



ISCTBL 2022
INTERNATIONAL SCIENTIFIC CONFERENCE

Универзитет „Гоце Делчев“ –
Штип

Goce Delchev University
Shtip

Факултет за туризам и бизнис
логистика

Faculty of Tourism and
Business Logistics

**Петта Меѓународна Научна Конференција
Fifth International Scientific Conference**

**ПРЕДИЗВИЦИТЕ ВО ТУРИЗМОТ И БИЗНИС
ЛОГИСТИКАТА ВО 21 ВЕК
CHALLENGES OF TOURISM AND BUSINESS
LOGISTICS IN THE 21ST CENTURY**

**ЗБОРНИК НА ТРУДОВИ
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PANEL SESSION

Challenges and implications of COVID-19: reducing disparities and addressing distributional impacts in different sectors

Session chair: Tatjana Boshkov, Assoc.professor and Dean at Faculty of tourism and business logistics, „Goce Delcev University – Stip, N. Macedonia

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4. Director of Research Center in Innovative and Regional Tourism, University of Craiova, Romania
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10. Prof. Dr. Kanita Imamović-Čizmić, Ph.D., Department of Legal and Economic Sciences, University of Sarajevo-Faculty of Law, BiH
11. Prof. Dr. Slagjana Stojanovska, Ph.D., Integrated Business Faculty, Skopje, Republic of N. Macedonia
12. Prof. Dr. Slavi Dimitrov Ph.D., Department of Tourism, Deputy Dean of the Faculty of Economics, "St. Cyril and Methodius" University of Veliko Tarnovo, Bulgaria
13. Dr. Žarko Rađenović, Research Associate, University of NišInnovation Center, Serbia
14. Prof. Dr. Boban Melovic, Ph.D., Vice-Dean for international cooperation, Faculty of Economics Podgorica, University of Montenegro

Moderators

First session: Business logistics and business administration

Natasha Miteva, PhD, Vice-Dean for Education, Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia

Second session: Tourism, hospitality and gastronomy

Natasha Miteva, PhD, Vice-Dean for Education, Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia



УНИВЕРЗИТЕТ „ГОЦЕ ДЕЛЧЕВ“ - ШТИП
GOCE DELCEV UNIVERSITY OF STIP

ФАКУЛТЕТ ЗА ТУРИЗАМ И БИЗНИС ЛОГИСТИКА
FACULTY OF TOURISM AND BUSINESS LOGISTICS

ПЕТТА МЕЃУНАРОДНА
НАУЧНА КОНФЕРЕНЦИЈА

FIFTH INTERNATIONAL
SCIENTIFIC CONFERENCE

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IMPACT OF CUSTOMER SATISFACTION ON CUSTOMER LOYALTY IN A RESTAURANT

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Abstract

This paper examines the impact of customer satisfaction on their loyalty. Furthermore, the purpose of this paper is to define the appropriate attributes that define customer satisfaction and loyalty and determine the impact of satisfaction on customer loyalty of restaurant services. The application of structural equation modelling confirmed a statistically significant relationship and a direct impact of satisfaction on the loyalty of service users. To do so, 163 completed questionnaires were statistically processed. Satisfaction was measured by three attributes, and loyalty by two attributes. The validity of the questionnaire was confirmed with a value of Cronbach alfa coefficient of 0.89. Composite confidence (CR) is greater than 0.6 and average variability (AVE) is greater than 0.6 for all latent variables (constructors) ("satisfaction" and "loyalty"). Also, the suitability of the structural equation model was confirmed by Fit Statistic Results: Goodness-of-fit Index (GFI), Adjusted Goodness-of-fit Index (AGFI), Standardized Root Mean Square Residual (SRMR), Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI) and Normed Fit Index (NFI), Tucker-Lewis Index (TLI). This model can measure, monitor, and improve customer satisfaction from restaurant service, as well as their loyalty.

