen in this study to collect reliable data. It was not an object to analyze the standards of restaurants differentiations in this study, but in future study it can be researched in detail regarding to their potential customer profiles.

Tourism capacity of B&H and especially in Canton Sarajevo is increasing and the existing customers and potential customers will be increased in near future, and they will demand higher standard on food services. Thus, immediately it has to be established an institution for service in hospitality industry and tourism. Qualified staff for service is needed the tourism and food service sector.

The cultural effects on this research outcomes must be investigated professionally by the researchers, experts and academicians in sociopsychology, economy and other social sciences fields. And all over the outcomes might evaluated and considered by decision makers to open way of the sectoral improvement.

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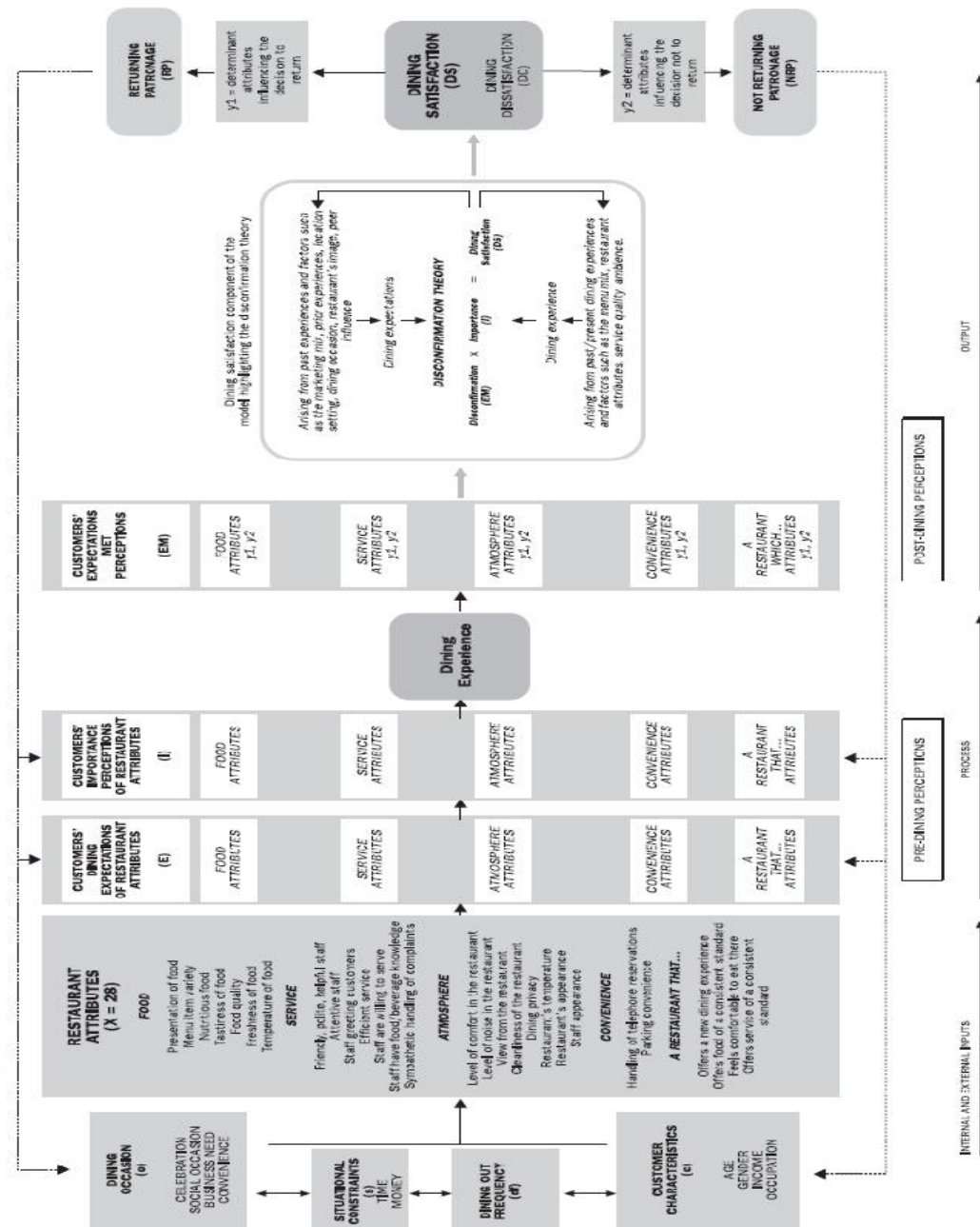
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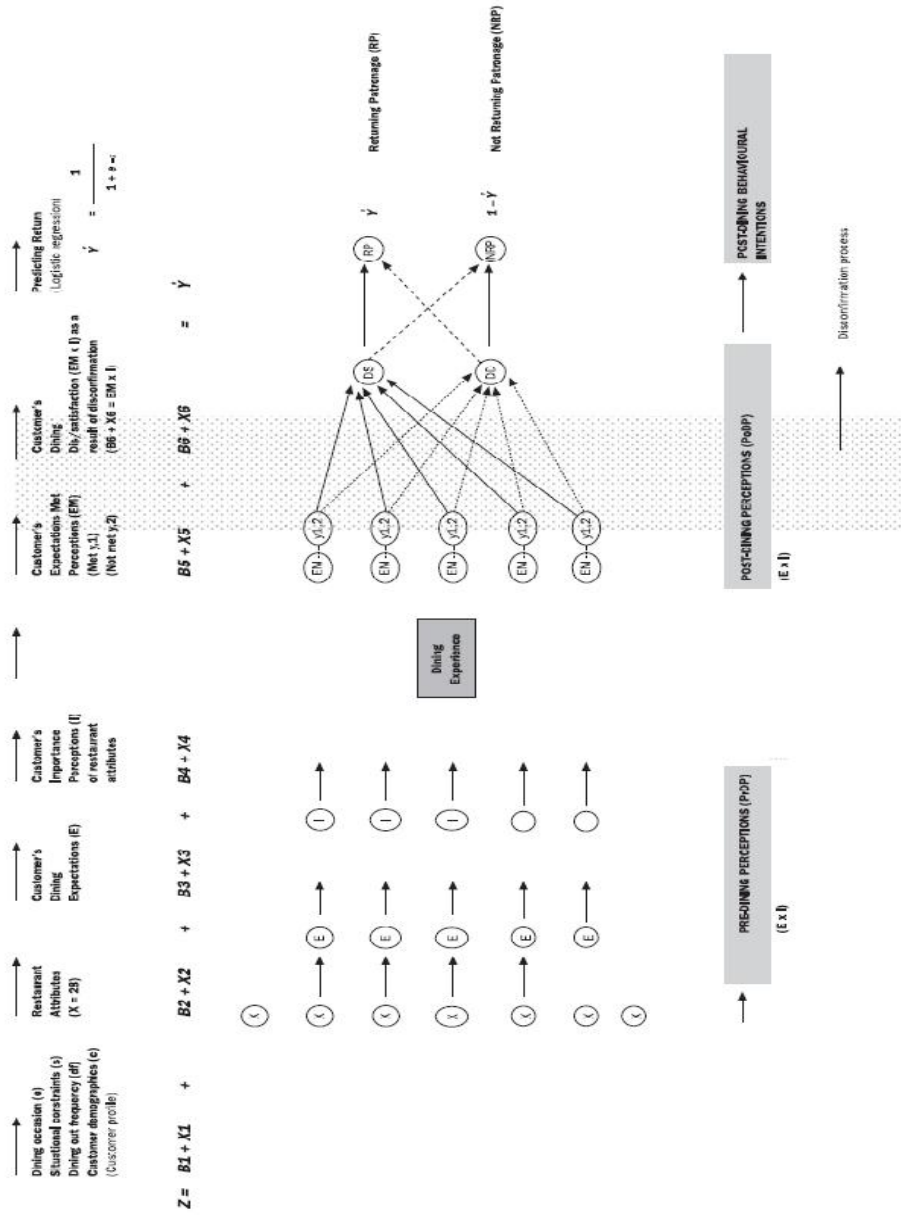
APPENDIX I

