



The Determinants of Customer Satisfaction in Kabul: Evidence from Restaurant Industry

By

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AUAF Declaration of Authorship

Master's in Business Administration Thesis

I hereby declare that:

- This thesis for the Masters in Business Administration at the American University of Afghanistan is my original work. I wrote this myself under the supervision of the MBA faculty assigned to me by the program director.
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To my wonderful mom and lovely wife

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Abstract

This is the first study that investigates customer satisfaction in the restaurant industry in Kabul, Afghanistan. The main focus of this paper is to study what factors may or may not affect customer satisfaction. The primary objectives of the paper are to explore determinants of poor customer satisfaction, study reasons why customers dine at restaurants in spite of knowing that some restaurants do not observe better health standards, and study if service quality factors can impact customer satisfaction. Particularly, the study explored whether (1) restaurant atmosphere, (2) employee conduct, (3) food quality, (4) harassment, (5) respect for family privacy, (6) competitions, (7) and locations impact the level of satisfaction customers express from the restaurant industry. Using the linear regression data analysis approach, the paper has unique findings. The findings indicate that customers currently prioritize cultural issues, such as respect for family privacy rather than service quality factors, such as food quality, employee behavior, and restaurant atmosphere. The paper concludes that due to lack of competition, customers these days value a restaurant, where they feel relaxed with their families and there is a great deal of respect for females. This paper will contribute to a number of ways from the provision of empirical evidence on customer satisfaction in restaurants in Kabul, to establishments of proofs that can help in decision making process in the relevant industry, to exploration of contextual evidence that excels the operation and management, and positively impact the overall growth of restaurants in Kabul.

CHAPTER I: INTRODUCTION

Broadly affected by globalization, the tastes and needs of customers in the restaurant industry have been impacted by travel, trade, exposure to various cultures, and the tastes of various foods that undergo significant changes from time to time. In order to meet such a demand and change, the restaurant industry in Kabul, Afghanistan must take proper actions to pay more attention to, satisfy, maintain a professional relationship with, and monitor customers' behavior that affects business growth, and take proper related investment decisions. Therefore, understanding the determinants of customer satisfaction supported by contextual evidence from Kabul should be of importance to every restaurant owner. This research investigates determinants of customer satisfaction and makes sound recommendations on strategies that should result in better customer satisfaction level, and customer retention within the restaurant industry in Kabul.

This chapter discusses the background of the study by a description of the industry that details Afghans eating habits, the significance of restaurants in Afghan's lives, and an overview of restaurant businesses in Kabul. It also provides contextual background for the proposed hypotheses and research questions. This chapter also enumerates the existent research gaps that follow the explanations about study significance and research objectives. The chapter finally finishes proposing the outline and structure of the study.

With the value researches give to the behavior of customers using a product or service, customers have gained significant value, which can be explained by the strategic role they play in the success and failure of a business. Today, unique customer satisfaction defines business success (Bolton, 1998), brings huge economic value to the firm (Pine & Gilmore, 1999; Haghghi, Dorosti, Rahnama & Hosenpour, 2012), ensures the state of being competitive, paves the ground for customer retention and sustainable growth (Bendaraviciene & Vilkyte, 2019), ensures less marketing expenditure (Luo & Homburg, 2007) and provides a

company an improved chance to outperform competing firms in the industry to name a few among many advantages.

Luo and Homburg (2007) write, “Customer satisfaction is an important driver of a firm’s profitability” (p. 133). Today, companies focus on customer satisfaction when designing their mission statements (Fournier & Mick, 1999). Bruhn and Grund's (2000) study shows that, “companies with a bigger share of loyal customers benefit from ... higher price willingness, positive recommendation behavior, and less switching tendency” (p. S1018). Most importantly, the significance of customer satisfaction comes from the fact that companies have shown a great tendency towards retaining current customers rather than acquiring new customers (Bruhn & Grund, 2000). This is because it costs almost 25 times more to acquire rather than to retain customers (Gallo, 2014).

1.1. Industry Description

In recent years, Afghans' lifestyle in terms of its dining culture has dramatically changed. The stereotyped large circle of feasting around a big Dester Khawn (an Afghan table cloth used while dining) has gradually decreased to a small gathering. As the family structure based on recent needs has reshaped itself, Afghans have gradually switched from gathering around the large Dester Khawn to eating at a café or a restaurant over a table with an opportunity of finding multi-options for their breakfast, lunch, and dinner and to the kinds of snacks they eat during the day. Part of such big changes can be found in the Afghan lifestyle that is affected by technology, trade, immense migration, exposure to ethnic and cultural diversity, and work environments that construct a significant portion of Afghan lives.

Majority of Afghans including employed mothers and fathers, young boys or girls who study or work may rarely find a chance to eat with other family members at home; in most cases, members of a family happen to eat at various locations and times. With such a growing trend of eating habits, restaurants have gained enormous attention, experienced

steady growth, and have become a center for gathering, socializing, and releasing boredom from work or study by offering different foods, beverages, and coffees.

However, these restaurant owners have commonly failed to appropriately tailor their services due to lack of professional business conduct, and the absence of proper business practices and management. Since Kabul restaurants customers' satisfaction has been marginalized and ignored during the past years, there is no empirical evidence as well as the literature is extremely short of explaining customers' behavior, experience, expectation, and the overall satisfaction.

General observations show that customers at restaurants have been persistently annoyed for various reasons. For example, young Afghan boys and girls have been one segment who frequent restaurants to meet each other. They organize engagement and wedding anniversaries, hold birthday parties and on occasion date their loved ones as restaurants have been a convenient place for them. These type of customers report that they not only have been bothered by the restaurant employees, such as servants, but also they experience that other customers, that have happened to eat at the same restaurants, have invaded their privacy, maintained constant eye contact, changed tables to secretly listen to their conversations as well as directly threatened them. In such a way, other customers intentionally destroy the pleasant experience one may have at restaurants. Although some restaurants management have taken corrective measurements, such as separating the dining place of individuals and those who eat with their family, yet it has not happened to be an effective preventive tool.

Being afraid that these young boys and girls may commit an action that is culturally and legally forbidden and to avoid possible troubles from Afghan intelligence agents, restaurant employees frequently monitor their customers either through surveillance cameras or regular contacts with their guests. Although the nature of such meetings in an Islamic

society can be a separate discourse, considering such an environment, the customer level of satisfaction has remained somewhat low; as a result, customers started to move from one restaurant to another for dining or social gatherings. Being mainly automatic in nature, these customers switch for a better experience, privacy, food, and safe environment and often randomly select another restaurant.

Although such a trend can provide an opportunity for other restaurants to attract newer customers, this has rarely come to the attention of managers due to unprofessionalism in business. Although various newly established restaurants attract customer's attention through social media and other means, observations show that very few of them survive and remain actively open. Security, migration, and lack of professional knowledge of running a business are the main reasons behind these close-outs.

1.2. Security and Conflicts

In reality, what impact does security have on the restaurants and Afghans' eating habits? When one pays attention to Afghans' normal daily life, one would not see any sign of conflicts, bombings, or suicide attacks as if it has been years that they are living in peace. They go out to shop in the city centers, visit shops from one corner to the other and ultimately take a break in the restaurants that continue with warmly chats, laughter, and jokes. However, truck and street bombings occasionally shed darkness over the city and disorder almost any routine due to which people start to mitigate the risks and take precautions actions.

Certain places cannot be avoided easily due to some mandates, such as workplaces, and schools, yet there remain places Afghans can avoid, such a restaurant in a heightened security area during busy hours of the day. A family who used to dine outside could lose a member in such bombings and may not return to restaurants anymore as they have another story to deal with. Another family to mitigate the risk may switch from one restaurant to

another from time to time. There may be people who never eat outside as they can predict the possibility of security incidents and the places that they should avoid.

Therefore, living in Kabul as a customer who loves to dine outside needs mature security intelligence, which most Afghans seem to be cautious about. Education centers and schools (Aljazeera, 2018), mosques (Gibbons & Abed, 2019), military compounds and places affiliated with foreign nationals, NGOs, wedding halls (TOLONews, 2019), hotels (Harrison, 2014), restaurants affiliated with foreign nationals (Ahmad & Rosenberg, 2014; Shakib & Nordland, 2016) all have been under attacks. These attacks, although do not directly target restaurants where ordinary citizens commute, affect customers choices, experiences, and overall decision-making in food catering services and can be a red alarm for the restaurant industry that provides a joyous moment for customers.

Security is not the focus of this paper as a determinant of customer satisfaction; however, the severe impacts it has on customers' dining habits and overall restaurants cannot be neglected. The focus of this paper is to emphasize on Service Quality (SQ) as the main factor of judging restaurant services and foods.

It is certain that with each open and close-out of a restaurant in Kabul, customers lose interest or find a fresher option of eating at a different spot from time to time. This means customers are less likely to have a chance to revisit a restaurant to order their favorite meal, which signals a lack of customer experience, Customer Relationship Management (CRM), or customer satisfaction. As a consequence, restaurant owners rarely pay attention or care about their customers. General observations from restaurants show that poor hygiene, lack of fresh food, a dirty and unhealthy environment, unprofessional employee behavior and lack of business ethics frequently bother customers. With this in mind, the question of how these restaurants survive emerges while customers do not remain under their focus.

In spite of the stated problems, it is evident that various customers from different classes of society still frequent these restaurants and eat their foods. The reason can be that of the level of expectations from a product or service.

Being a subjective phenomenon (Olander, 1997; Olivar, 1980), customers' expectation (for further details, refer to Assouad & Overby, 2016) from a product, such as food can be shaped by several factors including, taste preferences, hygiene level, education, and age. Furthermore, education level, lifestyle, experience at better restaurants, awareness about cleanliness and various diseases, level of income, social classes, and background determine the level of expectation. For example, the expectation level of lower-income American consumers has been primarily low with difficulty of understanding the concept of expectation itself (Halstead, Jones, & Cox, n.d); while middle or upper-class consumer satisfaction varies significantly.

I propose that customers' expectations within Kabul can also be described to have been affected by the above factors that signal a fact that low quality of food and services have predominantly been a common culture. Customer expectations in Kabul have been shaped and consistently kept low due to unprofessional business practices, unavailability or incapability of monitoring and regulatory bodies, and perhaps due to the existence of the excessive amount of low-quality food items, and counterfeit restaurant supplies imported from the neighboring countries. Since restaurants do not hold a broader prospect for their business, customers surprisingly remain not in their considerations and focus. Considering the above, I form my research question and hypotheses.

Research question: What factors may determine or not customer satisfaction levels in the restaurant industry in Kabul?

Hypothesis 1:

H₀ = Customers approve of restaurants' atmosphere.

H1= Customers are not happy with the restaurants' atmosphere.

Hypothesis 2:

H0: Customers are happy with the way wait-staffs behave with them.

H1: Customers are not happy with the way wait-staffs behave with them, which negatively affects satisfaction.

Hypothesis 3:

H0: Customers are happy with food quality.

H1: Food quality is poor, which affects customer satisfaction.

Hypothesis 4:

H0: Customers are not harassed in the restaurant environment.

H1: Customers have been harassed in the restaurant environment, which affects satisfaction.

Hypothesis 5:

H0: Customers choose any restaurant when they dine with their family members.

H1: Customers carefully select their restaurants when dining with family members to maintain better privacy and avoid possible troubles.

Hypothesis 6:

H0: As a result of tough competition, restaurants in Kabul work hard to meet customers' demands in a better way.

H1: There is no competition among restaurants in Kabul, which affects negatively customer satisfaction levels.

Hypothesis 7:

H0: Restaurant location is not a determinant factor when customers dine at a restaurant.

H1: Restaurant location is a significant factor when customers dine at a restaurant.

However, there are relatively newly established restaurants making good attempts to modernize the kitchen, pay careful attention to hygiene, respect customers, decorate the physical environment, and communicate with their customers using technology. Although there is a good trend for such restaurants, they remain comparatively fewer in number.

1.3.Statement of the Problem

In spite of good efforts made by a few restaurants, what feels as a big gap is a serious outlook toward customers as a valuable asset and a true indicator of business growth.

Almost no or very few restaurants maintain a customer database, receive customer feedback, or ask for customers' reviews of their services. Observations show some managers collect customer feedback occasionally. However, it can be a random experience of a few restaurants that cannot represent the real picture in the industry. Meanwhile, there is no systematic way of keeping records of customers' data. Restaurants in Kabul, indeed, lack serious attention to factors that satisfy their customers, boost CRM, and create a unique customer experience that will result in customer retention.

Customer satisfaction although studied in other industries, such as banking, has surprisingly remained unexplored in the restaurant industry. There are extremely limited researches to investigate factors of satisfaction or dissatisfaction in Kabul restaurants. The general pieces of literature that exist broadly have concentrated to explain the significance of customer experience, CRM, and customer retention strategies that may only help to understand the concept managerially and theoretically. This leaves the ground to extract key information from the industry in Kabul as well as the provision of contextual data and experiments that can contribute to enhancing satisfaction levels and decision making at restaurants in Kabul.

1.4. Significance of the Study

Therefore, this study attempts to fill the gap identified above and helps to tackle problems or factors that result into poor customer experience and satisfaction. The final results of this study will help restaurant owners and managers to effectively deliver SQ that is designed to meet the specific needs and wants of customers, build and sustain long term relationships, and administer consumer data management and one-on-one marketing strategies. The paper also attempts to deliver the message that restaurant managers need to rethink not only about the quality of foods they serve but also about the ambiance and the overall services they provide. The overall goal of this research will be to assist restaurant managers to understand the significance of customers in increasing profitability and potential for growth.

Customers, indeed, deserve to express themselves, communicate their ideal expectation levels, and be actively involved though apparently in an indirect way, in the decision-making process in the restaurant industry.

Study Objectives: Considering the above, this research paper wants to achieve the below research objectives:

- To explore the determinants, which discourage or encourage customer satisfaction in restaurants existed in Kabul. Mainly, this paper investigates variables that can be the root causes of poor customer satisfaction.
- To investigate the reasons why customers choose to dine at various restaurants at Kabul in spite of being not sure of hygiene and health standards, and
- To study if SQ factors can impact customer satisfaction.

Below is the organizational structure of the paper.

Chapter 2 discusses current literature and significant studies about customer satisfaction, CRM, customer retention, the role of technology in increasing satisfaction levels, and other topics that are considered significant contributing factors of satisfaction literature. It has been attempted to utilize the most recent publications from academic journals.

Chapter 3 is about the methodology used to collect data. The chapter describes survey respondents, restaurants at Kabul, primary and secondary data, sampling and the procedures used to collect data. It also explains the research framework by enumerating research variables and hypotheses. This chapter continues with model selection and regression analysis.

Chapter 4 discusses the major findings of the study and outlines the key research results. The chapter gives an empirical analysis of the data on customer satisfaction using the linear regression model analysis. The chapter also elucidates the graphical representation of data obtained as a result of the survey.

Chapter 5 details discussion and elaborates upon the relationships of findings of this study with key lessons of other important literature. The chapter interprets the findings and explains how well they may fit the relevant theories as well as current context of the restaurant industry and customers. This chapter, then, explains the recommendations suggesting managerial applications that can improve restaurant standards in Kabul and finishes with a conclusion.

CHAPTER II: LITERATURE REVIEW

A vast number of kinds of literature have been produced in the area of customer satisfaction in the food industry (Dastane & Fazlin, 2017; Gilbert, Veloutsou, Goode, Moutinho, 2004; Macarthur, Atkinson, Chura, & Sanders, 2004; Liao & Chuan, 2004) revealing that a large number of factors play significant impact on customer satisfaction among which on-time delivery of services, nice behavior of employees, quality of services and foods, price and some emotional factors (Dastane & Fazlin, 2017, p. 380), the environment, furniture, music performance, respect to customers' feedback, privacy of customers, appropriate use of customers' information, and so many other factors lead to a better and higher level of customer satisfaction.

Some argue that customer satisfaction has now become a cliché and old phenomenon giving its place to a new concept called customer retention that focus to keep customers as long as the company survives to operate (Kristian & Panjaitan, 2014, p. 143); some still emphasizes that customers' satisfaction is considered "standard of excellence" (Dastane & Fazlin, p.381) in any organization and asserts that customer satisfaction might seem unachievable unless managers satisfy the wants and needs of customers.

Customer satisfaction has been defined broadly when customers experience a higher quality of service or products that will motivate them to repurchase or reuse the product or services in the future (Liao & Chuang, 2004). Bendaraviciene and Vikyte (2019) believe that to satisfy customers, the term "wants and needs" play an important factor; when the wants and needs of customers are addressed well by a product or service of a company, satisfaction happens (As cited in A. Yuksel & F. Yuksel, 2014). Yet, if a company fails to meet its customers wants and needs, dissatisfaction happens, which can be critical to the success and failures of the company.

Below, you will find significant factors that stimulate customer satisfaction each of which is explained in the light of satisfaction literature.

2.1. Service Quality

Almost all researchers somewhat agree on the contribution of Service Quality (SQ) on consumer satisfaction. In a study of customer satisfaction of 4 to 5-star hotels in Vietnam, Phi, Thanh, and Viet (2018) propose that SQ positively impacts the level of satisfaction. In their study, SQ is defined as the usefulness of physical environment and furniture, simplicity of hotel websites, understanding of customers' feelings and that the management maintained good care of their customers. Other studies (Assouad & Overby, 2016; Bendaraviciene & Vilkyte, 2019) similarly show that the so-called five dimensions of the SQ model improve satisfaction levels.

Moreover, Tripathi and Dave (2016) indicate that satisfaction originates from SQ, which is the customer's judgment about a service or product. Their study categorizes the SQ as what and how customers receive a product or services and indicate that how customers receive services or products is a big motivator of satisfaction. They further add that SQ is when customers "feel special" (p. 33) and find added value in the physical environment whereas what (food) part of SQ can be satisfied by eating at home too. Suggesting culture as an integrated part of the SQ model, later in their study, they propose that the higher SQ, the more chance of satisfaction and intention to repurchase.

Similar to the findings of Dastane & Fazlin (2017), George and Jones (1991) study emphasizes on the wants and needs of customers. They propose the provision of services should be adjusted that fit customers' expectations –not too much –and not little. Sometimes, service delivery level exceeds the expectation, such as –repeated visits from customers and can be bothersome and sometimes service delivery level fails to meet expectations, such as –doctors treating all patients the same, which is again a point of concern. With this in mind,

the challenge is to realize customers' wants –they propose –and deliver services that meet their wants (George & Jones, 1991). Hence, customers have their definitions of SQ making the job for service provider harder to justify.

In their study, there remain many questions unanswered. What if the employee or the service provider fails to meet customers' desires appropriately? What if customers receiving two kinds of service delivery feels discriminated? While George and Jones (1991) proposition of varying the degree of SQ based on “perceived quality” of customers may sound perfectly matching the organizational structure of many service industries, it poses server discriminations among customers in the restaurant industry.

2.2.Customer Relationship Management

In addition to SQ, the use of Customer Relationship Management (CRM) has been a significant factor facilitating customer satisfaction (Mithas, Krishnan & Fornell, 2005; Kim & Mukhopadhyay, 2011; Krasnikov, Jayachandaran & Kumar, 2009; Payne & Frow, 2005). Payne and Frow (2005) believe CRM was first used during 1990 and since then has been widely defined as any technology means of solutions to business. Although they shed doubt on such a definition, in their study they define CRM as a “holistic approach to managing customer relationship to create shareholder value” (p. 168) that in their viewpoint broadly encompasses the use of technology and IT solutions, value creation, as well as proper use of customer data.

CRM is the widespread use of information technology (IT) to connect with customers. Companies need to keep in touch with their customers to have a better understanding of their needs and concerns to deliver customized services (Cohen & Moore, 2000). CRM originating from the Relationship Marketing, a concept developed during 1970' and 1980' (Pyne & Frow, 2006) has become an effective tool in building customer relationships as well as the

base for individual marketing, the customer-oriented approach that attempts to deliver services to an individual customer.

CRM is interested in maintaining customers' personal information, such as contact details and home addresses to use them to receive feedback on their services or products. Cohen and Moore (2006) believe we need customer contact details to send them a "how did we do survey" (p. 12). It seems consumer data cannot be maintained unless with the help of IT, which is an inseparable CRM component. IT simply uses customers' data to have better decision making. Recent literature indicates that CRM has been an effective means of organizations learning about their customer behavior, findings insights about their consumption patterns and use of information to deliver services or products that exclusively meet the needs of their customers (Mithas, Krishnan & Fornell, 2005).