Key words: *satisfaction, loyalty, restaurant, SEM*

Introduction Customer Satisfaction

Customer satisfaction is a very essential topic for both researchers and managers in the service industries, as high levels of satisfaction create long-term customer retention and long-term competitiveness [1]. The feeling of fulfilling inner desires is called pleasure [2]. It is necessary to study consumers, to analyse their behaviour, to see what services they prefer, how and when they use them and to measure their satisfaction with the service received. Consumer satisfaction brings many benefits. Satisfaction increases customer loyalty, and it depends on the way the service is delivered. Satisfaction is the consumer's complete attitude toward the service provider or an emotional reaction to the difference between what consumers expect and what they receive, in terms of meeting their needs, goals or desires [3]. Customer satisfaction is one of the basic principles of the ISO 9001: 2015 standard: "The organization depends on its customers and therefore must understand their current and future needs, must meet their requirements and strive to exceed their expectations." [4].

Customer satisfaction plays a key role in the success of an organization and is a basic principle of customer relationship management used by the marketers to attract and retain service users [5]. Satisfaction also has a social dimension, given that it significantly depends on the opinion of

other people, the interaction they have with other service users, as well as the trust in the service provider [6, 7].

Customer Loyalty

The customer's loyalty is the result of his continuous positive emotional experience, satisfaction based on physical attributes and the perceived value of the product or service. For the consumer, loyalty is a positive attitude and behaviour that is related to their return visit or future purchase. The customer's loyalty can usually be said to be a consequence of all the experiences he has with the service provider or product [8-9]. Consumer loyalty positively affects the market and economic performance of the organization. In fact, customer loyalty is a link between their attitude, re-use of a service or product, and financial performance [10, 11].

As a result of numerous studies, it has been found that employee loyalty, quality of service and customer satisfaction have a positive effect on customer loyalty [12]. Also, the financial growth in the service industries depends on the ability to retain its regular customers more easily compared to gaining new customers. Good managers need to know that the way to grow their organization is through customers, and not only by attracting new customers, but also by retaining existing ones. They need to motivate their customers to spend more and recommend their services and products to third parties. Customer loyalty is formed only when he and the organization have and develop mutual trust in each other. When this mutual trust develops, the organization will be ready to guarantee the quality of their service and the customer will be ready to buy from it more often. In addition, most researchers use the word desire, which suggests that user loyalty cannot be enforced [14, 15].

Therefore, it is increasingly important for every service industry to build original relationships with the customers of their services, in order to retain loyal customers who will bring long-term profits and create a competitive advantage over others.

Conceptual model

Users of services, consumers, are an interesting large group on which the business result of the organization largely depends. They determine the realized volume of sales and profit with their behaviour and decision-making in the buying process. [16]. Customer satisfaction has a direct effect on their loyalty [17, 18]. In order for a customer to be loyal to a particular service or product, the organization must create a service or product that will meet the needs of the users and encourage them to come back again and again. If the product or service meets the needs and demand of the customer, he will become satisfied and will be turned into a loyal customer. Service users are the driving force for the profitable growth of the organization and a satisfied and loyal customer lead to greater profitability [19].

According to the above, the following hypothesis is set: *Satisfaction has a direct and significant impact on the loyalty of service users.*

The following figure shows the conceptual framework of the study.