A diagrammatic model of dining satisfaction and return patronage



APPENDIX II

Linear model of dining satisfaction and return patronage



where
 X = restaurant attributes (n = 28); I = importance perceptions; E = dining expectations; EN = Expectations Met (not met)
 Y1,2 = restaurant attributes which the customer is satisfied with; Y2 = restaurant attributes which the customer is dissatisfied with;
 DS = dining satisfaction; DC = dining dissatisfaction; RP = return patronage and NRP = not return patronage;
 o = dining occasion; s = situational constraints; df = dining frequency; and e = customer demographics

APPENDIX III

(SURVEY IN ENGLISH)

QUESTIONNAIRE

My name is Ferda Gürsel and I am Master student at the International University of Sarajevo. I am currently doing a research about dining satisfaction, and this survey is needed form. Therefore, this questionnaire collects information about the expectations of the restaurant attributes, the importance of these attributes to the customer, as well as the final evaluation of the restaurant after dining.

The questionnaire consists of two parts. In the first part questions related to your expectations about restaurant attributes before the meal are asked, and the importance of the restaurant attributes.

In the second part questions are asked in order to see if the expectations about the food and restaurant attributes have been met. This survey will take only about 10 minutes. The privacy of information is secured and the data will be treated confidentially.

Your participation is voluntary. If you agree to participate in the survey please answer the questions honestly and choose the answer that best describes your feelings and perceptions.

1. Your age?

18-25		26-35	
36-45		46-55	
56-65		66.....	

2. Gender? Female Male

3. Your income?

Under 1000 KM		1000KM between 2000KM	
2000 between 3000KM		up to 3000KM	

4. Dining out frequency:

Never		Occasionally	
Rarely		Almost	
		Every time	

5. How much time do you spend in a restaurant?

10-15 minute		15-25 minute		25-35 minute	
35-45 minute		45 minute and more			

6. What is your reason for going to the Restaurant? (Dining occasion)

Celebration		Social occasion	
Business need		Convenience	

FIRST SECTION

A) Please rate your dining expectations of restaurant attributes.

Expectations from the food	Very low expectation	Low expectation	Neutral	High expectation	Very high expectation
Presentation of food					
Menu item variety					
Nutrition food					
Tastiness of food					
Food quality					
Freshness of food					
Temperature of food					

Expectations from the service	Very low expectation	Low expectation	Neutral	High expectation	Very high expectation
Polite, friendly, helpful staff					
Attentive staff					
Staff greeting customers					
Efficient service					
Staff are willing to serve					
Staff have food/beverage knowledge					
Sympathetic handling of complaints					

Expectations from the ambiance	Very low expectation	Low expectation	Neutral	High expectation	Very high expectation
Level comfort in the restaurant					
Level of noise in the restaurant					
View from the restaurant					
Cleanliness of the restaurant					
Dining privacy					
Restaurant's temperature					
Restaurant appearance					
Staff appearance					

Convenience	Very low expectation	Low expectation	Neutral	High expectation	Very high expectation
Handling of telephone reservations					
Parking convenience					

A restaurant that..	Very low expectation	Low expectation	Neutral	High expectation	Very high expectation
Offers a new dining experience					
Offers food of a consistent standard					
Feels comfortable to eat there					
Offers service of a consistent standard					

B) Please chose to what extent have your expectations met the perceptions

Perceptions from the food
Presentation of food
Menu item variety
Nutrition food
Tastiness of food
Food quality
Freshness of food
Temperature of food

Not at all	Slightly	Some what	Very much	Extremely

Perceptions from the service
Polite, friendly, helpful staff
Attentive staff
Staff greeting customers
Efficient service
Staff are willing to serve
Staff have food/beverage knowledge
Sympathetic handling of complaints

Not at all	Slightly	Some what	Very much	Extremely

Perceptions from the ambiance
Level comfort in the restaurant
Level of noise in the restaurant
View from the restaurant
Cleanliness of the restaurant
Dining privacy
Restaurant's temperature
Restaurant appearance
Staff appearance

Not at all	Slightly	Some what	Very much	Extremely

Convenience
Handling of telephone reservations
Parking convenience

Not at all	Slightly	Some what	Very much	Extremely

A restaurant that..
Offers a new dining experience
Offers food of a consistent standard
Feels comfortable to eat there
Offers service of a consistent standard

Not at all	Slightly	Some what	Very much	Extremely

SECOND PART

Please choose the answer that best describes how much the restaurant attributes rated above are important for you.