CRM, however, can have negative results if not implemented properly (Payne and Frow, 2006; Jayachandran, Sharma, Kaufman & Raman, 2005). Often positive outcomes from CRM can be expected only if the information is used in a more appropriate manner that ensures customer retention and satisfaction (Saini, Grewal & Johnson, 2010). Although researchers point to a few failures of CRM in the literature, evidence shows that such failures have been due to "less mature technologies ... [or] inappropriate procedures" (Krasnikov, Jayachandaran, & Kumar, 2009, p. 72) related to CRM application. The study of Jayachandran, Sharma, Kaufman, and Raman (2005) indicates that the undesired outcome of CRM application can be because that customers' information does not match with the designed structure of the technology. These researchers later warn of potential losses as a result of CRM technology mismanagement. However, in situations, where CRM application is applied with care and thought, it has highly impacted firms' profitability over time by providing timely access to customer data (Krasnikov, Jayachandaran & Kumar, 2009).

CRM seems to have grasped the interest of B2B transactions. Saini, Grewal, and Johnson (2010) propose that successful CRM implementation positively impacts B2Bs rather than B2Cs because of several items that include established long term relationship because of higher switching cost, literally saves time, product post-purchase services, such as installations and maintenances, and has a better understanding of customers. One cannot understand CRM, without a thorough analysis of technological inventions in IT and their role in recording, maintaining, analyzing, and overall decision-making process.

2.3.Information Technology

Firms with a greater percentage of IT utilization have achieved a better competitive advantage in managing and sustaining relationships with their customers. Although the logic behind technology utilization seems deeper than just to manage the relationships, the focus has been to increase firms' productivity and cost-efficiency, decrease marketing costs and contribute to the overall wellbeing of the company (Sun, 2006). In fact, technology helps firms to learn about their customers and process customers' data for decision-making purposes easily.

Once the information is retrieved from customers, it is stored in a database, which can be used to track customer purchase patterns, accommodate their concerns and needs, adapt to new behavioral changes, and ultimately deliver better services. It is particularly important that the development of artificial intelligence, as well as statistical forecasting software, can do a lot to communicate with customers by realizing customers interest and tastes, predicting fresher needs and purchases behavior, and help develop customized services or products (Sun, 2006) that will ultimately result into sustained profitability (Jayachandran, Sharma, Kaufman & Raman, 2005).

Because of their unique solutions to business, firms invest massively in technology to record, maintain and analyze customer-related data. For example, Allen Allnoch (2004) in his

article entitled, “Forecasting software ensures fast-food consumer satisfaction” believes that technology contributes to increased customer satisfaction. Besides that technology improves inventory management, he adds that with the help of technology, such as certain software, fast food restaurants in California have immensely improved services resulting to better customer management and a higher level of customer satisfaction.

Moreover, Sun (2006) confess that recent technological advancements have helped managers to retrieve enhanced data from their customers on the occasion they make a purchase and repurchase of a product, their attitude when seeing a new product, promotion, a website ad, as well as surfing behaviors, and with the help of statistical software, they can convert these data into useful information that help in decision making related to sustaining the current customers, growing their numbers using cost-effective strategies, and building long-lasting relationship between the company and the clients (pp. 594-597). The two famous kinds of CRM IT facilities firms so far have benefited from are software that keeps and record data and mostly used to assist sales and inventory management and the software applications with the ability to analyze the data that help in the decision-making process (Jayachandran, Sharma, Kaufman & Raman, 2005).

The discussion of IT to facilitate CRM and restaurant learning about their customers through the help of new technology is extremely relevant to this study. Today, Kabul restaurants engage with their customers through social media and can extract useful information form their comments, posts and other online interactions. Although research shows that around 80% of customers call a business (Sun, 2006), this seems to be likely irrelevant with the growing trend of social media life of Afghans.

2.4.Customer Interactions

While firms maintain a relationship with customers, they should be well aware of customer-to-customer interactions. Customers either directly, such as maintaining direct eye

contact, invading privacy, threatening, etc., or indirectly, such as loud sneezing, loud laughing, improper public telephone conversations, improper jokes can cause bother to other customers. Although consumer improper behaviors that are sometimes referred to as “aggressiveness or misbehavior” is not inclusively true with the Afghan society, reports indicate a worldwide practice of such behavior in the work environment, public places, and service industry in various countries (Harris & Daunt, 2013).

This area of literature particularly benefits restaurant managers at Kabul due to the reasons that consumers may rarely pay attention to monitor their behaviors in public places and may cause inconvenience for other customers, such as those who dine with their families. The tendency of some customers that may intentionally or unintentionally destroy the experience of female customers considering the context of Afghanistan shall be taken into consideration specifically at restaurants as such behaviors have the potential to defame or destruct the personality a company may have (as cited in Verhoef et.al, 2009).

In this text, I refer to such act as customer improper behavior in a public place, such as restaurants and refrain to label it as aggressive unlike other researchers (Harris & Daunt, 2005; Huang, Lin & Wen, 2010) because normally such acts happen because of illiteracy, lack of certain skills that result to better socialization, and reasons that better explain the behavior in this context.

Using a qualitative approach and existent literature, Harris, and Daunt (2013) report negative outcomes of improper or misbehavior. Some of the major negative outcomes are less productivity and commitment to better job performance, “employee burnout”, decreased willingness to continue the profession, decreased customer satisfaction and lower profits. Their study, similarly, finds that customer unprofessional acts caused annoyance, anxiety, sorrow, destroyed the temper, caused to quit a job; however, it was also reported that customer improper behavior had become part of their daily lives, and therefore, the common

coping strategy used was to ignore misbehavior. Later they suggest that improper customer interactions with employees should not be neglected as it can pose danger for the firm.

While it is true customer misbehavior negatively impact on employee and firm performance, the employee improper behavior can affect customer satisfaction and intention to revisit a restaurant.

As the majority of firms train employees on professional conduct, although evidence lack, it is generally observed that restaurant employees consist of less or semi-skilled labor with little or zero literacy and receive little or no professional training while they are hired. Especially in a work environment that is less controlled by managers and supervisors, this means the chances that these employees harass or mistreat of customers, in a male dominant society, seem likely. The existent literature has focused primarily to study the impacts of “customers to customer interaction,” categorized misbehaving customers, devised coping strategies and have drawn managerial implications and have remained unsuccessful to investigate employee misbehavior on customer satisfaction perhaps of because of the misunderstanding notion that employees always strive for excellence. Therefore, the impact of employee misbehavior on consumer satisfaction relatively remains underdeveloped.

2.5.Respect and Human Dignity

Halstead, Jones, and Cox (n.d) study suggest that socially and economically disadvantaged customers who have been maltreated or treated with little care and respect, have had lower satisfaction levels. While customers who are well respected, treated with care and received better attention from service or product providers have substantially had better satisfactions (Tripathi & Dave, 2016). This indicates that when customers are respected and their privacy, personality, ethnicity, or way of clothing are not invaded or judged by the service or product provider, customers experience better satisfaction. On the other hand,

consumers who receive unprofessional behavior due to their status seem to form the less satisfied group of consumers.

Satisfaction can fade away over time particularly in a toughened cut-throat competition environment and therefore can mean a temporary experience. A company's satisfied customers at a time can be competitor's customers particularly when the restaurant industry does not have high switching costs, unlike other industries. For example, studying the degree of satisfaction, Chandrashekar, Rotte, Tax and Grewal (2007) found that customers with the weaker intensity of satisfaction tend to switch to another service or product provider. In their study, they propose the higher the level of satisfaction, the better the chance to stay loyal to a company; the weaker the bond, the higher the chance to switch to alternatives. These researchers seem to be the very few ones to investigate the intensity of satisfaction and identify endangered customers who might switch at later stages. Therefore, this urges managers and decision-makers to timely monitor for satisfaction measures and apply customer retention strategies, that relatively look to strengthen customer-business relationship permanently or at least for a longer period.

Unlike other industries (i.e. e-commerce) in which switching can be costly making customers experience higher switching costs (Chen & Hitt, 2002), it seems customers bear little or no switching cost in the restaurant industry; however, restaurants can be impacted if customers start to switch from restaurants to restaurants. This must alert managers to pay careful attention to retaining their customers. Customer retention gains significance as signaled above and is discussed below.

2.6.Customer Retentions

Customer retention is concerned about building a lasting relationship with customers after the stage that customers are satisfied. This means there are doubts whether satisfaction by itself may lead to better business growth, sustaining customers and encouraging the

repurchase behavior. An interesting study in customer satisfaction literature is the study of Lewis (2004), who has studied the impacts of loyalty programs on customer retention. Generally speaking, he believes incentives enhance the intention to purchase in a larger proportion and ensure repeat visits almost in any industry including hotels. Satisfied customers reduces marketing costs and positively attributes to the excellence of employee performance, “the two neglected outcomes of customer satisfaction” as it avoids considerably expensive marketing expenditures and can increase revenue because of repeated purchases (Lue & Homburg, 2007).

Another good piece of literature in customer retention is the work of Siu, Zhang, and Yau (2013). They study how well companies handle customer complaints on the occasions, where customers experience “service failure” and the impacts complaint resolution may have on customer satisfaction. A clear suggestion is customers should believe that complaints are treated justly and a final fair decision is taken, or the customer start retaliating and can easily generate negative word-of-mouth (WOM) circulations.

Customers can be acquired through many channels including WOM circulations, advertisements, free trials, and other marketing channels. Datta Foubert and Heerde (2015) study suggest that customers acquired through WOM and promotional programs stay longer with the firm than customers obtained through free trials, due to the reason that this last category of customers exhibits weaker longevity and intensity of relationships with the firms because of the lack of knowledge about the benefits of the product or services. They imply that customers retained by marketing channels other than free trails choose to be a firm’s regular customer because they find value and have a lot of reasons to stay loyal to the firm; however, free trails obtained customers cannot realize the importance and benefits of a product or services and are generally switching to alternative as result of marketing

campaigns. So they advise managers to think more on promotional marketing acquired customers than customers are attracted through free trials.

2.7. Subjectivity

Olander (1997) believes that customer satisfaction varies because it is highly subjective (as cited in A. Yuksel & F. Yuksel, 2008) and can vary from one customer's expectation to another customer's experience and expectation (Olivar, 1980). In fact, this subjectivity leads to various relative theories related to customer satisfaction. Although this piece of work does not tend to discuss each theory, yet it emphasizes that a critical understanding of the prevalent customer satisfaction theories—though relatively old—can have a positive impact on understanding, evaluating and judging a customer satisfaction, customer management, and customer retention concepts.

What is important in all these theories is that they agree on the subjectivity of satisfaction in which customers compare the product or SQ to the set standards—though scholars have yet to explore and define the quality and measures of the standards that help in better customer satisfaction (A. Yuksel & F. Yuksel, 2008).

2.8. Customer Satisfaction Index

Many countries have made good attempts to propagate satisfaction data nationwide by the establishment of a national entity that collects statistical measures of customer satisfaction across various industries. One of such entity with a mandate to push forward the acknowledgment of customer satisfaction level and increase firms' profitability across multi industries is the American Customer Satisfaction Index (ACSI). ACSI conducts satisfaction surveys across many industries including food chains every year in the USA as an independent economic institution.

According to their new restaurant report, (2018) in a comparison of customer satisfaction experiences between 2017 and 2018, “full-service restaurants” have generally

served American customers well, improved services almost in all areas, including employee aptitude and behavior, times to serve customers, food and beverage quality making the restaurants to experience of a growth of 3.8% in customer satisfaction (pp. 1-2). However, speaking of customer satisfaction, one should note that improvement in customer satisfaction level does not necessarily mean that they are fully satisfied with the restaurants' food, beverage or services.

Although there remains for restaurants in America a long way to go and make American customers 100% satisfied in the restaurant's businesses, restaurants that offer multi-foods have considerably improved the quality of food and services that generally meet American's expectations. ACSI about the restaurant industry, which is the main focus of this paper, reports that customer satisfaction increases by 1.3% in 2018, yet to focus on some aspects, such as beverage and food variety; the quality of food, employees' behavior remain satisfactory. Among the all fast-food restaurants in ACSI study, Chick fil-A remain the top-rated restaurants in terms of customer satisfaction.

2.9.Restaurants and Families

“Special Place for Families” is a famous sign that attracts one's attention almost in any restaurant entrance in Kabul. Kabul, generally, is the home for such customers who favor a dining setting where they feel more private and secure and are less in contact with other customers on the occasion when they go to a restaurant with their families or females who may dine alone. For this purpose, family refers to a male customer who goes to a restaurant with his wife, sisters, mother or other female relatives. Culture, dining habit, the common social perception about women, women socio-economic status, education, and food consumption behavior pattern stimulate and generalize the behavior in which certain types of customers prefer exclusive services when dining with a female relative.

They believe that the common outlook that explains such behavior is the fact that there are chances of harassment and possible troubles from the unprofessional behavior of waiters, for example. So to mitigate or avoid the problems, this category of customers chooses a place where they can have good customer experience, feel relaxed with their families and nobody bother or annoy them. This significant area of literature is particularly consistent with the purpose of this paper as it investigates how customer satisfaction is encouraged or discouraged in the restaurant industry in Kabul that unfortunately has remained almost unstudied. Western researchers, perhaps, have not paid attention because women are treated similar to many other customers. In western countries, there is no or weak gender segregation, and women do not face limitations typical of Afghan women.

Perhaps, due to their enticing nature, women almost anywhere in the world receive attention when they go out in the public, such as in a restaurant setting. However, exhibiting the kind of behavior i.e. being attracted by a woman and showing a desire for future communications and building relationships in the Afghan context seems unacceptable; therefore, there is a need to meet the demands of these types of customers separately. Practically, these customers seek better experience and look for places that suit their desired dining ambiance or setting.

Most of the literature discussed above signals the importance of customer satisfaction, SQ, and fulfillment of customers' demands and the impact they may have on a firm's growth. Dastane and Fazlin (2017) and George and Jones (1991) believe customer satisfaction is nothing but to tailor services that meet customers' wants and needs. Phi, Thanh, and Viet (2018) believed that to produce superior experience, restaurants need to understand customers' feelings. Tripathi and Dave (2016) supported the idea that customer privacy and personality should be respected and not judged.

While one can learn a lot from the existent literature, unfortunately, there is no empirical study to guide us how placing signs of “Special Place for Families” have reduced the tensions of female customers and customers who dine with their families out to have a better customer experience as it seems the only mitigating techniques of Kabul restaurant managers. This paper explores if the behavior of seeking a private place and lack of interest to dine outside can be explained by factors, such as street or employee harassments or unprofessional behavior and suggests managerial applications. However, such female-centric restaurant services in traditional societies require the attention of researchers in the area.

2.10. The Present Study

As it became clear, customer satisfaction and factors affecting satisfaction have been studied well. Nevertheless, customer satisfaction in the restaurant industry in Kabul, Afghanistan has not been the focus of any studies so far although there are, relatively, customer satisfaction surveys conducted on regular basis related to bank industries in Afghanistan. The existing literature, in other words, lacks the availability of the relevant studies that provide insights and analysis on CRM, customer satisfaction and retention that help managers and decision-makers to deal with complex situations and decision-making procedures *–in the context of business in Kabul.*

This paper will contribute to a number of ways from the provision of empirical evidence on customer satisfaction in restaurants in Kabul to establishments of proofs that can help in decision making process in the relevant industry to exploration of contextual evidence that function to excel the operation and management, and positively impact the overall growth of the fast-food restaurants in Kabul.

CHAPTER III: METHODOLOGY

In the previous chapter, the current literature concerning customer satisfaction in the restaurant industry was discussed. This chapter outlines an important methodological approach used to gather data as well as research design and formulates the research framework to study what factors may or may not determine customer satisfaction in the restaurant industry in Kabul. The purpose of this thesis is to investigate variables that may or not determine customer satisfaction and explore reasons why customers frequent to restaurants in spite of being unsatisfied.

This paper is interested to investigate the relationship between dependent variable, customer satisfaction and the independent variables, such as (1) food quality, (2) customer conduct, (3) harassment, (4) location, (5) competition, (6) atmosphere, (7) and respect of family privacy when going to a restaurant with families; therefore, the paper seeks to benefit a quantitative methodology. A qualitative study was not the best option as we fail to explain the relationships between these variables and fail to answer the research question properly. The study uses regression analysis to explain what percentage of satisfaction or dissatisfaction can be explained by the independent variables, uses statistical analysis to construct proportions, in case of dissatisfaction, the inverse proportion concerning existent variables that contributes to answering the research question.

SERVQUAL has been predominantly the stereotyped model used to analyze customer satisfaction in the restaurant industry, yet it was not flawless and subject to criticism (Tripathi & Dave, 2016; Cronin & Taylor, 1992). Because of the criticism posed on the model, other researchers (Cronin & Taylor, 1992; Ha & Jang, 2012; Kim, Joung, Yuan, Wu & Chen, 2009; Ladhari *et al.*, 2008; Markovic *et al.*, 2010) used DINESERVE, a relatively new model (SERVQUAL was used during the 1980s and before).

This methodology chapter explains research demographics, the respondents, details a brief description of restaurants, and data collection methods. The chapter follows formulating the research framework and elucidates the survey questionnaire. Next, it presents a justification of choice for the selected methodology that could better fit to answer the research question. This paper benefits from the quantitative methodology, empirical data analysis and statistical approach to data analysis and decision making mainly; however, to explain the broader scope of the paper, qualitative data gained as a result of interviews are also used. Empirically assessing the data gathered as a result of proposed data collection methods, the chapter finishes with a conclusion.

3.1. Respondents

To increase the robustness and the validity of the data, I selected the respondents of this research from various backgrounds and categorized as follows:

- 3.1.1. **Group A.** This group includes people who eat at least one of their daily meals in a restaurant regularly and composed of AUAF students. These students have experience of dining at various restaurants and locations in Kabul city. The survey was posted on the AUAF Facebook page community and requested members to fill and share their experiences. Using my network in this community, I have also emailed the survey to colleagues, who distributed the survey, subsequently, in their networks.
- 3.1.2. **Group B.** To choose this group, I selected random restaurants at different locations and selected any customer that came my way to fill a survey. To facilitate the understanding and avoid the possibility of biased or wrong answers, the survey was translated into Dari and before attempting, the purpose of the survey was clearly explained. In occasions that the respondents could not read the text, the survey questions were asked orally and recorded the response accordingly.

3.1.3. **Group C.** I visited the city centers, shopping malls, business markets, education centers, and some random shops to diversify my data. All respondents, similar to the above groups, are randomly selected. They came from different backgrounds and varied from window shoppers at modern malls to students who study English, and other Kankor examination, the university entrance exam, preparatory courses to professionals, employees who frequent such centers.

The rationale behind choosing the target groups as specified above is that it limits any data collection biasedness and includes a diverse background of demographics with the experience of dining at various restaurants distributed at different locations. Group A, being the professionals, helped understand the highest expectations of service or food delivery; the data that came from Group B are true representation of customer satisfaction levels who actually dine or frequent to dine at these restaurants, so it was a suitable option to retrieve data from them as to know why they may dine outdoors. The data obtained from the last group of respondents, due to it is scattered over different locations, segments of a population group, and education level, increases data accuracy rates.

Except for the first group, personal relationships did not contribute to data collection. All the respondents are chosen on random bases. The majority of qualitative data helped to estimate the broader picture of customer satisfaction. I have used the secondary resources, important relevant literature as well as the primary resources, such as the survey, random interviews with customers.

3.2 . Restaurants

Restaurants refer to all existent restaurants that serve people breakfast, lunch, dinner using traditional and or foreign foods. There are a large number of restaurants that offer multi-foods, such as Kebab and pizza as well as fast foods, such as pizza and burgers in addition to the traditional Kabab and Palaw both of which are the main target of this paper.

However, there are three categories of restaurants that are excluded. I have excluded restaurants serving only fast foods because of their limited services. Other restaurants that serve customers foods, such as Kala Pacha, potato burgers, and other Afghan foods do not remain the focus of this paper because they do not meet restaurant definition. Samawar, a place where only labor class is served by cooking inexpensive meals, although relatively rare nowadays is not the focus of this paper.

3.1.4. **Location.** Considering the context of this study, restaurant locations play a key role in attracting customers although studies (i.e. Haghghi, Dorosti, Rahnama & Hosenpour, 2012) show that locations have not been a determinant factor in satisfying customers. In Kabul, restaurants segment customers based on geography in addition to other market segmentation strategies mainly due to heavy traffic, underdeveloped traffic system and limited availability of less-traffic-routs. Normally, it takes hours to travel from one area to another during rush hours (Ziaratjaye, 2018) leading to the assumption that they resist traveling from one side of the city to another only for food.

Restaurant location, therefore, can be interpreted as a good way of customer acquisition from certain ethnic groups, who might have the same food preferences, homogenous expectations, and ideally adapted to such ethnicities cultures and social norms. Considering this proposition, restaurants in the west and east of Kabul should only serve Hazaras and Tajiks as these extreme sides are mainly inhabited by those ethnic groups. However, the exception is with restaurants that are located in the densely multiethnic populated areas that serve diverse ethnic groups.