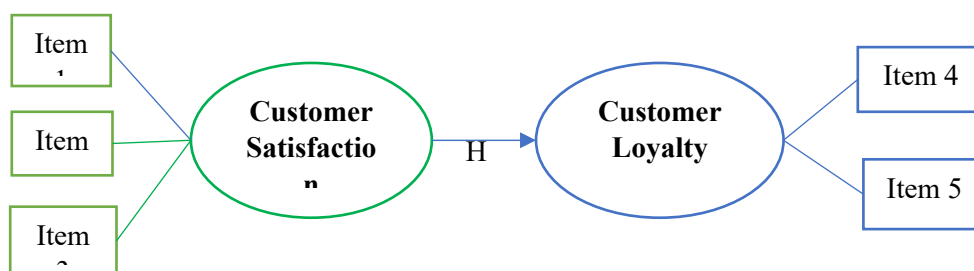


Figure 1. Conceptual framework

Methodology of research

The research was conducted in several restaurants in R. N. Macedonia and 163 questionnaires were processed. The satisfaction of the service users as well as their loyalty to the restaurants are measured as one-dimensional concepts that are presented with 5 claims (items). Out of that, 3 claims were for measuring satisfaction and how satisfied they are with the approach of the restaurant employees, the service and the time spent in the restaurant, and 2 claims for measuring loyalty, i.e., whether they would recommend the restaurant to relatives or friends and do they plan to visit the same restaurant again [18]. A Likert scale of five values, ranging from 1 to 5 ("strongly disagree = 1" to "strongly agree = 5") was used to rate claims of satisfaction and loyalty. The reliability of the questionnaire was confirmed by the Cronbach alfa coefficient. The relationship between the satisfaction and loyalty of service users and the confirmation of the hypothesis set out in this paper has been tested by applying structural equation modelling. Internal Consistency and Convergent Reliability is confirmed by Average Variance Extracted (AVE) and Composite Reliability (CR). The data were statistically processed with software package SPSS version 19 and SPSS Amos version 22.

Data analysis and results

Table 1 shows the results of a descriptive analysis of restaurant customer satisfaction and loyalty. The mean values and standard deviations of the satisfaction and loyalty of the service users are shown.

The average value of satisfaction is 4,462 which shows a high level of customer satisfaction. Also, the average value of customer loyalty is 4,267 which also indicates a high level of customer loyalty. By applying the ANOVA analysis of the regression equations, the cumulative effect is significant, ie the model is adequate, because $F = 30,422$ at the significance level of $p = 0.000$ [20].

Table 1. Coefficient of internal consistency of grouping of items

Constructs	Items	Mean	Standard Deviation	F	Sig
Satisfaction	Employee access	4,423	0,874	30,422	0,000
	Service	4,448	0,810		
	Time spent	4,515	0,804		
	Total:	4,462			
Loyalty	Recommendation of others	4,429	0,816		
	Frequent visit	4,104	0,960		
	Total:	4,267			

The Cronbach alfa coefficient of internal consistency of grouping of items in the questionnaire in the constructor's satisfaction and loyalty confirms the reliability (Reliability). The value of the Cronbach alfa coefficient should be greater than 0.6 and is a good opportunity to model the survey results for the surveyed population [21].

Table 2. Coefficient of internal consistency of grouping of items

Items	Constructs	Cronbach alfa test for constructs	Cronbach alfa test
Employee access	Satisfaction	0,87	0,89
Service			

Time spent	Loyalty	0,79	
Recommendation of others			
Frequent visit			

Based on the obtained values for Cronbach alfa coefficient for internal consistency of data grouping from 0.87 and 0.79 shown in Table 2, the reliability of the questionnaire, i.e., the correctness of the formed constructs within it, as well as the validity of the model for measurement with Cronbach alfa coefficient of 0.89 for the overall structure of the model.

Internal Consistency and Convergent Reliability is confirmed by Average Variance Extracted (AVE) and Composite Reliability (CR). According to the obtained values shown in Table 3 and Table 4, all regression coefficients (β) are statistically significant ($p < 0.001$), with a value above 0.7 [22, 23]. According to the values obtained for AVE, the construct "Satisfaction" with a value of 0.7 and the construct "Loyalty" with a value of 0.66. Average Variance Extracted (AVE) is acceptable when it is above 0.5 [24, 25]. The Composite Confidence (CR) for the Satisfaction construct is 0.71 and for the Loyalty construct is 0.7. According to the obtained values, the validity of the attributes is proved.

Table 3. Standardized regression coefficients for satisfaction dependence and loyalty (β)

Attributes		Latent variables	β	p
CS1	<---	Customer Satisfaction	0,937	***
CS2	<---	Customer Satisfaction	0,838	***
CS3	<---	Customer Satisfaction	0,727	***
CL1	<---	Customer Loyalty	0,905	***
CL2	<---	Customer Loyalty	0.720	***

Note: Level of importance *** $p < 0,001$

Table 4. Average Variability (AVE) and Composite Validity (CR) for Latitude and Loyalty Variables

Attributes		Latent variables	AVE	CR
CS1	<---	Customer Satisfaction	0,7	0,71
CS2	<---			
CS3	<---			
CL1	<---	Customer Loyalty	0,66	0,7
CL2	<---			

Structural equation modeling was used to determine the impact of the relationship between service users' satisfaction and loyalty. Table 5 shows the fit statistics results. From the results the small value of X^2 / df and the excellent values for GFI, AGFI, CFI, NFI, TLI (> 0.9) and SRMR, RMSEA (< 0.08) it can be concluded that the model of structural equations shown in Figure 2 is appropriate and the hypothesis set can be tested [26-29].