Attributes of from the food	Not at all	Slightly	Some what	Very much	Extremely
Presentation of food					
Menu item variety					
Nutrition food					
Tastiness of food					
Food quality					
Freshness of food					
Temperature of food					

Attributes of the service	Not at all	Slightly	Some what	Very much	Extremely
Polite, friendly, helpful staff					
Attentive staff					
Staff greeting customers					
Efficient service					
Staff are willing to serve					
Staff have food/beverage knowledge					
Sympathetic handling of complaints					

Attributes of the ambiance	Not at all	Slightly	Some what	Very much	Extremely
Level comfort in the restaurant					
Level of noise in the restaurant					
View from the restaurant					
Cleanliness of the restaurant					
Dining privacy					
Restaurant's temperature					
Restaurant appearance					
Staff appearance					

Convenience	Not at all	Slightly	Some what	Very much	Extremely
Handling of telephone reservations					
Parking convenience					

A restaurant that..	Not at all	Slightly	Some what	Very much	Extremely
Offers a new dining experience					
Offers food of a consistent standard					
Feels comfortable to eat there					
Offers service of a consistent standard					

- Will you come to the restaurant again? YES ☐

NO ☐

APPENDIX IV

(SURVEY IN BOSNIAN)

ANKETA

Moje ime je Ferda Gürsel, studentica sam master studija na Internacionalnom Univerzitetu Sarajevo. Radim istraživanje na temu zadovoljstva gostiju hranom i uslugom u restoranima.

S tim ciljem, ovom anketom prikupliam informacije o kvaliteti restorana, značaju koje im gosti pridaju i općoj procjeni gostiju restorana poslije jela.

Anketa se sastoji iz dva dijela. Prvi dio se odnosi na pitanja prije jela vezana za karakteristike restorana.

Drugi dio se sastoji od pitanja koja su vezana za to da li je restoran ispunio vaša očekivanja po pitanju hrane i kvalitete.

Ova anketa će vam oduzeti samo 10 minuta. Vaše informacije i odgovori će biti anonimni. Učešće u anketi je dobrovoljno. Ako prihvatite učešće odaberite odgovore koji najbolje karakterišu vaša osjećanja i poglede. Unaprijed se zahvaljujem.

1. Vaša dob?

18-25 ☐ 26-35 ☐ 36-45 ☐
46-55 ☐ 56-65 ☐ 66+

2. Spol ? Ž ☐ M ☐

3. Vaša primanja?

Ispod 1000 KM ☐ Između 1000 i 2000 KM ☐
Između 2000 i 3000 KM ☐ Više od 3000 KM ☐

4. Koliko često jedete vani?

Nikada ☐ Ponekad ☐
Rijetko ☐ Većinu vremena ☐ Uvijek ☐

5. Koliko potrošite vremena prilikom odlaska u restoran?

10-15 minuta ☐ 15-25 minuta ☐ 25-35 minuta ☐
35-45 minuta ☐ 45 minuta i više ☐

6. Iz kojeg razloga posjećujete restoran?

Proslave ☐ Društvene aktivnosti ☐
Poslovne večere ☐ Drugo ☐

PRVI DIO

A) Označite vaša očekivanja od hrane i restorana u skladu s karakteristikama restorana

Karakteristike hrane	Veoma niska očekivanja	Niska očekivanja	Neutralno	Visoka očekivanja	Veoma visoka očekivanja
Prijatna prezentacija jela					
Raznovrsnost menija					
Da je hrana koja će se jesti zdrava					
Ukus hrane					
Da je hrana svježja					
Da je hrana topla					
Kvalitet hrane					

Karakteristike usluge	Veoma niska očekivanja	Niska očekivanja	Neutralno	Visoka očekivanja	Veoma visoka očekivanja
Srdačno i ljubazno osoblje					
Pažnja i briga osoblja					
Način na koji vas osoblje dočekuje					
Efikasna usluga/osoblje					
Osoblje koje je spremno za usluživanje					
Poznavanje jela i pića osoblja					
Ljubazno prihvaćanje žalbi i želja					