From the existing number of restaurants in Kabul, I selected the restaurants in heavily multi-ethnic populated areas and randomly distributed the survey. The respondents vary in terms of educational background, the frequency of restaurant visits, levels of income, age, and gender.

3.2.Primary Data

The primary data are collected by distributing the survey questions that were designed to study what factors may or may not influence customer satisfaction in Kabul restaurants. To get the primary data from professionals, NGO employees, government servants, educated demographic, that are mainly cable of speaking and reading in English, the online Google Form developed in English was distributed through means of social media, such as Facebook and email correspondence within my own and colleagues' network. The data from people with little or no English literacy came from Farsi/Dari translation of the survey made available in hard copies and distributed in the busy city centers, business markets, streets, and some random restaurants.

Similarly, the interviews are conducted in Farsi and/or Pashto, the two formal languages of the country, which subsequently are translated into English. To render the messages accurately and honestly, the interviews are translated precisely in a way that the true meaning and intention of the interviewees are reported.

Furthermore, some random interviews were also conducted with females to realize how realistic they may have responded to some sensitive questions, such as being harassed or not harassed, what feelings and reactions they have exhibited after facing troubles in restaurants environments as well as how secure they may have felt if they were accompanied by their family, a male partner or relatives when dining outside. As a result of this these interviews, I have made general conclusions about a certain aspect of satisfaction of female customers.

3.3.Secondary Data

The paper used secondary data that provides background information related to factors that influence satisfaction behavior in Kabul to explain the theoretical framework about customer satisfaction, expectation, and experience. The secondary data largely

contributed to benchmark successful business models, CRM, consumer data management and communication, and effective retention strategies. The secondary data, as well as personal observation and experience, also helped to construct research hypotheses, which are tested in the following sections.

3.4.Survey Questions

The study designed the survey questions that mainly explore what degree of customer satisfaction or dissatisfaction can be explained by SQ or lack of SQ respectively. The study identified seven Independent Variables and is interested to study how (1) food quality, (2) customer conduct, (3) harassment, (4) location, (5) competition, (6) atmosphere, (7) and reasons related to going to a restaurant with families discourage or promote satisfaction levels. The survey is first written in English, then translated into Dari and distributed to relevant populations.

3.5.Sampling

Kabul is estimated to have 4.1 million inhabitants (Shaheed, 2018). For this study, the population is divided into two categories. The first group consists of lower-income demographics who cannot afford to eat at restaurants and is excluded from the survey. The second group is composed of the segment of the population who can afford to eat out, but may or may not dine out at restaurants. This latter category makes the target population for this study and is composed of professionals, students, employees, government servants, educated personnel, self-employed human forces, and entrepreneurs. From this population, I took the sample size of 70 respondents from which 64 % were male and 36% were female respondents.

3.6.Data Collections

First, the survey questions were designed. Next, I used the Google Form to make the survey questions online to facilitate the data collection process. The online survey was then

circulated among professional and personal networks. Using my network in Kabul, I have shared the survey through online means of communication, such as Facebook and emailed my contacts whose education levels varied from school diploma to master's degree holders and include a diverse ethnicity and background some of which also distributed the survey into their networks.

To reach out to people without the ability of English literacy, the Farsi translated version of the survey was circulated to people in the streets, city centers, and other public places in Kabul. One limitation noted was a large number of populations was reluctant and doubted to share information. Some of them indicated that their information might be misused.

3.7.Coding

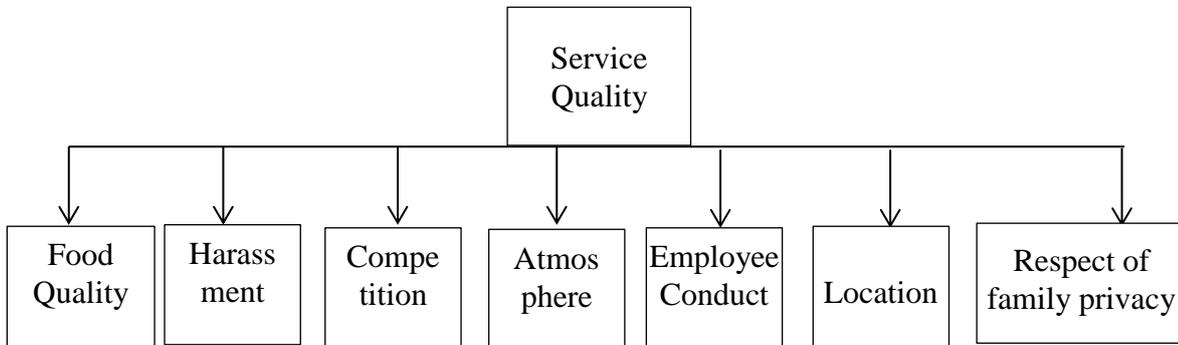
Once the data was collected, to clean data and prepare them for analysis, we coded data using Microsoft Excel 2010. As the questionnaire was designed using agree and disagree scale, I used 4 for strongly agree, 3 for agree, 2 for disagree, 1 for strongly disagree and 0 for uncertain answers. The survey measured every variable by asking four different questions about it and used the mean of every variable to come with a single value for each variable. The value for every variable was rounded down to fit the data more appropriately.

3.8.Research Diagram

Service Quality (SQ) in the restaurant industry can be impacted by many factors, yet in the context of this study, only a few of them appear to be very important. For example, being a male dominant society and ubiquitous culture of bothering women in the community, females are harassed when they are not accompanied by males continuously at schools, universities, restaurants, and workplaces. Added to this is the occasion of the dining of a male partner with female family members and vice-versa. A female customer might feel safer when accompanied by a male partner; however, this does not stop harassing women

automatically. Going to a restaurant with a female partner has troubles related to women's safety, family honors and dignity. Therefore, the below factors has been selected with care and precision. Figure 1 represents factors that affect SQ.

Figure 1: Factors Affecting SQ



The major objectives I wanted to achieve conducting the survey and some random interviews were to know about factors that may or may not impact on the level of customer satisfaction, customers' expectation, reasons they visit restaurants or eat a specific food, study if they have visited restaurants even if their expected level of satisfaction has not been in place and some other important issues discussed in the body of the paper.

This study has one dependent variable, which is customer satisfaction and has seven various independent variables that are outlined below:

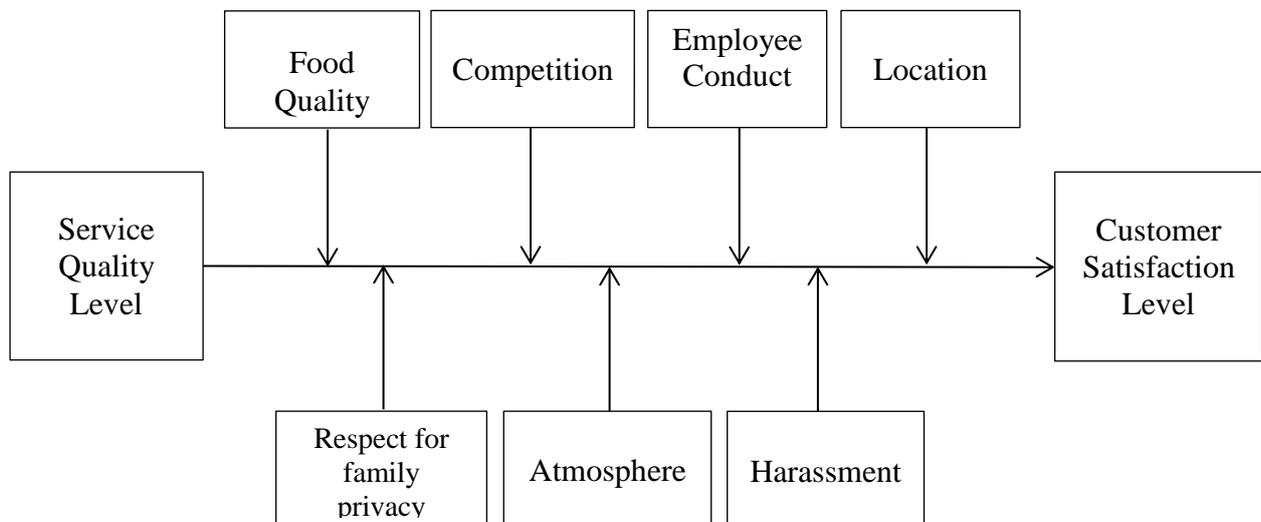
- Atmosphere
- Food quality
- Employee conduct
- Harassments
- Respect for family privacy
- Competition
- Location

3.9. Research Framework

This research framework is two folds. Firstly, it proposes that the lack of Service Quality (SQ) leads to unsatisfied customers. Lack of SQ consists of the low quality of food, lack of attention to customers, restaurant employee unprofessional behavior and concerned hygiene level, which subsequently, results in unsatisfied customers. Secondly, SQ in our case, food quality, special treatment, professional employee conduct, standard hygiene level is responsible for better customer satisfaction. The research hypotheses are based on the first category of this research framework.

In both cases, Lack of /SQ is the Independent Variable (IV) and Unsatisfied/Satisfied Customers is the Dependent Variable (DV). Each of IVs has the potential to influence satisfaction/dissatisfaction levels independently.

Figure 2 Research Framework



The independent variables are separately discussed below in Table 1.

Table 1: Independent Variables

No.	Variables	Explanation
1	Food quality	Food quality refers to excellence of meal in consideration to taste, freshness, ingredients, being Halal or legally permissive. For this paper, it also refers to the observation of health standards in the restaurant environment in a physical environment, foods or beverages, dishes, and how cleanliness is maintained through the overall service delivery.
2	Competition	The availability of alternative options of dining, such as cafés, fast food services, or other restaurants striving for better foods and services represents competition. In this context, restaurant choices can be affected by how easy it is to reach (traffic), level of security and the customer's accessibility to transportation and availability of time.
3	Employee conduct	Employee conduct is the professional manner, ethical behavior in the delivery of services and/or food to customers and the overall business to customer communications during purchase decisions or actual time when customers eat their meals.
4	Location	Location is a factor when customers choose to select a restaurant in Kabul due to an underdeveloped traffic system and the all-day busy streets.
5	Respect for family privacy	Families in this study refer to sisters, mother, wife, fiancée or any other female relatives. Families usually get to gather in restaurants to meet each other, give a party to one another, or celebrate life events such as engagement or wedding anniversaries.
6	Atmosphere	The atmosphere of a restaurant refers to how pleasant or unpleasant, welcoming or unwelcoming environment a customer may judge, which is part of "perceived quality" and may vary from customer to customer.
7	Harassment	Harassment is the intentional, sometimes unintentional, verbal and or nonverbal invasion to someone's privacy, personality, or social mores in a way that bothers the person. Harassment against women in consideration of prevalent Islamic rules in Afghanistan is considered a crime and subject to punishment.

3.10. Regression Analysis

The regression analysis has been a useful statistical measure to study the relationship between dependent and independent variables and contribute to decision making (Williams, Sweeney & Anderson, 2009). In this study, we used the data analysis option in Microsoft Excel 2010 to run the regression and see what impacts the independent variables can have on the expression of satisfaction of customers in the restaurant industry. The regression equation used in this study is as following:

$$\text{Equation 1: } Y = B0 + B1x + B2x + B3x + B4x + B5x + B6x + B7x + e$$

In the above equations, B0 represents the *y intercept*, and B1, B2...B7 are the *slop intercept forms*. The value of x depends on the values perceived from the dataset.

3.11. Research Limitation

The research is subject to limitations similar to many other papers. The major challenge was obtaining data from random customers, approaching females and convincing respondents that their personal data is not collected or misused. For example, the study could not almost obtain data from demographics below high school due to this limitation.

The research was also limited in scope. Many factors were intentionally not included in the research model, such as price, the efficiency of orders, waiting times, and dynamics related to tribalism; most of them are recommended for further studies. The below areas are recommended for further studies.

Table 2: Topics for Future Research

No.	Topic	Descriptions/Possible Research Questions
1	Security	<ul style="list-style-type: none"> • How security can impact customers' decision making of going to eat in a city, which is as conflicted as Kabul. • What role security has played in shaping Kabul residents eating customs, people's feasting parties and the creation of a perception in which food delivery can be preferred over physical restaurants.
2	Customers' expectation	<ul style="list-style-type: none"> • How customers' level of expectation is affected by lack of opportunity where they can compare standards. • Can low expectations explain customer satisfaction?
3	Monitoring body for health and other regulation standards	<ul style="list-style-type: none"> • How a monitoring body, such as the Ministry of Health can benefit both restaurant management and customers? • Can a monitoring body increase customer satisfaction? • What role corruption can play if monitoring regulations are in place in a city, such as Kabul.
4	Eating alone vs eating with female family members	<ul style="list-style-type: none"> • How satisfaction judgements can be explained when people dine alone vs when they are a accompanied by female relatives or colleagues. • Does it mean it is time for restaurant managers to think of female employees to better serve customers at Kabul restaurants?
5	Price	<ul style="list-style-type: none"> • How does incorrect billing affect satisfaction? • Considering the slow growth in GDP, how can price fluctuations affect satisfaction?
	Ethics	<ul style="list-style-type: none"> • Can satisfaction be explained by observation of ethical standards?
6	Customer retention	<ul style="list-style-type: none"> • What can restaurants do to retain customers?
7	Hospitality	<ul style="list-style-type: none"> • Afghans are generally termed as hospitable. Has hospitability, as one of the Afghans' significant cultural attributes, contributed to better customer satisfaction and relationship in the restaurant industry?
8	CRM	<ul style="list-style-type: none"> • How can CRM increase satisfaction and customer retention?

CHAPTER IV: FINDINGS

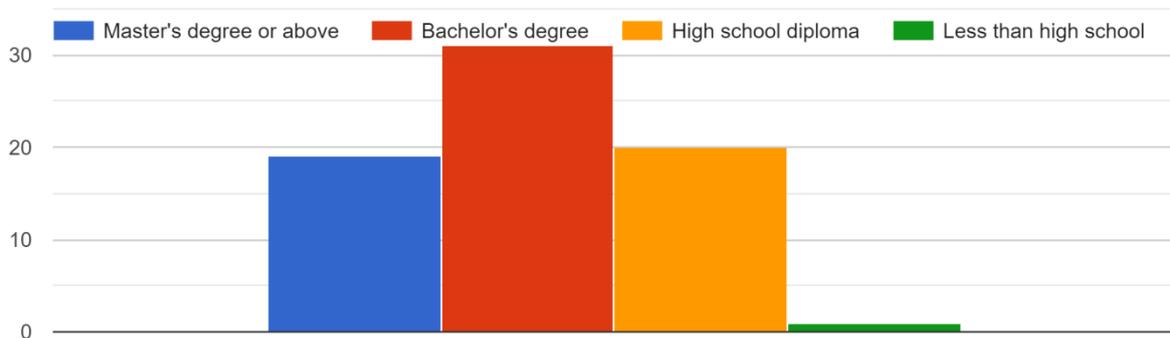
The previous chapter outlined the methodology of analyzing the data. It was stated that a quantitative approach fits the nature of the study as it explains the relationships of independent and dependent variables in a more appropriate way. This chapter illustrates the key findings using the proposed linear regression model.

4.1. Respondents' Profile

Females construct 36% and males make 64% of respondents, all of whom come from the target population. Respondents had a diverse educational background that included high school diplomas, bachelor's, master's and above degree holders. Figure 3 represents the education level of respondents that is normally distributed around higher education first degree.

Figure 3: Respondents' Education

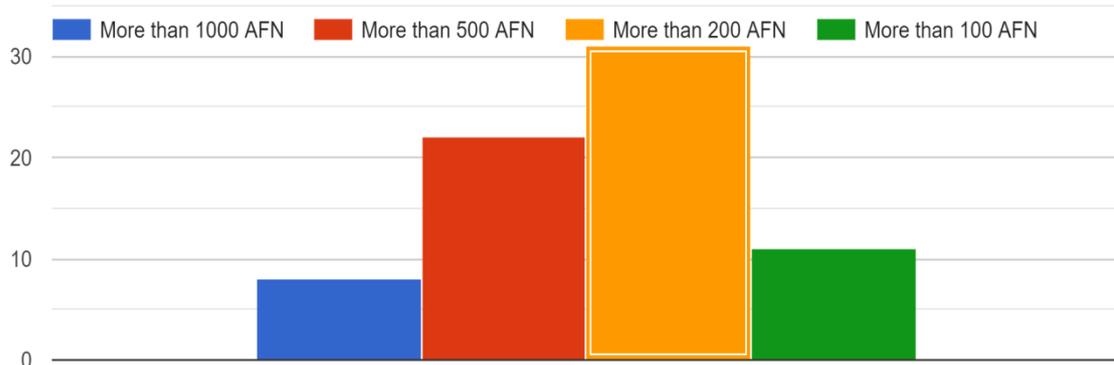
What is your education level?



The target population normally visits restaurants at least once a month, and usually, they are accompanied by friends, work colleagues or family members. The eating habit of respondents is positively skewed toward the rights with “Every Day” the lower band and “A few Days a Month” the upper. When they go to restaurants, they spend 365.00 AFN on average. The majority of respondents spend more than 200.00 AFN per meal. Please refer to Figure 4 for details about the purchasing power of respondents.

Figure 4: Purchasing Power

On average, how much would you spend at a restaurant per meal?



4.2. Cronbach’s Alpha

Before attempting to find out the results, we developed Cronbach’s Alpha to measure the “internal consistency” of data to understand whether the collected data is respectable to run the selected model for this study. Cronbach’s Alpha explains whether the survey questions move in the same path, are written with preciseness and care after a thorough situation analysis of the topic and are relevant. A summary of Cronbach’s alpha analysis is presented below, and for a detailed description of it refer to appendices.

Table 3: Cronbach’s Alpha

Cronbach's Alpha	
# of Questions	28
Sum of the items variance	24.31771
Variance of total score	100.4386
Cronbach's alpha	0.785955

As can be seen in Table 3, the total number of questions is 28 and the sum of each question score variance is 24.31771. The variance of the sum of all respondents’ answers is 100.4386. Using the following equation in Excel, we got 0.785955 for the Cronbach’s Alpha.

Equation 2: $\alpha = \frac{N \cdot \bar{C}}{v + (N-1) \cdot \bar{C}}$

Where:

N = the number of items

C = average covariance between items-pairs

v = average variance.

After rounding, we got 0.79 for Cronbach’s Alpha. A value of 0.75 or upper is considered to be used in research publications and respectable (Kenhove, Wulf and Steenhaut, 2003; Haung, Lin and Win, 2010)—although similar to the correlation coefficient, +1 and or -1 show greater internal consistency. Azimi and Claver (2018) proposes the below table to accept or reject Cronbach’s Alpha.

Table 4: Cronbach’s Alpha Interpretation

Range	Internal consistency and reliability
A= 1.00	Perfect
$0.90 > \alpha \geq 0.80$	Excellent
$0.70 > \alpha \geq 0.60$	Acceptable
$0.59 > \alpha \geq 0.50$	Poor
$0.5 > \alpha$	Unacceptable

In this study, the value of alpha is acceptable; therefore, we move forward with Cronbach’s Alpha of 0.79.

4.3. Outlier Detections

After coding the data in Excel and a primary test of regression analysis, an outlier was detected. Outliers are usually because of errors in data entry and can be spotted using “Standard Residuals”. They have the potential to question the validity of the study results and challenge model selection; therefore, it should be detected and avoided (Williams, Sweeney & Anderson, 2009).

Table 5 represents the existent of outlier that was detected and removed from sample observation.