Table 5. Fit Statistic Results of the conceptual model

	X^2/df	GFI	AGFI	SRMR	RMSEA	CFI	NFI	TLI
Obtained values	3,252	0,956	0,846	0,029	0,074	0,968	0,96	0,93
Recommended values	$\leq 5,00$	$\geq 0,90$	$\geq 0,80$	$\leq 0,08$	$\leq 0,08$	$\geq 0,95$	$\geq 0,90$	$\geq 0,90$

Note: Goodness-of-fit Index (GFI), Adjusted Goodness-of-fit Index (AGFI), Standardized Root Mean Square Residual (SRMR), Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Normed Fit Index (NFI), Tucker-Lewis Index (TLI)

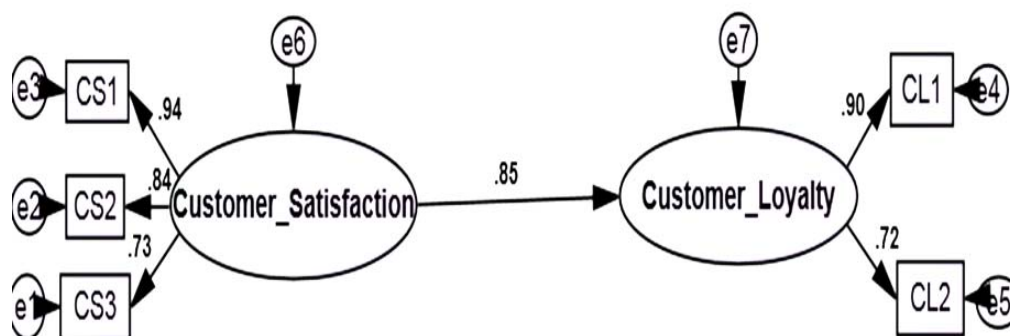


Figure 2. Conceptual model of the impact of satisfaction on loyalty

The results shown in Table 5 and Table 6 indicate that the set hypothesis (satisfaction \rightarrow loyalty) is strongly supported by a statistically significant regression coefficient, β at the significance level $p < 0.001$ and satisfaction has a direct statistically significant impact on customer service loyalty. $\beta - 0.845$). This confirms Hypothesis 1 that "satisfaction has a direct and significant impact on the loyalty of service users".

Table 5. Standardized coefficient of regression (β) for the dependence of satisfaction and loyalty

		β	P	Results	
H: Customer Loyalty	<---	Customer Satisfaction	0,845	***	Supported

Note: Level of importance *** $p < 0,001$

Table 6. Direct influence of the latent variables

	Customer Satisfaction	Customer Loyalty
Customer Loyalty	0,845	

Conclusion

The results of this research showed a significant impact of satisfaction on the loyalty of service users, and a direct impact of satisfaction on customer service loyalty in restaurants too, i.e., confirmed the hypothesis set in this paper.

Customer satisfaction is the key to retaining existing and attracting new customers, if the customer / buyer needs during service / purchase are not met he is less satisfied and it is assumed that his (dissatisfaction) influences further decisions about it where, what and how he will buy, ie use the service. If the product or service meets the needs and demand of the buyer / user, he will become satisfied and will be a loyal user of the same. Increasing the level of satisfaction of service users, increases the willingness of customers to share positive experiences for the service provider and reduces customer dissatisfaction, which increases their loyalty to the organization. Service users are a driving force for profitable growth, and loyal user leads to greater profitability. The high level of satisfaction provides long-term financial results and a stronger competitive position in the current dynamic environment. Employees should communicate with the customers of their services reasonably and with the utmost care and professionalism in order

to have satisfied and loyal customers. The results obtained from this research give directions to the management for the satisfaction and loyalty of the customers of the services in the restaurants.

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