Karakteristike ambijenta	Veoma niska očekivanja	Niska očekivanja	Neutralno	Visoka očekivanja	Veoma visoka očekivanja
Komfor restorana					
Mir i tišina restorana					
Pogled restorana					
Čistoća restorana					
Specifičnost jela/tajnovitost recepta					
Toplota restorana					
Izgled restorana					
Izgled osoblja					

Mogućnosti	Veoma niska očekivanja	Niska očekivanja	Neutralno	Visoka očekivanja	Veoma visoka očekivanja
Mogućnost rezervacije telefonom					
Parking mjesto					

Druge mogućnosti	Veoma niska očekivanja	Niska očekivanja	Neutralno	Visoka očekivanja	Veoma visoka očekivanja
Predstavljanje novih jela					
Dosljedan standard namirnica					
Osjećaj ugođe prilikom objeda					
Dosljedan standard usluge					

B) Molim označite u kojoj su mjeri vaša očekivanja bila zadovoljena

Zapažanja u pogledu hrane	Ni malo	Malo	Normalno	Zadovoljena	Upotpunosti zadovoljena
Prijatna prezentacija jela					
Raznovrsnost menija					
Da je hrana koja će se jesti zdrava					
Ukus hrane					
Da je hrana svježja					
Da je hrana topla					
Kvalitet hrane					

Značaj usluge	Ni malo	Malo	Normalno	Zadovoljena	Upotpunosti zadovoljena
Srdačno i ljubazno osoblje					
Pažnja i briga osoblja					
Način na koji vas osoblje dočekuje					
Efikasna usluga/osoblje					
Osoblje koje je spremno za usluživanje					
Poznavanje jela i pića osoblja					
Ljubazno prihvaćanje žalbi i želja					

Značaj ambijenta	Ni malo	Malo	Normalno	Zadovoljena	Upotpunosti zadovoljena
Komfor restorana					
Mir i tišina restorana					
Pogled restorana					
Čistoća restorana					
Specifičnost jela/tajnovitost recepta					
Toplota restorana					
Izgled restorana					
Izgled osoblja					

Mogućnosti	Ni malo	Malo	Normalno	Zadovoljena	Upotpunosti zadovoljena
Mogućnost rezervacije telefonom					
Parking mjesto					

Druge mogućnosti	Ni malo	Malo	Normalno	Zadovoljena	Upotpunosti zadovoljena
Predstavljanje novih jela					
Dosljedan standard namirnica					
Osjećaj ugođe prilikom objeda					
Dosljedan standard usluge					

DRUGI DIO

Molim navedite koliko su za vas bitne dolje navedene karakteristike restorana

Očekivanja od hrane	Uopće nije bitno	Nije bitno	Neodlučan/na sam	Bitno je	Jako bitno
Prijatna prezentacija jela					
Raznovrsnost menija					
Da je hrana koja će se jesti zdrava					
Ukus hrane					
Da je hrana svježja					
Da je hrana topla					
Kvalitet hrane					

Očekivanja od usluge	Uopće nije bitno	Nije bitno	Neodlučan/na sam	Bitno je	Jako bitno
Srdačno i ljubazno osoblje					
Pažnja i briga osoblja					
Način na koji vas osoblje dočekuje					
Efikasna usluga/osoblje					
Osoblje koje je spremno za usluživanje					
Poznavanje jela i pića osoblja					
Ljubazno prihvaćanje žalbi i želja					

Očekivanja od ambijenta	Uopće nije bitno	Nije bitno	Neodlučan/na sam	Bitno je	Jako bitno
Komfor restorana					
Mir i tišina restorana					
Pogled restorana					
Čistoća restorana					
Specifičnost jela/tajnovitost recepta					
Toplota restorana					
Izgled restorana					
Izgled osoblja					

Mogućnosti	Uopće nije bitno	Nije bitno	Neodlučan/na sam	Bitno je	Jako bitno
Mogućnost rezervacije telefonom					
Parking mjesto					

Druge mogućnosti	Uopće nije bitno	Nije bitno	Neodlučan/na sam	Bitno je	Jako bitno
Predstavljanje novih jela					
Dosljedan standard namirnica					
Osjećaj ugođe prilikom objeda					
Dosljedan standard usluge					

- Da li biste ponovo dosli u ovaj restoran?

Da ☐

Ne ☐