Table 5: Outlier Detection

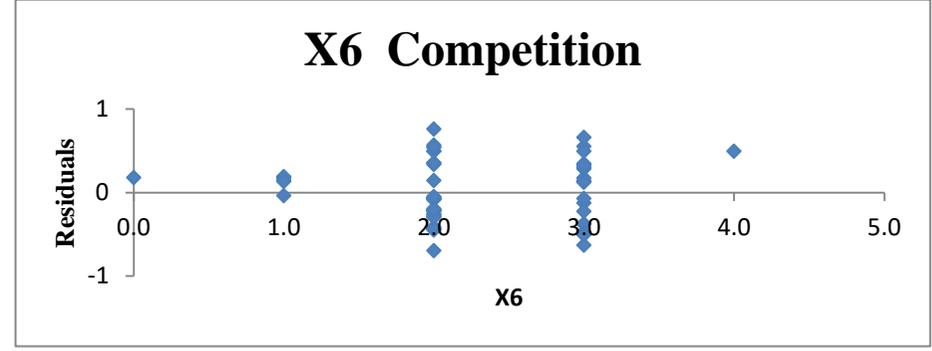
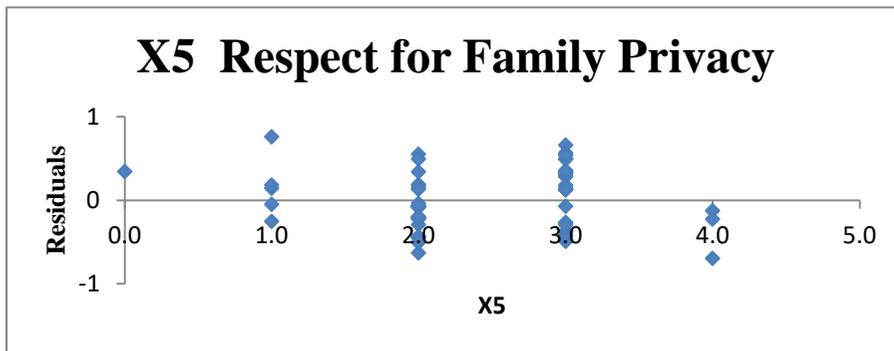
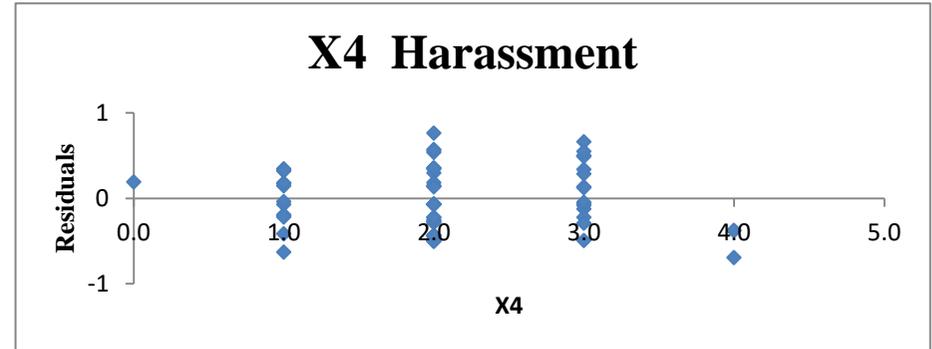
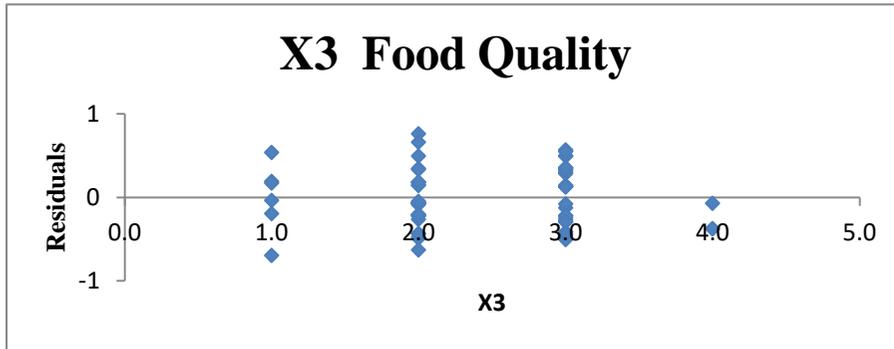
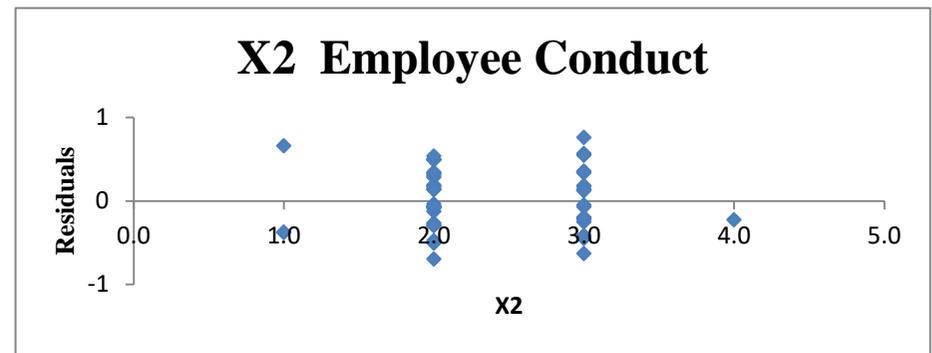
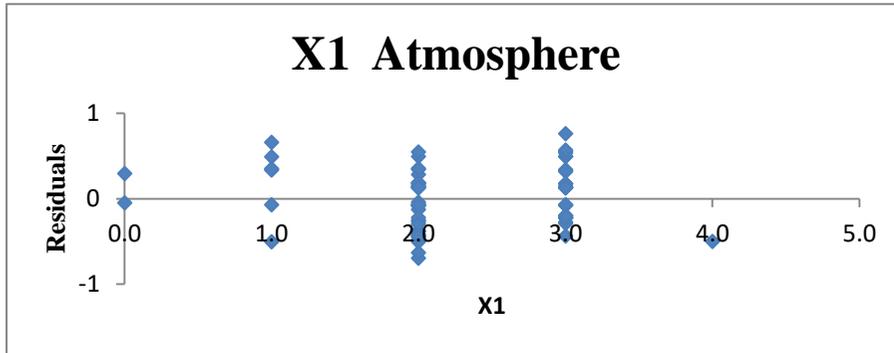
<i>Residuals</i>	<i>Standard Residuals</i>
-0.505811406	-1.432478208
-0.449412372	-1.272753881
-0.265885028	-0.752997075
0.760779845	2.154559066
-0.195111059	-0.552562353
0.281902545	0.798359324
0.318372792	0.90164453
-0.079332023	-0.224671473

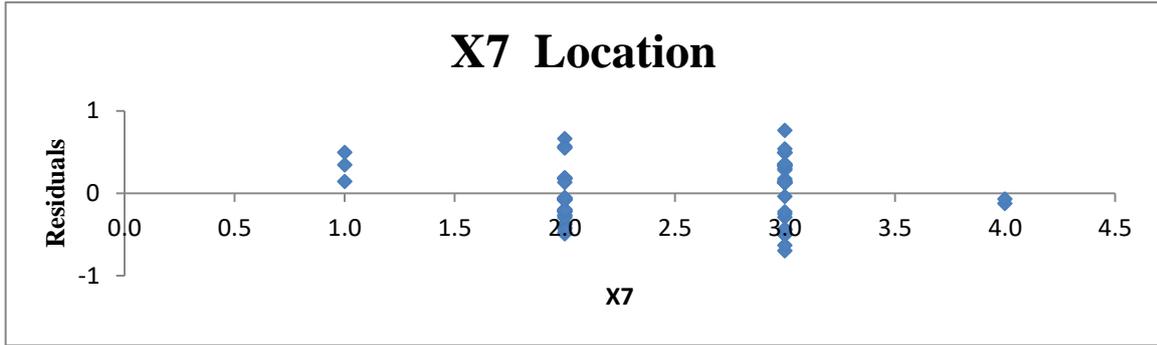
The above table was generated when the regression was first applied. But after noticing 2.154559066 in Standard Residuals colon, which is an outlier, it was removed from the dataset and another regression was then applied. The results of all types of regression applied during the model selection of this paper appear at the end of the paper in appendixes.

4.4. Residual Plots

Residuals are the measures of variability of predicted outcomes concerning their actual values. Plotting every individual independent variable against its residuals, Figure 5 illustrates that the dataset is evenly distributed around zero and suggests a regression model will be a fair representation of X and Y relationship—though the strength of the relationship can vary.

Figure 5: Residual Plots against X

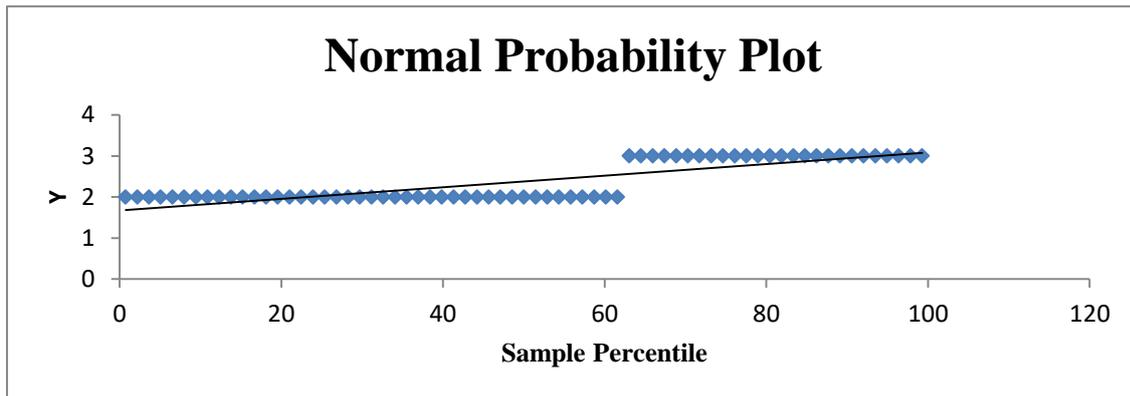




4.5. Normal Probability Plot

The normal probability plot is an indicator of whether our dataset is normally distributed and fit the regression line. As can be seen from the graph below, the dataset is normally distributed; however, there are some data that does not fit the line properly. The closer the data points to the regression line, the better the normality. However, the farther the data points from the line, the more the normality decreases. So, it is concluded that the dataset in our case has a linear relationship—yet that is not very strong. There are some data points that are slightly scattered from the regression line; however, it does not affect the overall results.

Figure 6: Normal Probability Plot



4.6. Descriptive Statistics

The total respondents in this study were 70. Every X's mean and standard deviation is outlined. The mean and standard deviation of Y is 2.385714 and 0.4902782 respectively.

Table 6: Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
X1	70	2.271429	.7598899	0	4
X2	70	2.414286	.6017573	1	4
X3	70	2.442857	.7733929	0	4
X4	70	2.114286	.8434377	0	4
X5	70	2.428571	.7531851	0	4
X6	70	2.285714	.7049074	0	4
X7	70	2.471429	.6306525	1	4
Y	70	2.385714	.4902782	2	3

4.7. Correlation Coefficient

Correlation and covariance measure whether the dependent variable, customer satisfaction level, can be affected by the independent variables, (1) food quality, (2) customer conduct, (3) harassment, (4) location, (5) competition, (6) atmosphere, (7) and respect for family privacy when going to a restaurant with families. Running the correlation and covariance in Excell, it is found out there is a positive relationship between all the seven factors and the satisfaction level; however, the degree of intensity of the relationship can vary from one independent variable to another. One notable issue is that the seven factors do not perfectly positively impact on the expression of satisfaction. In other words, there is no positive perfect relationship between customer satisfaction and the factors that can influence its level. For further details on correlation coefficient and covariance of dependent and independent variables, refer to the table below.

Table 7: Correlation Coefficient of Variables

	X1	X2	X3	X4	X5	X6	X7	Y
X1	1							
X2	0.23	1						
X3	0.00	0.01	1					
X4	-0.18	-0.15	0.37	1				
X5	0.05	-0.05	0.26	0.45	1			
X6	0.12	-0.01	0.39	0.41	0.31	1		
X7	0.06	0.24	0.11	0.17	0.30	0.21	1	
Y	0.10	0.24	0.26	0.31	0.49	0.47	0.48	1

Equation 3: Correlation Coefficient

$$r_{XY} = \frac{\text{covariance of X and Y}}{(\text{sample standard deviation of X})(\text{sample standard deviation of Y})} = \frac{\text{COV}_{XY}}{(s_X)(s_Y)}$$

Where:

r_{XY} = sample correlation coefficient

s_X = sample standard deviation of x

s_Y = sample standard deviation of y

In Table 5, the relationship of every single variable affecting each other is clearly illustrated. Regarding multivariate observations, the regression analysis would only give us a general indication of how all independent variables would impact the expression of satisfaction.

The correlation coefficient, according to Williams and colleagues (2009), can be interpreted in consideration to the value of (r). In our case, the correlation coefficient (r) has a positive linear relationship, which means that linear regression can be a good model for studying the relationship between Xs and Y.

Table 8: Correlation Coefficient Interpretation

Correlation Coefficient (r)	Interpretation
$r = +1$	perfect positive correlation
$0 < r < +1$	positive linear relationship
$r = 0$	no linear relationship
$-1 < r < 0$	negative linear relationship
$r = -1$	perfect negative correlation

4.8. Regression Results

The tables below summarize regression results. In Table 9, R Square explains that 51% of change in satisfaction levels can be explained by the degree of change in (1) restaurant atmosphere, (2) employee conduct, (3) food quality, (4) harassment, (5) respect for family privacy when going to a restaurant with families, (6) competition, (7) and location. In other words, the seven independent factors are responsible to increase or decrease satisfaction judgments for around 50%. The other half of satisfaction level should be correlated to other factors, which can be the subject of an independent study and suggested for future studies in the coming sections.

Table 9: Regression Summary Output

Summary Output	
<i>Regression Statistics</i>	
Multiple R	0.714362694
R Square	0.510314059
Adjusted R Square	0.45412059
Standard Error	0.360653588
Observations	68

Some studies propose the use of ‘Adjusted R Square’ for multivariate regression; however, as a general rule, R Square replaces Adjusted R Square almost in any study. Standard Error is 36%. This indicates how far the actual data can be from the regression line, which is 36% in this case. Since it is a multivariate regression, further details are elaborated on Standard Error in the below section.

Table 10: ANOVA

ANOVA					
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	7	8.268566928	1.181223847	9.081376742	1.2441E-07
Residual	61	7.934331623	0.13007101		
Total	68	16.20289855			

According to ANOVA table, Significance F has a small value that indicates there is a low chance that our result is generated randomly.

One notable point about 51% variations in Y is the amount of contribution of each independent factor formation of satisfaction levels that need further clarifications and is discussed below.

Table 11: Regression

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	0.48453245	0.294125958	1.647363795	0.104625664	-0.10360874	1.072673657
X1	-0.02231127	0.061892814	-0.36048254	0.719731597	-0.14607360	0.101451051
X2	0.146849453	0.077756274	1.888586554	0.063704451	-0.00863382	0.302332731
X3	0.020227226	0.06831239	0.296098934	0.76816025	-0.11637184	0.156826293
X4	-0.00535503	0.065643639	-0.08157736	0.935249882	-0.13661760	0.125907534
X5	0.243346011	0.070992046	3.427792598	0.001095462	0.101388641	0.385303381
X6	0.218911295	0.072921929	3.001995383	0.00388346	0.073094885	0.364727704
X7	0.184001942	0.076725684	2.398179217	0.019551133	0.030579454	0.33742443

The independent variables are shown in the first colon with other statistical information on the right colons. Each of the variables has different coefficients, but the same Y-intercept, which is 0.484532454. Using this information, we can form our regression equation for X1, X2, X3, X4, X5, X6, and X7 respectively, which is as follows:

$$\text{Equation 4: } Y = 0.4845 - 0.0223x_1 + 0.0223x_2 + 0.02022x_3 - 0.0053x_4 + 0.2433x_5 + 0.2189x_6 + 0.1840x_7$$

For a better result, we strive to lower the value of Standard Error. This means the lower the Standard Error, the better the result can be. This study has an overall Standard Error of 36%. On the other hand, the t-Stats lie on the opposite side; they need to have larger values for more effective outputs. The larger the t-Stats are, the better the results are too. X4 with the t-Stat of -0.0815; X3 with t-Stat of 0.2960, and X1 with t-Stat of -0.3604 have lower values.

In the following sections, the strength of the relationship between Xs and Y using *P-value* and other statistical measures is furtherly studied.

4.8.1. Restaurant Atmosphere

Almost all respondents agreed that restaurants pay careful attention to the physical environment, provide modern furniture and pleasant experience. Figure 5 illustrates that 78% of respondents are happy with the restaurant atmosphere. However, the data analysis shows that the restaurant atmosphere does not have a “significant correlation” with customer satisfaction levels. In other words, the restaurant atmosphere has not been a significant contributing factor to customer satisfaction. Moreover, the corresponding *p-value* relatively cannot either support the idea of satisfaction judgments being related to the atmosphere.

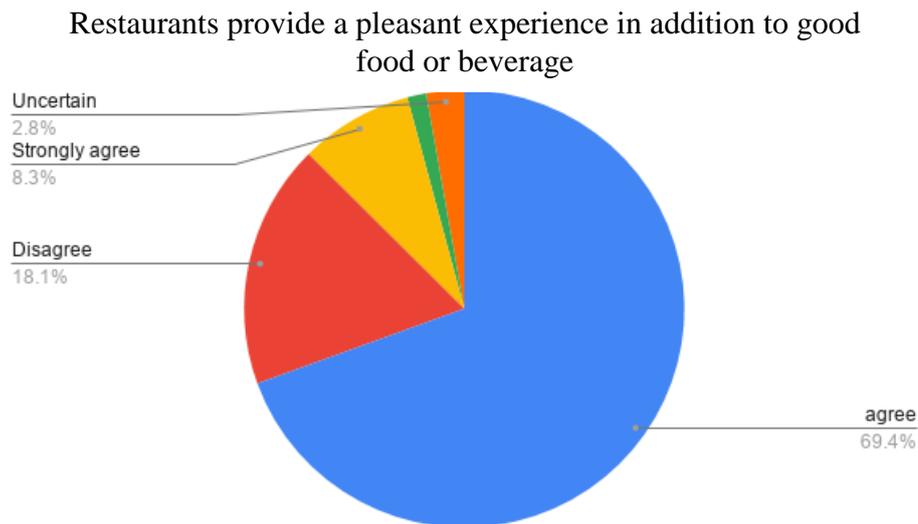
According to the results:

$$\alpha = 0.05$$

$$\text{Corresponding } P\text{-value} = 0.719731597$$

$$\alpha = 0.05 < p\text{-value} = 0.719731597$$

Figure 7: Restaurant Atmosphere



According to Williams, Sweeney, and Anderson (2009), the decision rule with the *p-value* approach is to “reject H_0 if $p\text{-value} \leq \alpha$ ” (p.384). Since the *p-value* is higher than the alpha, we fail to reject the null hypothesis.

H_0 = Customers approve of restaurants’ atmosphere.

H_1 = Customers are not happy with restaurants’ atmosphere.

Decision rule: Failed to reject the H_0 .

Considering the above, customers are happy with the restaurants’ environment, yet this is not “statistically significant” to impact the level of satisfaction, and may remain irrelevant in measuring customer satisfaction at restaurants. Overall, the findings in this area remain marginal.

4.8.2. Employee Conduct

The study suggests that wait-staff highly respect customers when they receive and deliver their orders, yet they deliver meals with dirty outfits and hands. It is worth to mention delivering foods with unpleasant appearances, such as food stains on the cloths culturally is not considered disrespect. Whether they respect customers or not, the study has weak evidence to support that customers are not happy with restaurant employees and correlate it with the expression of satisfaction in the restaurant industry.

Similar to the restaurant atmosphere, employee behavior is not “statistically significant” to measures, influence or explain the change in satisfaction levels after we consider *p-value*. The corresponding *p-value* is 0.063704451 and bigger than $\alpha = 0.05$; therefore, the H_0 cannot be rejected and H_1 remains unsupported.

$P\text{-value} = 0.063704451$

$\alpha = 0.05$

$P\text{-value} = 0.063704451 \geq \alpha = 0.05$.

H_0 : Customers are happy with the way wait-staff behave with them.

H1: Customers are not happy with the way wait-staff behave with them, which negatively affects satisfaction.

Decision rule: There is no enough evidence to support H_1 .

4.8.3. Food Quality

More than half of the target population state that they have eaten in restaurants that do not cook fresh food every day when in fact, the type of food they eat should be cooked fresh every day. Similarly, they doubted the type of meat restaurants use is not *Halal* or legally permissive while restaurants are allowed to only use permissive meats, the and they did not believe if the restaurants observe better health standards. Respondents also reported that they choose a better private dining area rather than the quality food. Please see Figures 6 and 7 for further details.

Figure 8: Food Quality A

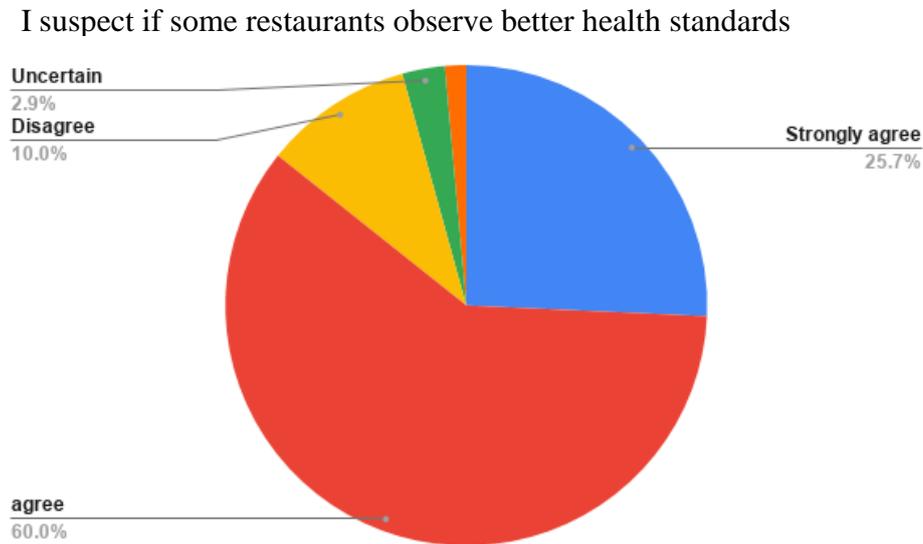
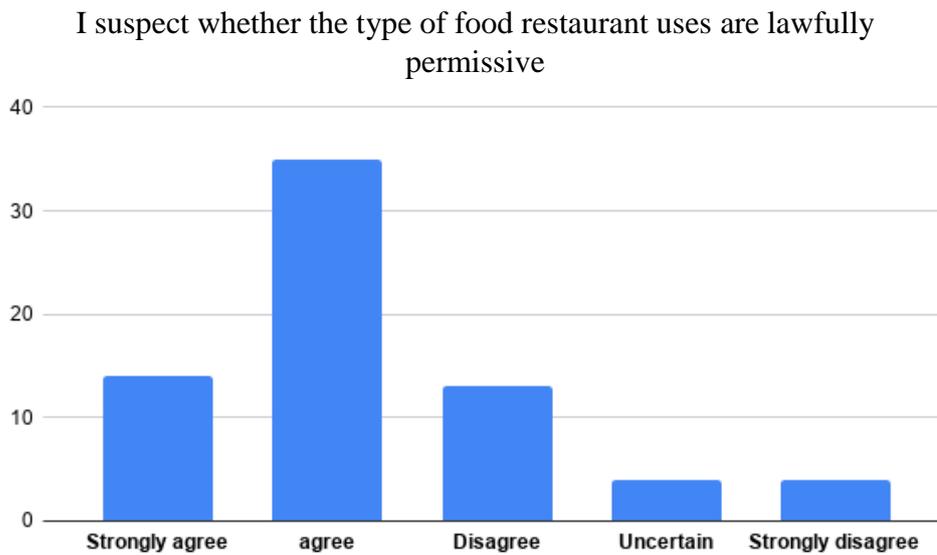


Figure 9: Food Quality B



Looking at the above graphs, it is suggested that the quality of food remains irrelevant in the restaurant dining culture. In spite of the above concerns, they normally eat out at restaurants that they are not sure about hygiene and other kitchen standards.

Therefore, it should be no surprise if regression results show that customer satisfaction cannot be related to food quality either. A clear reason is that although customers are aware of the use of substandard ingredients and illegal meats, they still dine out at restaurants. The corresponding *p-value* is 0.76816025; therefore, it does not meet our decision rule.

$$P\text{-value} = 0.76816025$$

$$\alpha = 0.05$$

$$P\text{-value} = 0.76816025 \geq \alpha = 0.05.$$

H0: Customers are happy with food quality.

H1: Food quality is poor, which affects customer satisfaction.

Decision rule: We failed to reject the H_0 .

4.8.4. Harassment

The majority of respondents, including both male and female, reported that they have not been harassed or noticed attempts of harassment in restaurant environments. Figure 8 illustrates responses that reject the idea of any behavior that results in annoyance or irritation.

Harassment is also not generally correlated with customer satisfaction; therefore, making our findings marginal. The results of the data analysis show that harassment does not exist so that it could negatively impact customer satisfaction levels. *P-value* shows 0.935249882 which is greater than the alpha. Therefore, customer satisfaction cannot be correlated to with the level of harassment in the restaurant environment.

$$P\text{-value} = 0.935249882$$

$$\alpha = 0.05$$

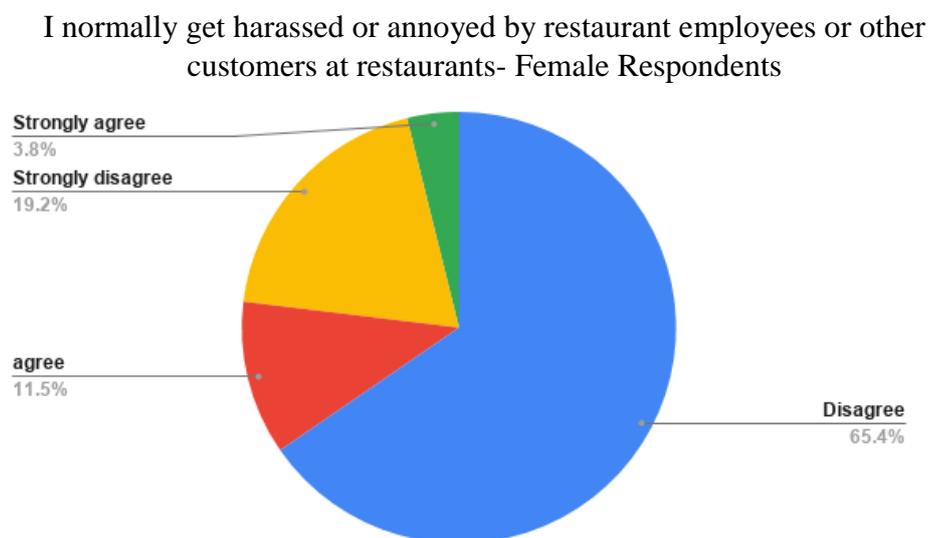
$$P\text{-value} = 0.935249882 \geq \alpha = 0.05.$$

H0: Customers are not harassed in the restaurant environment.

H1: Customers have been harassed in the restaurant environment, which affects satisfactions.

Decision rule: Failed to reject the *H0*.

Figure 10: Harassment



4.8.5. Going to Restaurants with Family

Although customers trust restaurants' environments, they speculate that they may face troubles, such as verbal arguments, or any irritation associated with family honor if they go with their family to a restaurant. It is worthy to imagine a situation where you go out with your loved ones to relax with such a proposition in mind. Considering the fact they may face difficulties or unpleasant, embarrassing situations, customers carefully select which restaurants to go if accompanied by family members. Please see Figure 11 for further details.

Figure 11: Going to a Restaurant with Family Members -A

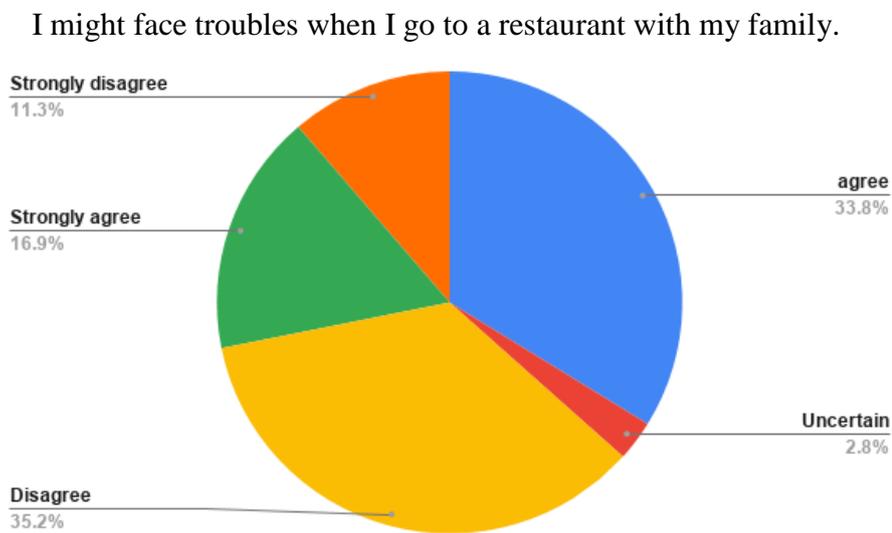
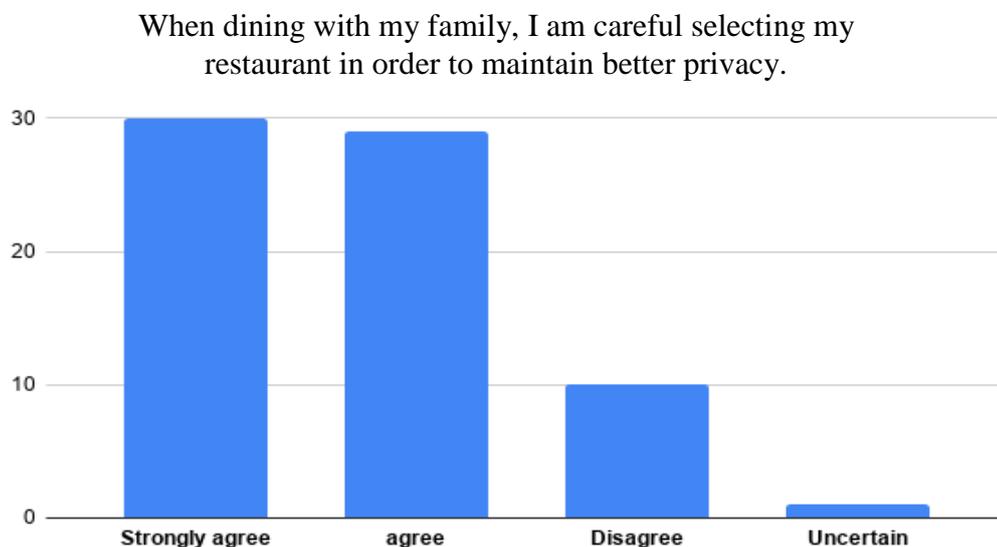


Figure 12: Going to a Restaurant with Family Members -B



This factor, therefore, is “statistically significant” to explain the change in customer satisfaction. The corresponding coefficient value, illustrated in Table 11, is 24% meaning that going to restaurants with family, as a factor, contributes to increased customer satisfaction for around 24%. P-value is relatively lower than alpha making a significant relation with X and Y variables.

$$P\text{-value} = 0.001095462$$

$$\alpha = 0.05$$

$$P\text{-value} = 0.001095462 \leq \alpha = 0.05.$$

H0: Customers choose any restaurant when they dine with family members.

H1: Customers carefully select their restaurants when dining with family members in order to maintain better privacy and avoid possible troubles.

Decision rule: We have enough evidence to reject the H0 and support H1.

4.8.6. Competition

Based on the data, 54% of respondents reported that they eat at the same restaurants just because there are no best alternatives. Similarly, 58% of them occasionally have dined at restaurants where they are not satisfied with their food and other services. The above-average of respondents indicated that they wish to experience their favorite restaurants, where they may be satisfied with their foods or services; nonetheless, they remain hopeless as there are no such dining services to meet or satisfy their satisfaction ambitions. Above all, 66% believe restaurants do not strive for excellence in their service delivery to customers. Please see, Figures 13 and 14 that elaborate lack of competition furtherly.

Figure 13: Lack of Competition- A



All of what was stated above has a clear message: there is a lack of competition in the restaurant industry. Results of regression data analysis show that competition has a strong “positive correlation”, is “statistically significant” to explain Y variable and determines the direction for customer satisfaction. The more and better competition among restaurants, the better satisfied the customers can be. Conversely, a decrease in competition level means less expression of satisfaction from the restaurant industry. Looking at Table 11 in page 46, *p-value* for competition variable is 0.00388346 and is < than $\alpha = 0.05$.

$$P\text{-value} = 0.00388346$$

$$\alpha = 0.05$$

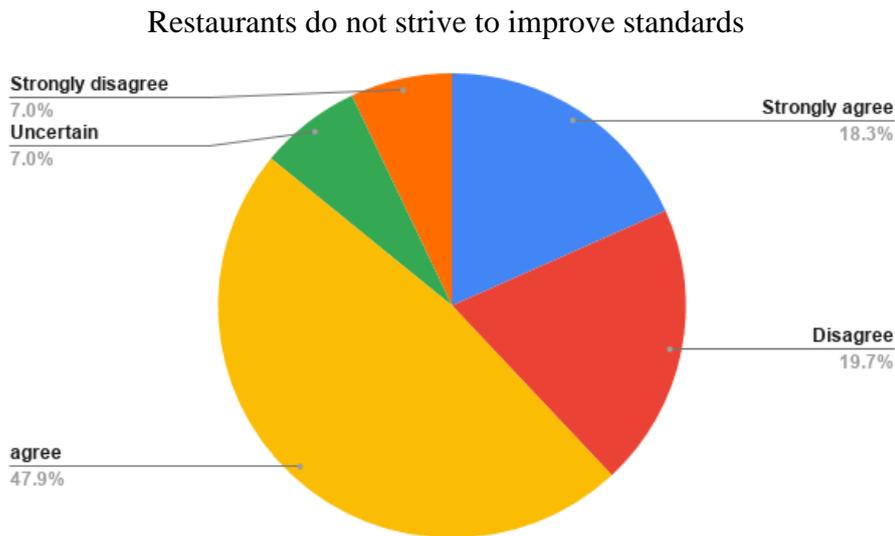
$$P\text{-value} = 0.00388346 \leq \alpha = 0.05.$$

H0: As a result of tough competition, restaurants in Kabul work hard to meet customers demand in a better way.

H1: There is no competition among restaurants in Kabul, which affects negatively customer satisfaction levels.

Decision rule: We have enough evidence to reject H_0 and support H_1 .

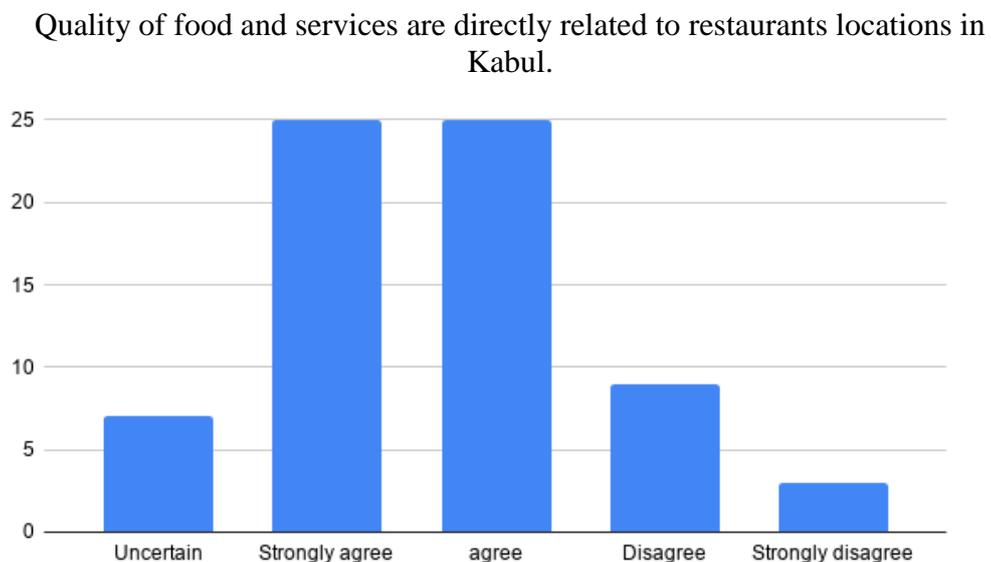
Figure 14: Lack of Competition-B



4.8.7. Location

First, customers associate the quality of food and services to restaurant locations. A restaurant with relatively better services and foods might be judged as poor by customers just because of its location. Due to limited, underdeveloped transportation systems and heavy traffic, 62% of customers usually dine at restaurants that are easily reachable for them. The figure explains the relationship between the quality of foods and restaurant locations in Kabul city.

Figure 15: Restaurant Locations



Restaurant location, in addition to the lack of competition and respect for family privacy when dining with a female family member in restaurants, strongly has a positive correlation with the expression of satisfaction judgments. The location coefficient explains 18% of the change in customer satisfaction. The *p-value* is also lower than alpha that meets to decision rule of rejecting H₀ developed by Williams and colleagues (2009).

$$P\text{-value} = 0.019551133$$

$$\alpha = 0.05$$

$$P\text{-value} = 0.019551133 \leq \alpha = 0.05.$$

H₀: Restaurant location is not a determinant factor when customers dine at a restaurant.

H₁: Restaurant location is a significant factor when customers dine at a restaurant.

Decision rule: We have enough evidence to reject H₀ and support H₁.

We have so far analyzed the result of linear regression analysis and explored the size of impacts, correlations and whether the seven independent factors have been “statistically significant” to measure satisfaction levels. Below, we focus on how these findings answer the proposed research question. This research studied what factors discourage or encourage customer satisfaction in restaurants in Kabul city. Results related to competition, location and family factors contribute to the research question. However, the other independent variables cannot provide a suitable answer to the research questions. Therefore, findings in those areas remain marginal.

4.9. Summary of Findings

This chapter presented the results of data using linear regression analysis. To make sure the data fits the linear regression model, the normal probability line and residuals against independent variables were plotted. The result indicated there is a linear relationship between satisfaction level and the identified seven independent variables. To measure the “internal

consistency” of the survey questions, Cronbach’s alpha was tested that showed 0.79, which is almost excellent level of consistency. To interpret the results and test hypotheses, mainly linear regression analysis has been used—although the histograms and pie charts generated as a result of data collection facilitated better explanations of the results.

A general finding is that customers enjoy dining at restaurants without putting the SQ factors, mainly atmosphere, employee conduct, food quality, and the level of harassment into considerations. This means these factors are not that important for the current customers, and therefore, cannot influence the decisions either to dine or not dine at restaurants at Kabul. In other words, either restaurant's atmosphere is good or bad, either wait-staffs behave professionally or unprofessionally, either food quality is good or bad and either food ingredients are standard or substandard, customers satisfaction remain almost unaffected.

However, the interesting finding is that SQ factors, such as respect for family privacy, competition and locations are the main determinants of customer satisfaction. Respect for family privacy is more or less a cultural consideration that is well understood when customers dine outside in a traditional society, such as Afghanistan. Restaurant location is relevant to explain customer satisfaction because there is a great tendency to dine at “your neighborhood” due to lack of time and difficulty of traveling from one side to the other side of the city. Competition is found to be a true determinant of customer satisfaction. As a result of the lack of competition, customers have expressed lower satisfaction levels because of lower food quality and unprofessional employee behavior. For a detailed study of which hypothesis is accepted or rejected, please refer to Table 12 in the next page.

Table 12: Summary of Hypothesis Testing Results

No.	Hypotheses	P-value vs. Alpha	Decision
1	<i>H0</i> = Customers approve of restaurants' atmosphere.	<i>p-value</i> = 0.104625 > α = 0.05	Accepted
	<i>H1</i> = Customers are not happy with the restaurants' atmosphere.		
2	<i>H0</i> : Customers are happy with the way wait-staffs behave with them.	<i>p-value</i> = 0.719731 > α = 0.05	Accepted
	<i>H1</i> : Customers are not happy with the way wait-staffs behave with them, which negatively affects satisfaction.		
3	<i>H0</i> : Customers are happy with food quality.	<i>p-value</i> = 0.768160 > α = 0.05	Accepted
	<i>H1</i> : Food quality is poor, which affects customer satisfaction.		
4	<i>H0</i> : Customers are not harassed in the restaurant environment.	<i>p-value</i> = 0.935249 > α = 0.05	Accepted
	<i>H1</i> : Customers have been harassed in the restaurant environment, which affects satisfaction.		
5	<i>H0</i> : Customers choose any restaurant when they dine with their family members.	<i>p-value</i> = 0.001095 < α = 0.05	Rejected
	<i>H1</i> : Customers carefully select their restaurants when dining with family members to maintain better privacy and avoid possible troubles.		
6	<i>H0</i> : As a result of tough competition, restaurants in Kabul work hard to meet customers' demands in a better way.	<i>p-value</i> = 0.003883 < α = 0.05	Rejected
	<i>H1</i> : There is no competition among restaurants in Kabul, which affects negatively customer satisfaction levels.		
7	<i>H0</i> : Restaurant location is not a determinant factor when customers dine at a restaurant.	<i>p-value</i> = 0.019551 < α = 0.05	Rejected
	<i>H1</i> : Restaurant location is a significant factor when customers dine at a restaurant.		

In the above table, all hypotheses are tested against *the p-value* of each variable with the alpha of $\alpha = 0.05$ and at a 95% significance level. The decision rule, according to Williams, Sweeney, and Anderson (2009), is related to the *p-value* that is if $p\text{-value} \leq \alpha = 0.05$, the null hypothesis is rejected; however, if $p\text{-value} \geq \alpha = 0.05$, the researcher is failed to reject the null hypothesis.

CHAPTER VI: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. Discussion

This research studied whether 1) food quality, (2) employee conduct, (3) harassment of customers by restaurant employees or other customers, (4) location, (5) competition, (6) atmosphere, (7) and respect for family privacy impact customers' satisfaction levels. It was hypothesized that the majority of the target population feel unsatisfied with the quality of service in the restaurant industry because of reasons related to the above seven factors. It was put forward that lower competition, lower food quality, unpleasant physical environment, and the existence of unprofessional, annoying behavior –*particularly for female customers* –and restaurant locations affect customers at first hand and may impede restaurants' growth at later stages.

Most of the obtained results support the hypotheses. Going to the restaurants with female family members has been a real category of concerns for almost all restaurant customers in Kabul. This concern is understandable and true because the majority of Afghans still highly appreciate their traditional values, dining customs, cultural boundaries, and sometimes social values pretended to be associated with Islam as well as reasons related to social, economic and political instability in the country.

Men still dominate the society and the illiteracy rate is translated as “terrible” by the media (TOLONews, 2017). Violation and violence against women persist and people's perception of important events is heavily affected by tribalism, racism, and consideration to regions and language. Added to that, it is still uncommon for an ordinary Afghan woman to go to a restaurant for lunch or dinner without her family or other relatives. In most cases, if a female wants to go out, it has to be in close coordination sometimes in sole consent of a male member of the family. A significant consideration is the exhibition of fears and/or anxieties, which are associated with the decision of going out with family members together for lunch

or dinner. This means the majority of potential restaurant customers are reluctant to dine outside and remain unserved.

Considering the above, restaurants should be affected more than the customers. In fact, restaurants experience huge opportunity costs because of the lost opportunity of serving customers who wish to dine with their families. If we put the average purchasing power of restaurant customers, which is 365.00 AFN per meal, the industry has missed a valuable opportunity of generating income that could be obtained if this segment of the target population was served properly. When they go to a restaurant, they are more or less concerned to protect family honor and human dignity; good customer experience does not happen as a result. Overall, the findings related to the behavior of men while going to a restaurant supports the proposed research question and is in line with the results of Tripathi and Dave (2016) and Dastane and Fazlin (2017), making customer satisfaction highly dependent on this factor.

Lack of competition in the restaurant industry has been a major contributing factor in satisfaction level. It is common for a restaurant manager to remain uninformed or take no actions against the strategic moves of other restaurants because the spirit to change for better food or service cannot be seen. Customers eat the same food—*and that not freshly cooked*—at the same restaurant not because they like the type of food, but because they cannot find a better alternative in the neighborhood. Based on the findings of this study, 68% of customers showed doubt about food quality; 85% of them suspected the health standards, and around 50% of respondents were not sure if the types of meats they eat at restaurants are legally permissible—yet at the same time, they regularly dine at these restaurants at least once a month. The use of substandard ingredients questions the food quality, hygiene standards, price and overall satisfaction levels.

The only solution to this problem would be increased cut-throat competition. Competition in the restaurant industry in a city, which is as *insecure* as Kabul, for sure takes time and is heavily dependent on peace and conflicts on the first hand, foreign direct investments policies, and the attempts of the Afghan government to attract tourists, facilitate franchising and other trade options on the second hand.

The behavior of customers—although not being satisfied with the food quality, they serve to be regular diners at these restaurants –challenge the stereotyped definitions of customer satisfaction. For example, Liao and Chuang (2004) state that satisfied customers make a repurchase of the product and have the intention to revisit; however, findings from this study show that in spite of being dissatisfied with restaurants, they revisit restaurants and repurchase foods. One other important definition of customer satisfaction was the provision of SQ in which service providers make sure to treat customers well, serve the highest standard of excellence, cater food quality, and so forth (Assouad & Overby, 2016). It seems the way customers behave in the restaurant industry sheds doubts on whether some of SQ can function to determine satisfaction levels. Restaurants rarely provide SQ, yet customers, without caring about SQ, enjoy their meal and time at restaurants.

However, the definition of Dastane and Fazlin (2017), and George and Jones (1991) seems consistent with the context of this study. They trust satisfaction can increase when restaurants target the “needs and wants” of their customers. Restaurants customers believe restaurants managers rarely pay attention to what and how they want to dine. They want quality food with improved health standards at a place where they are respected and their privacy, when accompanied by their families, shall be paid attention to. That is why the need for a place, where they feel secure and respected along with their families still needs to be fulfilled. This primary finding can be supported by Tripahti and Dave (2016), whose study shows that restaurant’ intangible features, such as well treatment of customers cause

customers satisfaction rather than tangible features, such as food or drinks. This means that food by itself has not been a determinant factor, but the way customers were served and treated impacted their satisfaction levels.

Now, the exhibition of such behavior, as identified above, can be well explained in relation to consideration of restaurant competitions in the industry. Lack of competition can only explain why customers—though not happy with restaurants’ services and foods—reuse or reselect the same restaurants. Why would customers have to eat the foods they do not like? A simple answer would be that they do not have any other choice. Competition, or lack of choices, is correlated with other factors, such as food quality, employee conduct, and treating customers with care and respect. Increased competitions enhance service delivery, food quality, employee behavior, and result in overall improved performance in the industry.

Results about the existence of harassment at Kabul restaurant were surprising. One of the biggest concerns male customers show is about whether they are not bothered or harassed by restaurant employees, other customers or just in the way to visiting a restaurant when they are accompanied with a female partner, who could be either a coworker, a friend, a classmate, or family relatives—although culturally, Afghans show a great deal of respect for women and elderly people.

Harassment in the context of Afghanistan can take various forms. One type of most common harassment is verbal, which is called in colloquial language “*Porza Goftan*,” a sexual complimentary remark or sometimes a comment to attract the attention of females. Many women when they are alone may feel happy to receive such comments; as it has been unavoidable, some just ignore and pretend that they are careless about it; and some may find it seriously upsetting, depending on family backgrounds, education, experience, and the number of exposures to such behaviors. What is significant is that the nature of such remarks is socially and culturally considered unpleasant, offensive and a *taboo*.

Expressing the experience being harassed seems also not an easy task. Being a sensitive issue, harassment is not highlighted and remains almost a secret in any situation and if revealed to a third party, it can damage reputations, family honor, and self-dignity and may impact the promised marriages. In order to protect their honor, I suspect that female customers have been reluctant to share their experiences. The interesting point is that females feel protected when they are guarded, in other words accompanied, by a male family relative, which presumably could have led to the rejection of disturbance or annoyance in a restaurant atmosphere. However, other types of harassment can interfere, such as a bad, threatening or sexual look on such occasions. From the perspective of this research, a regular visit of wait-staff from your dining table assuming various excuses is counted as harassment, that is unseen by the respondents.

5.2. Recommendations

Several major areas of concern were pointed out in this study. To address these concerns and improve customer satisfaction and restaurant standards one of the important considerations is employee behavior. Employees are the doorkeepers and represent the business itself. A bad employee is likely to cause dissatisfaction; however, trained employees will deliver better-customized services and observe better hygiene standards. Training employees on professional conduct, better hygiene, and ethical practices in restaurant environment can help to revive customers trust.

Another area that is in need of improvement is that restaurants need to maintain customers' database. A database not only improves communication of restaurants with their customers, but also gives managers a chance to better market their products or services in a more customized way. They can use customers' information to effectively deliver tailored services that meet the wants and needs of today's customers. The first step to serve customers

better is to understand customers' tastes and needs, so a database that records what and how customers want can help better target their needs in a more customized way.

The other significant area for improvement is the strategies that can tackle harassment in the restaurant industry. Based on the findings of this thesis, Afghan families proportionally have remained unserved or dissatisfied with the restaurants in Kabul. Therefore, it is recommended that restaurant managers take serious steps to mitigate the chance of any troubles when customers visit a restaurant with their families and make sure to provide a catering environment, where family privacy is respected, and customers are treated with care and dignity. The restaurant industry, as a result, should experience a gradual increase in the number of guests who enjoy their times with their loved ones eating their favorite foods.

5.2. Conclusion

This paper studied variables that affect customer satisfaction in the restaurant industry in Kabul and explored whether the seven identified factors positively impact satisfaction levels. The so-called seven factors in this study refer to (1) restaurant atmosphere, (2) employee conduct, (3) food quality (4) harassment (5) dining with female family members (6) competitions (7) and locations. It was predicted that customers express dissatisfaction because of low-quality foods, the existence of harassment, particularly for female customers, unprofessional employee behaviors and lack of competition as one of the main determinants. Therefore, this research aimed to contribute to the below objectives:

- To explore the determinants which discourage or encourage customer satisfaction in restaurants in Kabul;
- To investigate the reasons why customers choose to dine at various restaurants at Kabul in spite of being not sure of hygiene and health standards, and
- To study if SQ factors could affect customer satisfaction.

Using mainly a quantitative approach, this paper has unique findings. The study mainly found that (a) restaurant locations (b) respect for family privacy and (c) competition are the main determinants of customer satisfaction in Kabul restaurants.

Kabul residents have associated better restaurant locations with better services. This means a restaurant in a strategic location of the city should have better services, foods, and health standards, and restaurants in other areas of the city should pay less attention to food, services, and employee behavior or health standards. However, what may be a surprising finding for some readers is that without considerations to food quality, customers choose to dine at any easy-to-reach restaurants due to lack of time and heavy traffic. Regarding the consideration of family privacy, the interesting finding is that Kabul residents value family privacy more than quality food and carefully choose where they may dine if accompanied by female family members. This is due to what they value most when they dine outside. The study suggests that poor customer satisfaction is as a result of lack of competition in the industry.

Unlike many other studies in which (a) food quality, (b) atmosphere, and (c) employee behavior can determine satisfaction, this thesis shows that these factors including harassment ultimately turned to be less associated with customer satisfaction, which may surprise readers outside of Afghanistan. Considering the restaurant atmosphere, wait-staff behavior, and food quality, the findings of this study contradict with researches that we outlined them in the literature review most of which come from the western culture and developed countries.

However, if we put the context of this study into consideration, these findings should not be a source of shock or excitement because people in Kabul prioritize other things one of which is family privacy when they visit a restaurant.

This means during the continued war and conflicts, Afghans' values have remained unchanged. As political situations change and competition emerges, customer's wants and

needs as well their expectations and determinants of satisfaction start to change. They may start looking at other factors, such as food quality, employee behavior, hygiene, and ethical standards, and make them their priority. Overall, being the first study addressing customer satisfaction in restaurant industry in Kabul, it is expected this research sets the mindset and prepares Kabul residents to think not only about food quality, hygiene standards, restaurant atmosphere, employee conduct, but also require exclusive treatment and care from every service provider, which may be totally unrelated to foods and restaurants.

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APPENDIXES

6.1. Survey

Exploring Customer Satisfaction of Restaurants in Kabul

This survey is designed to study customer satisfaction in the restaurant industry in Kabul part of my MBA thesis. The survey investigates whether customers have been satisfied or unsatisfied with the restaurant industry in Kabul. Please note that all restaurants in the below survey refer to the restaurants that actively operate in Kabul.

What is your gender?

- Male
- Female

What is your highest education level?

- Master's degree or above
- Bachelor's degree
- High school diploma
- Less than high school

On average, how often do you eat in a restaurant?

- Every day
- A few days a week
- A few days a month
- Never

On average, how much would you spend at a restaurant per meal?

- More than 1000 AFN
- More than 500 AFN
- More than 200 AFN
- More than 100 AFN

Please respond to these questions by indicating how much you agree or disagree.

1. Restaurant Atmosphere

- a. Restaurants provide a pleasant experience in addition to good foods/beverages.
 - a. Strongly agree
 - b. Agree
 - c. Disagree
 - d. Strongly disagree
 - e. Uncertain
- b. Restaurants pay careful attention to physical environment and furniture.
 - a. Strongly agree
 - b. Agree
 - c. Disagree
 - d. Strongly disagree
 - e. Uncertain
- c. Restaurants provide an opportunity where customers can relax and feel free.
 - a. Strongly agree
 - b. Agree
 - c. Disagree

- d. Strongly disagree
- e. Uncertain

d. Restaurants observe accepted level of health standards

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

2. Employee Conduct/Contact

a. Employees pay careful attention and respect to customers.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

b. Employees receive and deliver my order in a respectful manner.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

c. I am bothered when employees deliver my food with a dirty outfit.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

d. Employees often engage in arguments with customers, which is annoying.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

3. Food Quality

a. I suspect I have eaten in restaurants that do not cook fresh food every day.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

b. I suspect if some restaurants observe better health standards.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

c. I suspect whether the type of meats restaurant use are lawfully permissive.

- a. Strongly agree
- b. Agree
- c. Disagree

- d. Strongly disagree
- e. Uncertain

d. I believe restaurants use substandard ingredients in their foods or beverages.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

4. Harassment

a. I have experienced being harassed or annoyed by restaurant employees or other customers at least once.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

b. I normally get harassed or annoyed by restaurant employees or other customers at restaurants.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

c. I have noticed attempts of restaurant employees or other customers to annoy or harass.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

d. Restaurant managers do not take precautions steps to avoid harassment.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

5. Going to a Restaurant with Your Family

a. I might face troubles when I go to a restaurant with my family.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

b. When dining with my family, I am careful selecting my restaurant in order to maintain better privacy and avoid possible troubles.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

c. I do not go to the restaurants with my family because I do not trust the environment.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

d. Better privacy is more important than food quality when I go to a restaurant with my family.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

6. Competitions

a. I do not have any alternative location to eat; that is why I visit the same restaurant.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

b. Restaurants do not strive to improve the standards.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

c. I occasionally dine at the restaurant where I am not satisfied with its services, food, employee conduct or environment.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

d. I want to dine at a restaurant where I am satisfied with its food and services, but I cannot find one.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

7. Location

a. I visit the nearest or easy-to-reach restaurants anytime I wish to eat outside.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

b. I know good restaurants, but I cannot reach due to heavy traffic or lack of time.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

c. I usually eat in a restaurant where I have previous good experience no matter how far it may be.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

d. Quality of food and services are directly related to restaurant locations in Kabul.

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree
- e. Uncertain

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6.2. Farsi Survey

سنجش رضایتمندی مشتریان در رستوران های کابل

این سروی میزان رضایتمندی مشتریان رستوران های کابل را بررسی می نماید و میخواهد بداند که کدام عوامل بالای میزان رضایتمندی مشتریان اثر مثبت و یا منفی میگذارد. معلومات یافت شده از طریق این سروی برای نوشتن پایان نامه ماستری مدیریت تجارت به کار گرفته میشود.

A. جنسیت	b. یکی دو روز در هفته
a. مذکر	c. کی دو روز در ماه
b. مونث	d. هرگز نمی روم
B. میزان تحصیل تان تا چی اندازه هست؟	D. هربار که رستورانت میروید تاچی اندازه برای غذای تان مصرف میکنید؟
a. ماستری ویا بالاتر از آن	a. بیشتر از یک هزار افغانی
b. فارغ التحصیل پوهنتون (لیسانس)	b. بیشتر از پنج صد افغانی
c. فارغ مکتب (بکلوریا)	c. بیشتر از دو صد افغانی
d. پایین تر از درس های مکتب	d. بیشتر از صد افغانی
C. چند وقت یک بار به رستورانت میروید؟	a. هر روز

1. فضای رستوران

- (a) رستوران ها بر علاوه غذای لذیذ و صحتی دارای فضای مناسب اند.
- خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
- (b) رستوران ها برای مساعد ساختن فضای مناسب و فرنیچر لکس توجه دارند.
- خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
- (c) رستوران ها برای مشتریان خویش فضای آرام و راحت را مساعد میسازند.
- خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
- (d) رستوران ها حفظ الصحه را بصورت خوب رعایت میکنند.
- خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

2. رفتار کارمندان رستوران

- (a) کارمندان رستوران ها به مشتریان احترام میگذارند.
- خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
- (b) کارمندان با احترام خاص فرمایش غذا را گرفته و سپس سرویس ارایه میدهند.
- خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
- (c) گاهی گارسون ها غذا را با دستان و یالباس کثیف میاورند؛ من ازین حالت متنفرم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
(d) گاهی گارسون ها با مشتریان دعوا میکنند؛ من از این حالت متنفرم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

3. کیفیت غذا

(a) به تازه بودن غذای رستوران های کابل شک دارم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(b) به رعایت حفظ الصحه رستوران های کابل شک دارم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(c) به حلال بودن گوشت های که در رستوران ها مصرف میشوند شک دارم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(d) باورمندم که رستوران ها از مواد کم کیفیت در تهیه غذا استفاده میکنند.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

4. آزار و اذیت مشتریان

(a) حداقل یک بار توسط کارمندان و یا مشتریان دیگر مورد اذیت/ مزاحمت قرار گرفته ام.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(b) معمولن توسط کارمندان و یا مشتریان دیگر مورد اذیت/ مزاحمت قرار میگیرم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(c) بارها متوجه شده ام که کارمندان و یا مشتریان دیگر به من قصد مزاحمت داشته اند.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(d) مدیریت رستوران ها در قسمت کاهش مزاحمت در محیط رستوران هیچ اقدامی نمی کنند.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

5. غذا خوردن با فامیل

(a) اگر با فامیلم در رستوران بروم، ممکن دچار درد سر شوم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(b) موقعیکه میخوام با فامیلم در رستوران غذا بخورم، بخاطر حفظ حریم خصوصی، معمولن رستوران ام را با دقت انتخاب میکنم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(c) بخاطر که بالای فضای رستوران ها اعتماد ندارم، معمولن با فامیلیم در رستوران ها غذا نمی خورم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
(d) هنگامیکه میخوام با فامیلیم در رستوران غذا بخورم، معمولن حفظ حریم خصوصی برایم بیشتر از کیفیت غذا مهم هست.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

6. رقابت رستوران ها

(a) من همیشه در یک رستوران غذا میخورم زیرا جای دیگر برای غذا خوردن ندارم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
(b) رستوران ها برای بهسازی خویش هیچ اقدامی نمی کنند.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(c) معمولن در رستوران غذا میخورم که از کیفیت غذا و سرویس شان راضی نیستم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم
(d) می خواهم در رستوران غذا بخورم که از کیفیت غذا و سرویس شان راضی باشم، اما چنین رستوران اینجا وجود ندارد.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

7. موقعیت رستوران

(a) موقعیکه می خواهم بیرون غذا بخورم در نزدیک ترین رستوران موجود مراجعه میکنم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(b) رستوران های خوبی را بلدم ولی به علت ترافیک و کمبود وقت نمی توانم آنجا بروم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(c) دوری رستوران برایم مهم نیست. هر جای که باشم غذایم را در رستوران که تجربه قبلی خوبی دارم میخورم.

خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

(d) کیفیت غذا و سرویس رستوران رابطه مستقیم با موقعیت رستوران ها در شهر کابل دارد.

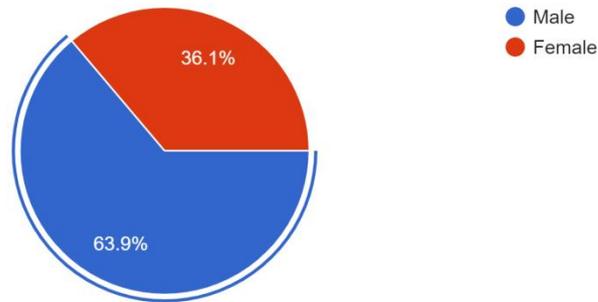
خیلی موافقم موافقم موافق نیستم اصلن موافق نیستم نمیدانم

سپاسگزارم

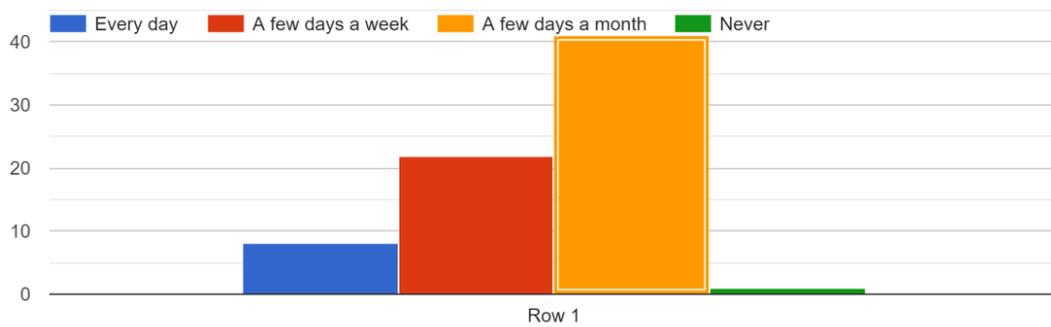
6.3. Graphs Obtained through the Survey

General Questions

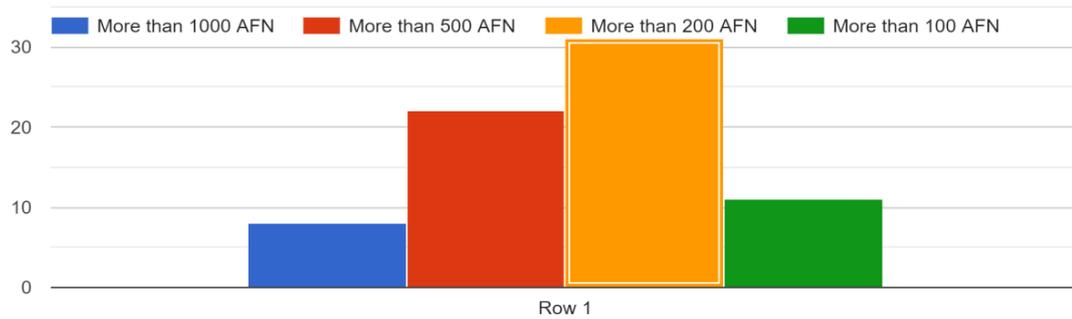
What is your gender?



On average, how often you eat in a restaurant?

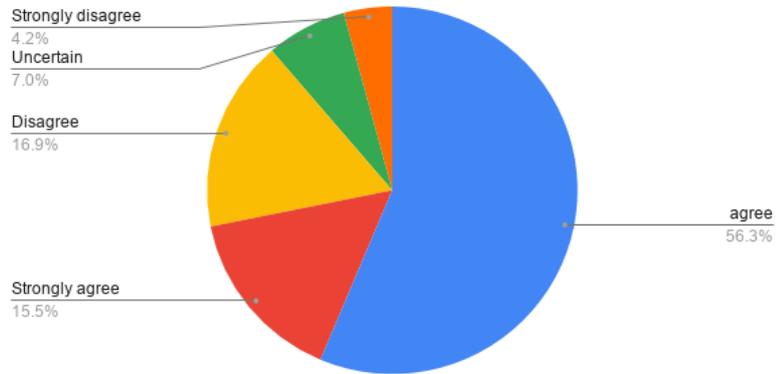


On average, how much would you spend at a restaurant per meal?

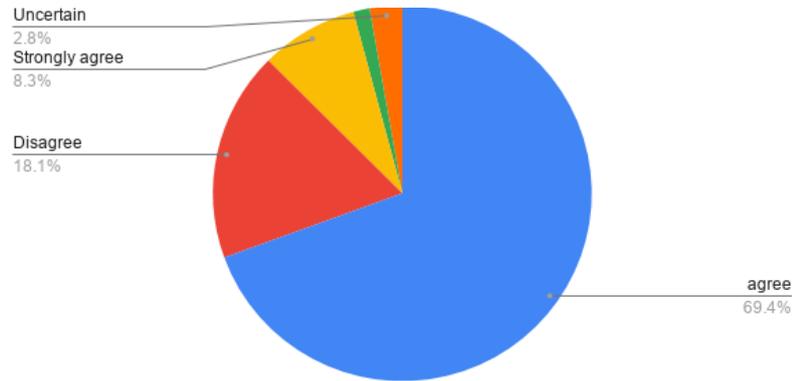


Restaurant Atmosphere

Restaurants pay careful attention to physical environment and furniture.

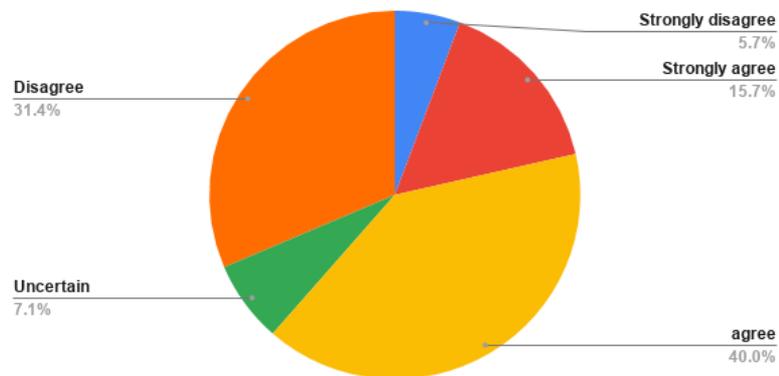


Restaurants provide a pleasant experience in addition to good foods/beverages.

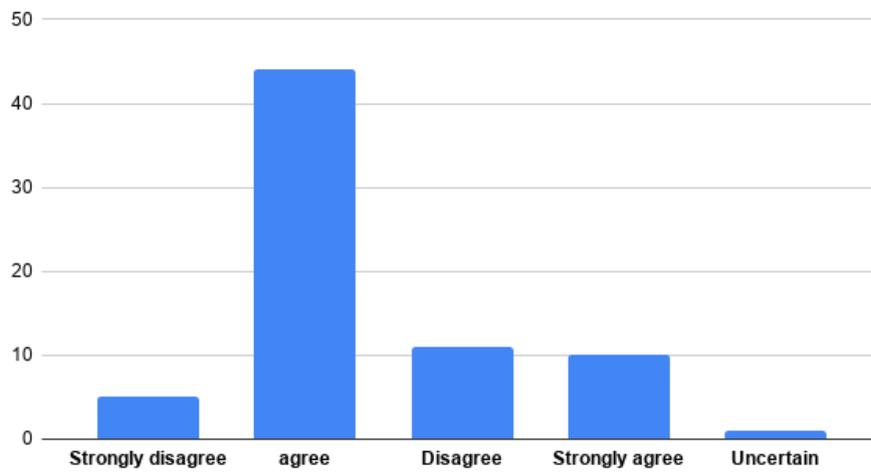


Employee Behavior

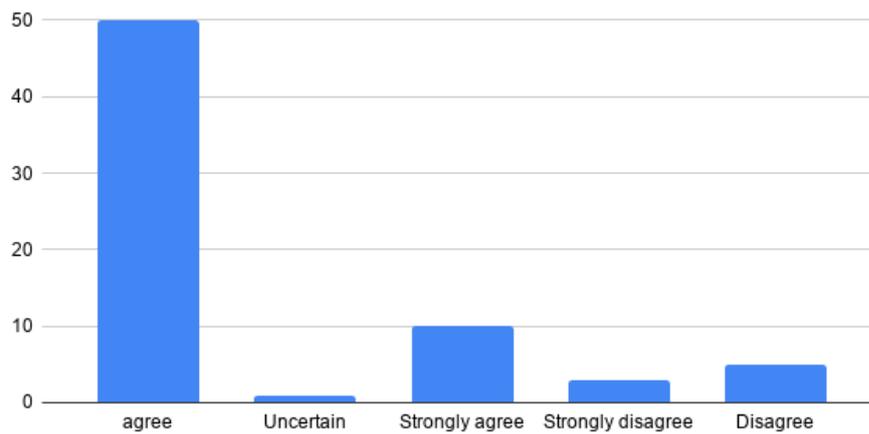
Employees often engage in arguments with customers, which is annoying.



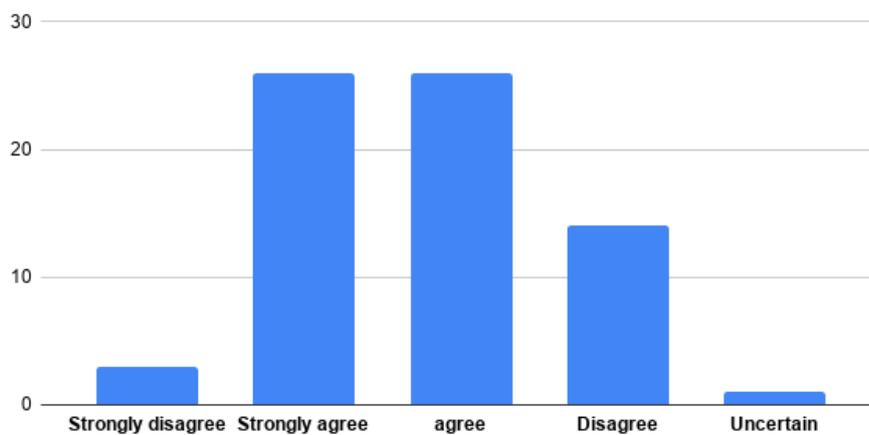
Employees pay careful attention and respect to customers.



Employees receive and deliver my order in a respectful manner.

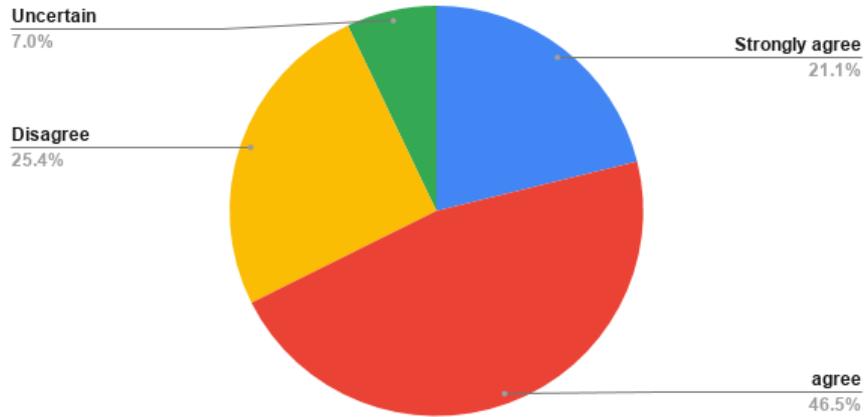


I am bothered when employees deliver my food with a dirty outfit.

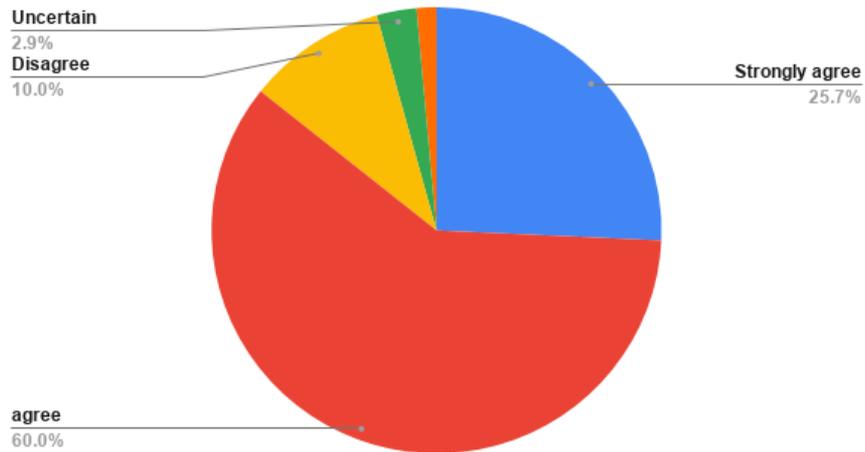


Food Quality

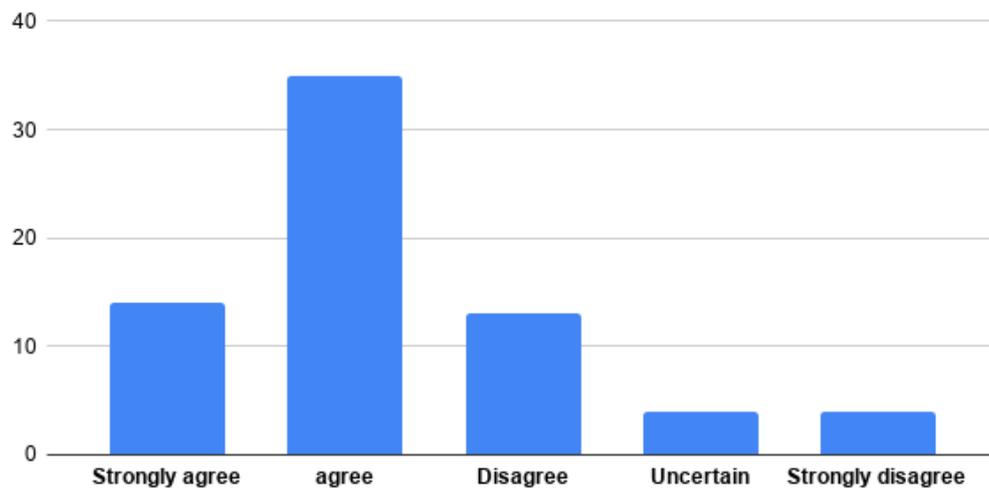
I suspect I have eaten in restaurants that do not cook fresh food every day.



I suspect if some restaurants observe better health standards.

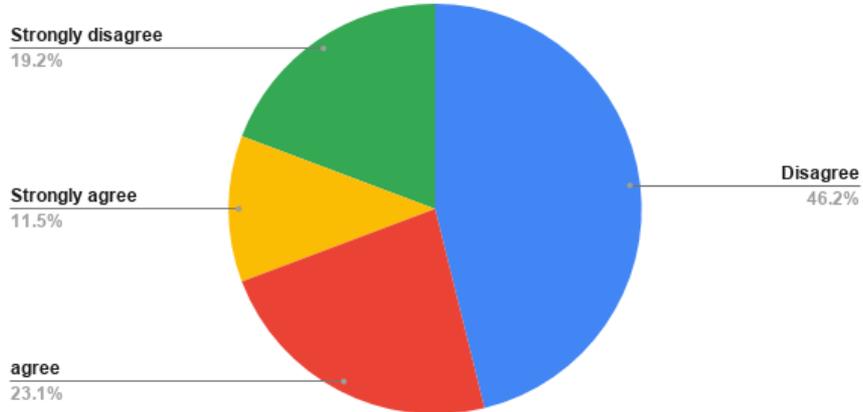


I suspect whether the type of meats restaurants use are lawfully permissive

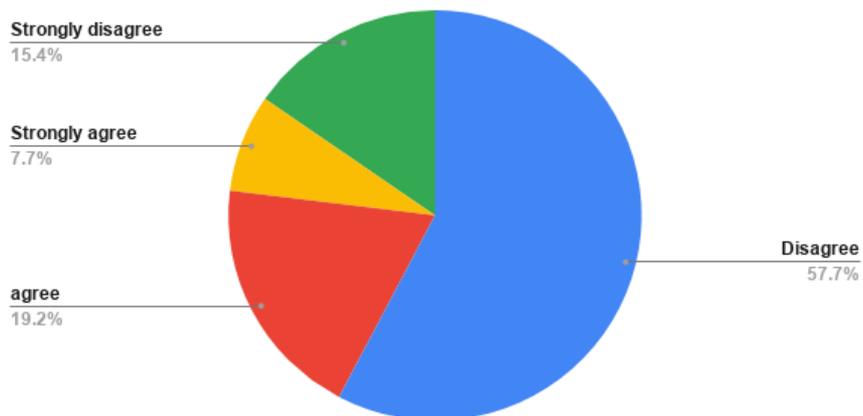


Harassment

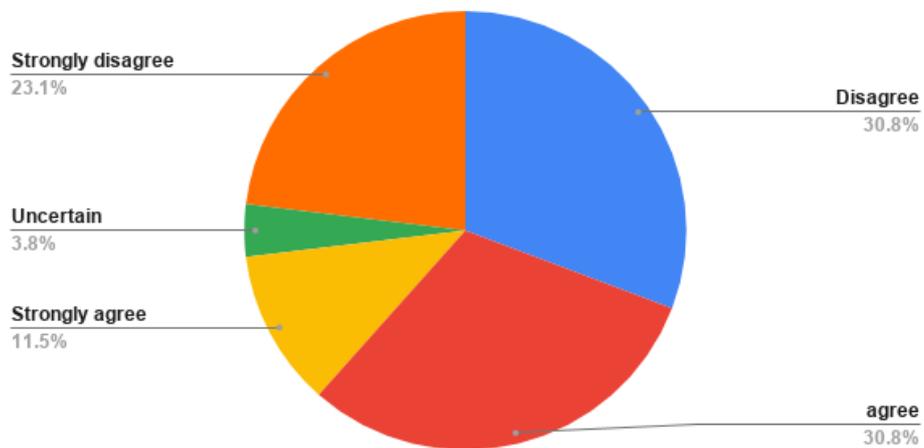
I have experienced being harassed or annoyed by restaurant employees or other customers at least once.



I have noticed attempts of restaurant employees or other customers to annoy or harass.

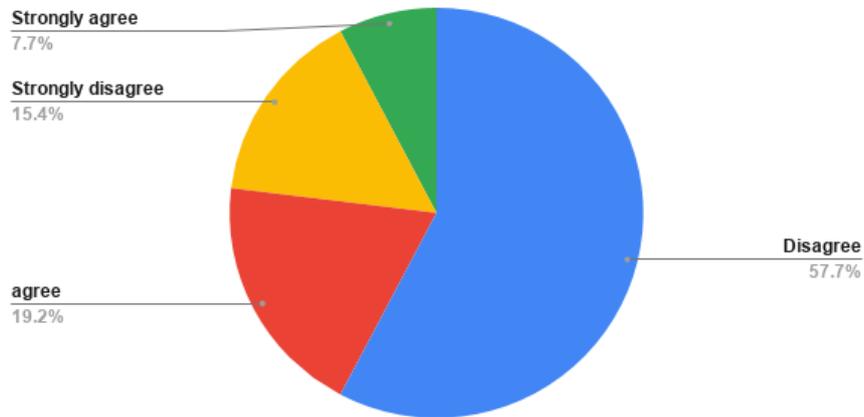


Restaurant managers do not take precautions steps to avoid harassment.

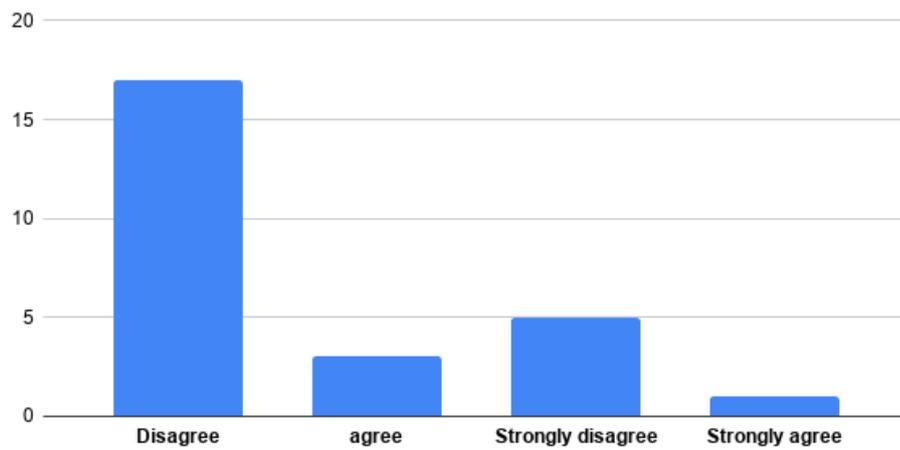


Female Harassment

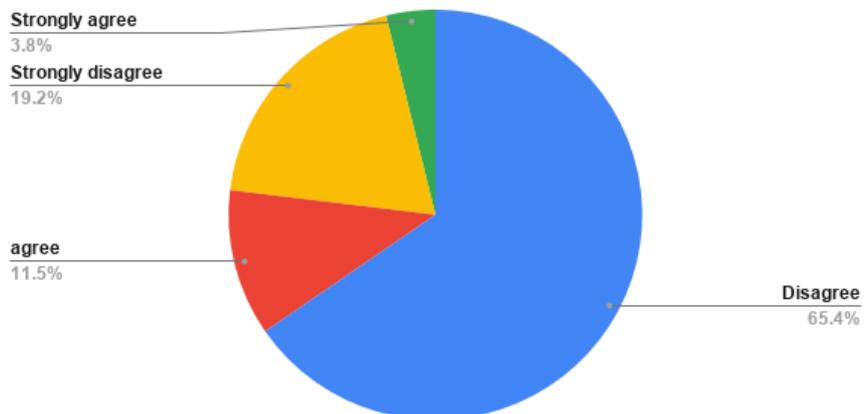
I have noticed attempts of restaurant employees or other customers to annoy or harass- Female Response



I normally get harassed or annoyed by restaurant employees or other customers at restaurants- *Female Response*

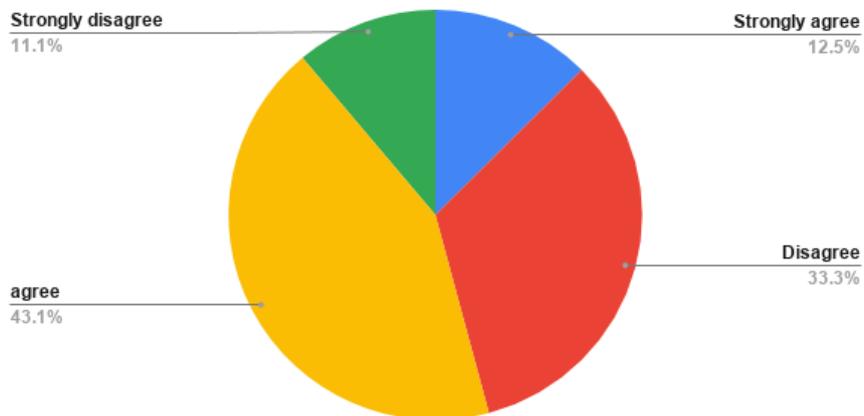


I normally get harassed or annoyed by restaurant employees or other customers at restaurants- Female Response

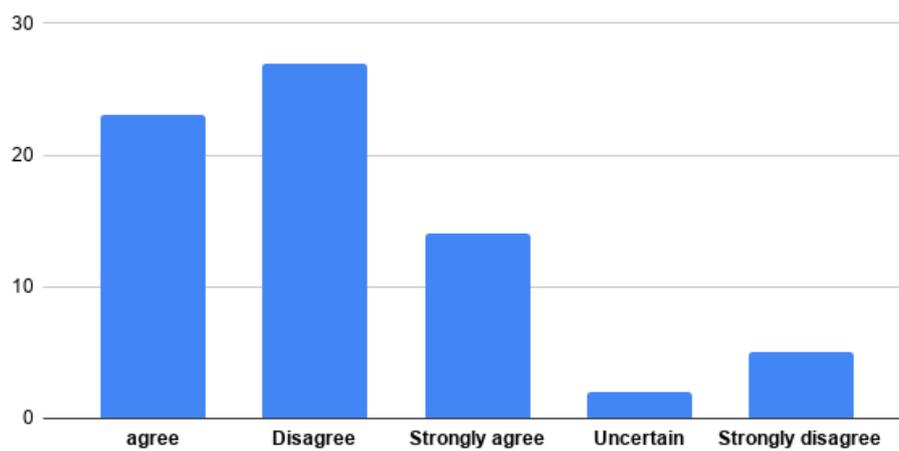


Competition

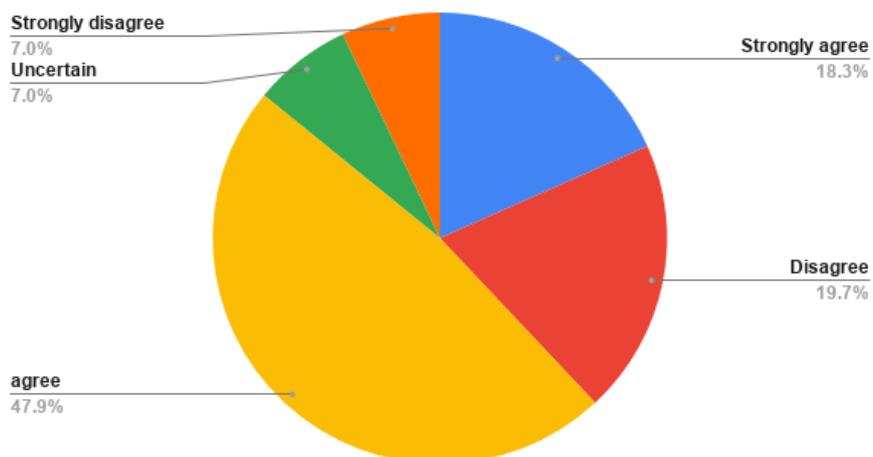
I do not have any alternative location to eat; that is why I visit the same restaurant.



I want to dine at a restaurant where I am satisfied with its food and service, but I cannot find one.

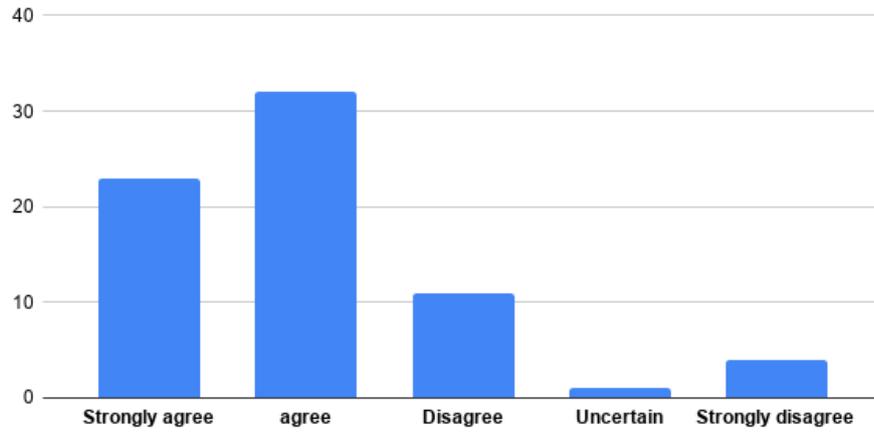


Restaurants do not strive to improve the standards.

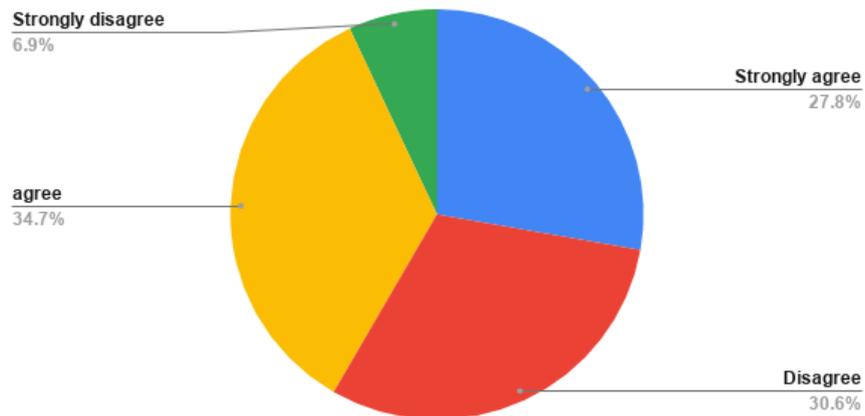


Location

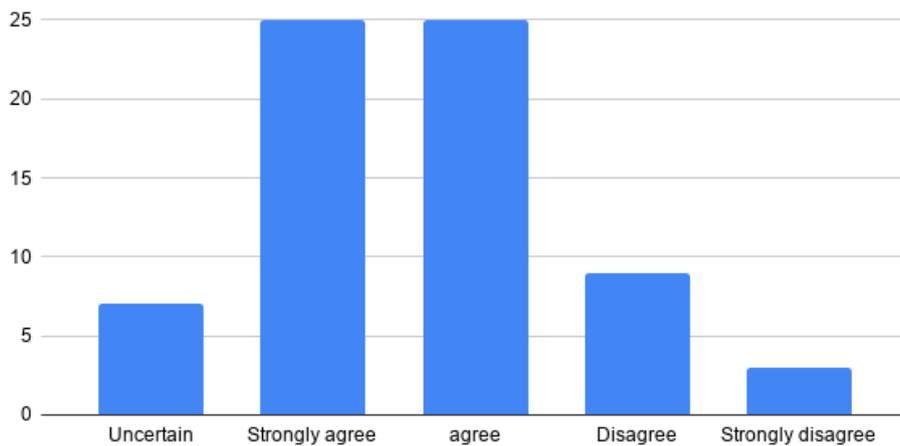
I know good restaurant, but I cannot reach due to heavy traffic or lack of time.



I visit the nearest or easy-to-reach restaurants anytime I wish to eat outside.

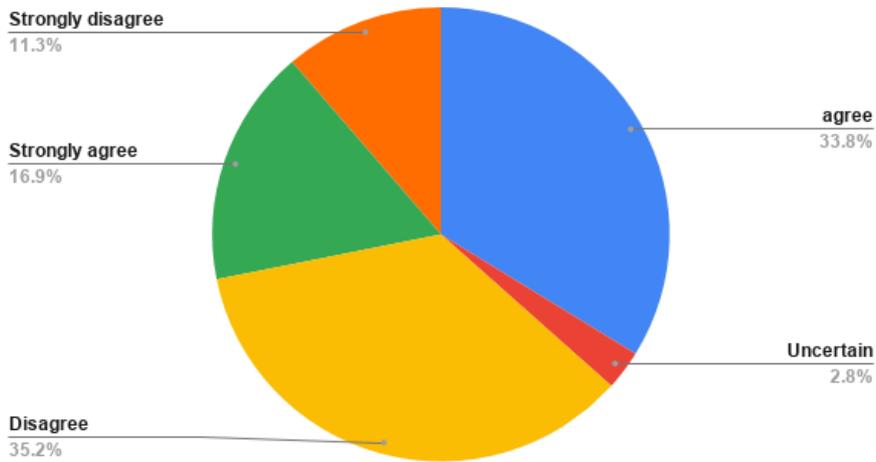


Quality of food and services are directly related to restaurant locations in Kabul.

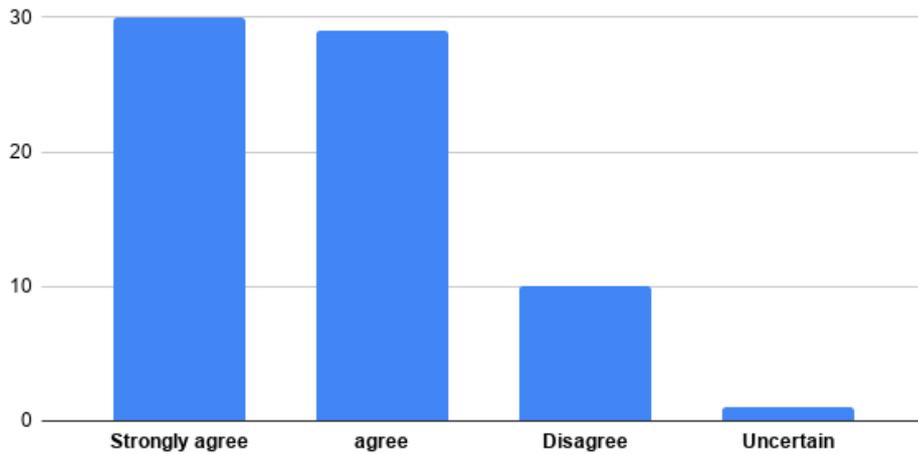


Dining with Families in a Restaurant

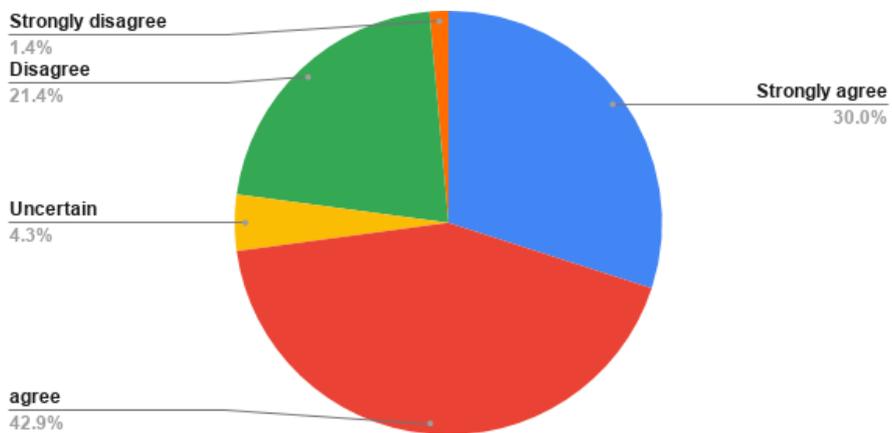
I normally face troubles when I go a restaurant with my family.



When dining with my family, I am careful selectin my restaurant in order to maintain better privacy.



Better privacy is more important than food quality when I go to a restaurant with my family.



6. 4. Residuals and Outlier

RESIDUAL OUTPUT			PROBABILITY OUTPUT		
<i>Observation</i>	<i>Predicted Y</i>	<i>Residuals</i>	<i>Standard Residuals</i>	<i>Percentile</i>	<i>Y</i>
1	2.378936173	-0.378936173	-1.073162454	0.714285714	2
2	2.378936173	-0.378936173	-1.073162454	2.142857143	2
3	2.27597596	-0.27597596	-0.781574998	3.571428571	2
4	2.665155771	0.334844229	0.948292301	5	2
5	1.658479184	0.341520816	0.967200662	6.428571429	2
6	2.070969766	-0.070969766	-0.200989225	7.857142857	2
7	3.126304033	-0.126304033	-0.357698092	9.285714286	2
8	2.447580452	0.552419548	1.564474339	10.71428571	2
9	2.659143092	0.340856908	0.965320448	12.14285714	2
10	2.704184018	0.295815982	0.837762738	13.57142857	2
11	2.494715209	-0.494715209	-1.401053335	15	2
12	2.086611878	-0.086611878	-0.245288315	16.42857143	2
13	2.290894663	-0.290894663	-0.823825364	17.85714286	2
14	1.855329613	0.144670387	0.409712344	19.28571429	2
15	2.507905238	0.492094762	1.393632123	20.71428571	2
16	2.069241091	-0.069241091	-0.19609355	22.14285714	2
17	2.069241091	-0.069241091	-0.19609355	23.57142857	2
18	2.508366736	0.491633264	1.392325143	25	2
19	2.477344423	-0.477344423	-1.351858569	26.42857143	2
20	2.504082731	-0.504082731	-1.427582533	27.85714286	2
21	2.437592766	-0.437592766	-1.239280283	29.28571429	2
22	2.505811406	-0.505811406	-1.432478208	30.71428571	2
23	2.449412372	-0.449412372	-1.272753881	32.14285714	2
24	2.265885028	-0.265885028	-0.752997075	33.57142857	2
25	2.239220155	0.760779845	2.154559066	35	2
26	2.195111059	-0.195111059	-0.552562353	36.42857143	2
27	2.718097455	0.281902545	0.798359324	37.85714286	2
28	2.681627208	0.318372792	0.90164453	39.28571429	2
29	2.079332023	-0.079332023	-0.224671473	40.71428571	2
30	2.873157816	0.126842184	0.359222157	42.14285714	2
31	2.504702895	0.495297105	1.402701287	43.57142857	2
32	2.669807602	0.330192398	0.935118128	45	2
33	2.697013573	-0.697013573	-1.973970423	46.42857143	2
34	2.073780842	-0.073780842	-0.208950306	47.85714286	2
35	2.252768435	-0.252768435	-0.715850356	49.28571429	2
36	2.417122883	-0.417122883	-1.18130875	50.71428571	2
37	2.506638061	0.493361939	1.397220818	52.14285714	2
38	2.631681374	-0.631681374	-1.788947012	53.57142857	2
39	3.226590788	-0.226590788	-0.64171421	55	2
40	2.64605631	0.35394369	1.002382741	56.42857143	2
41	2.647784984	0.352215016	0.997487066	57.85714286	2
42	2.500625383	-0.500625383	-1.417791183	59.28571429	2
43	2.463899388	0.536100612	1.518258455	60.71428571	2
44	2.826596637	0.173403363	0.491085286	62.14285714	3

45	2.873157816	0.126842184	0.359222157	63.57142857	3
46	2.855787029	0.144212971	0.408416923	65	3
47	2.434493669	-0.434493669	-1.230503515	66.42857143	3
48	2.435864092	-0.435864092	-1.234384607	67.85714286	3
49	2.224301452	-0.224301452	-0.635230717	69.28571429	3
50	2.87488649	0.12511351	0.354326482	70.71428571	3
51	2.069241091	-0.069241091	-0.19609355	72.14285714	3
52	2.220478945	-0.220478945	-0.624405225	73.57142857	3
53	2.295075421	-0.295075421	-0.835665439	75	3
54	2.339654849	0.660345151	1.870123979	76.42857143	3
55	2.040153945	-0.040153945	-0.113717583	77.85714286	3
56	3.07290085	-0.07290085	-0.206458135	79.28571429	3
57	1.811220518	0.188779482	0.534631073	80.71428571	3
58	2.432764995	0.567235005	1.606432307	82.14285714	3
59	1.828591304	0.171408696	0.485436308	83.57142857	3
60	1.823866779	0.176133221	0.498816353	85	3
61	1.857678451	0.142321549	0.403060341	86.42857143	3
62	1.817926795	0.182073205	0.515638628	87.85714286	3
63	2.206930665	-0.206930665	-0.586035951	89.28571429	3
64	2.069241091	-0.069241091	-0.19609355	90.71428571	3
65	1.869601303	0.130398697	0.369294346	92.14285714	3
66	2.224301452	-0.224301452	-0.635230717	93.57142857	3
67	2.451864456	0.548135544	1.552341867	95	3
68	2.050214324	-0.050214324	-0.142208982	96.42857143	3
69	2.873157816	0.126842184	0.359222157	97.85714286	3
70	2.206930665	-0.206930665	-0.586035951	99.28571429	3

6.5. Types of Regressions Applied

6.5.1 Mixed Effect ML Regression

```
Mixed-effects ML regression      Number of obs      =      68
                                  Wald chi2(7)         =      70.17
Log likelihood = -23.312352      Prob > chi2         =      0.0000
```

Y	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
X1	-.0200489	.0586701	-0.34	0.733	-.1350401	.0949423
X2	.1515856	.074072	2.05	0.041	.0064072	.2967639
X3	.0121693	.0664343	0.18	0.855	-.1180396	.1423782
X4	-.006924	.0621261	-0.11	0.911	-.1286889	.114841
X5	.24414	.0671251	3.64	0.000	.1125773	.3757028
X6	.2214596	.0691083	3.20	0.001	.0860098	.3569093
X7	.180139	.0729124	2.47	0.013	.0372333	.3230447
_cons	.4957617	.2788815	1.78	0.075	-.050836	1.042359

Random-effects Parameters	Estimate	Std. Err.	[95% Conf. Interval]	
var(Residual)	.1162259	.0199326	.0830468	.1626607

6.5.2. Poisson Regression

```
. mepoisson Y X1 X2 X3 X4 X5 X6 X7
```

```
Iteration 0:  log likelihood = -95.377313
Iteration 1:  log likelihood = -95.357587
Iteration 2:  log likelihood = -95.357586
```

```
Poisson regression      Number of obs      =      68
                                  Wald chi2(7)         =      3.42
Log likelihood = -95.357586  Prob > chi2         =      0.8440
```

Y	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
X1	-.008607	.1103689	-0.08	0.938	-.224926	.207712
X2	.0603316	.1383299	0.44	0.663	-.21079	.3314532
X3	.00813	.127394	0.06	0.949	-.2415577	.2578177
X4	-.0029237	.1167826	-0.03	0.980	-.2318135	.225966
X5	.1028356	.1306754	0.79	0.431	-.1532835	.3589546
X6	.0940109	.1356111	0.69	0.488	-.171782	.3598037
X7	.0734069	.1381703	0.53	0.595	-.1974019	.3442156
_cons	.0686047	.5362341	0.13	0.898	-.9823949	1.119604

6.5.3. Multinomial Regression

```

Multinomial logistic regression      Number of obs   =      68
LR chi2(7)                          =      52.46
Prob > chi2                          =      0.0000
Log likelihood = -19.004178          Pseudo R2       =      0.5799
  
```

Y	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
2	(base outcome)					
3						
X1	.3214028	.5695251	0.56	0.573	-.7948459	1.437652
X2	2.094791	.9730668	2.15	0.031	.1876151	4.001967
X3	.525972	.6794501	0.77	0.439	-.8057258	1.85767
X4	.4444997	.6991199	0.64	0.525	-.9257502	1.81475
X5	3.148351	1.100386	2.86	0.004	.9916336	5.305069
X6	2.523322	.9656724	2.61	0.009	.6306383	4.416005
X7	2.171018	.9169449	2.37	0.018	.3738391	3.968197
_cons	-28.47592	8.789559	-3.24	0.001	-45.70314	-11.2487

6.5.4. Ordered Probit Regression

```

Ordered probit regression      Number of obs   =      68
LR chi2(7)                      =      52.51
Prob > chi2                      =      0.0000
Log likelihood = -18.97958        Pseudo R2       =      0.5804
  
```

Y	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
X1	.1236581	.3224565	0.38	0.701	-.508345	.7556611
X2	1.120717	.5206926	2.15	0.031	.1001779	2.141255
X3	.3399261	.3527252	0.96	0.335	-.3514027	1.031255
X4	.1527648	.377117	0.41	0.685	-.586371	.8919006
X5	1.754764	.5861455	2.99	0.003	.6059396	2.903588
X6	1.499567	.5566521	2.69	0.007	.4085486	2.590585
X7	1.174928	.4938214	2.38	0.017	.2070557	2.1428
/cut1	15.69716	4.408787			7.056095	24.33822

Note: 6 observations completely determined. Standard errors questionable.