

A Study on Factors Affecting Customer Satisfaction at McDonald's Restaurants

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The objective of this paper is to examine the relationship between services quality, food quality, information quality, personnel quality, timeliness and cleanliness, and customer satisfaction. Customer satisfaction is crucial to the success of the business. This paper shows a discussion on how McDonald's employees give their best when serving customers. It is widely acknowledged that McDonald's is a well-known fast-food brand for the food & beverages industry. By focusing on the six factors, McDonald's can ensure a high level of customer satisfaction which can lead to customer loyalty. This paper proposes a theoretical framework for this research. This paper uses a quantitative method to survey customer perception. It is expected that the six factors will significantly affect customer satisfaction.

Keywords: Service quality, food quality, information quality, personnel quality and cleanliness, customer satisfaction, McDonald's.

JEL Classification: M00, L80, L84

INTRODUCTION

McDonald's (McD) is a well-known fast-food brand in the Food & Beverages (F&B) industry. Most of the people in each country are familiar with the brand of McDonald's and it has been their favorite fast food for a decade. Nowadays people have a busier lifestyle compared to the older and it has resulted in less time for them to have a home-cooked meal. McDonald's as a fast-food brand has given a quick fix to their problem and provided the best fast food to people who have no time to cook at their home. In Asia, the first McDonald's was opened on Paterson Street in Hong Kong in 1975. As well for Indonesia, the first McDonald's was opened in Bambang Rachmadi in 1991, which has resulted in the highest monthly gross revenue. Meanwhile in Malaysia, the first McDonald's was at Bukit Bintang in Kuala Lumpur in 1982. Besides that, Malaysia was the first McDonald's to obtain halal certification.

This chapter focuses on customer satisfaction where it is needed to be taken seriously by the company as it may improve the company's products and services. Every company needs to determine how satisfied their customer are with their product, services, and capabilities that were provided by the company. Furthermore, the service quality that has been provided by McDonald's employees to their customers has been focused on in this chapter. From the service that was provided by McDonald's employees, customers can analyze their satisfaction towards the service. Customer service quality that is being discussed in this chapter focuses on personnel quality, information quality, order quality, and timeliness which is the employees must complete the order according to the time given. In completing the main point of this chapter, a survey has been given to McDonald's customers and they must complete the questions in the survey form.

In Asia, McDonald's needs to make sure that all the products that are provided to the customers are *halal* since most of the customers are *Islam*. It was prepared by following the strict rules regarding the religion of *Islam*. McDonald's in Asia needs to follow the specific standards that were provided by the holding company. McDonald's has uttered some guidelines that must be followed so that all the customers will experience it equally at any franchise. If any of the franchises are not able to follow the guidelines that were provided, the person in charge of the franchise might lose the license of the franchise. McDonald's had revoked many franchises due to breach of contract in past. To meet McDonald's expectations for all franchise, all employees in McDonald's in Asia needs to read, follow, and understand the guidelines that were given by the holding company so that they understand their policies and procedure, marketing management, and operation.

LITERATURE REVIEW

Service Quality and Customer Satisfaction

The quality service of a company can be seen through several factors such as reliability, empathy, and responsiveness. Hence, building trust between customers and employees is important to ensure McDonald's can be classified as a high-level service quality company. The company has created different ways to ensure service quality that meets the standards. Among them is creating a responsive attitude that is ready to help customers by providing prompt service. In addition, quality service usually provides fast and efficient service when customers buy something. For example, online orders made by customers at McDonald's products known as "McDelivery" indicate that the services provided are of very high quality. This is because providing high-quality service can boost McDonald's popularity. Customer service employees will communicate with customers virtually to receive orders. If the employee provides good

service and completes all orders on time, the quality of customer service will be high. As Sulila (2021) states community satisfaction towards public service providers is also influenced by employee performance.

McDonald's is the largest fast-food chain company and is loved by many people. The customer service provided will affect customer satisfaction to continue purchasing McDonald's products. For example, drive-thru systems or concepts managed by employees at the customer service level are found to meet customer satisfaction. Through observation, each McDonald's branch will be filled with customers' cars who want to buy McDonald's products at speed. This causes customers to deal with customer service to order a McDonald's food, in which the menu is available only by looking at the digital drive-through menu display. This situation makes customers feel satisfied and comfortable to continue buying because they just have to wait in their car and do not have to face the crowd. As a result, the relationship between customer service quality and customer satisfaction is very closely related.

H1: Service quality is positively related to customer satisfaction

Food Quality and Customer Satisfaction

Food quality has widely been considered an essential aspect of the success of any restaurant (Liu & Jang, 2009). According to Leitzmann (1993), Food quality represents the sum of all properties and assessable attributes of a food item. Usually, this is done by the three accepted categories of quality which are sensory value, suitability value, and health value. All of them deal with the assessment that is judgments with a subjective component. Kivela, Inkabaran, and Reece (2000) mentioned the significance of providing healthy foods in restaurants and advised to put sufficient emphasis on nutritious food as one of the fundamental aspects for building customer satisfaction. Wikipedia Contributors (2021), Food quality or Meal quality is the quality characteristics of food that is acceptable to consumers. This includes external factors such as appearance (size, shape, color, gloss, and consistency), texture and flavor, factors such as federal grade standards (such as eggs), and internal (chemical, physical, microbial). As mentioned by Hanaysha (2016), food quality is very significant in determining customer satisfaction and loyalty. Food quality refers to several aspects including food presentation, taste, menu diversity, healthiness, and freshness. Gagic, Tesanovic, and Jovicic (2013) state that a high level of food quality is a key marketing strategy that can satisfy, retain and provide a happy purchasing experience for the customer. Food quality can have a considerable effect on customer satisfaction and behavioral intentions. Sulek and Hensley (2004) investigated the relative importance of food, physical setting, and service in a full-service restaurant then found that food quality was the most important factor influencing satisfaction and the only factor predicting behavioral intention. Additionally, all workers must be qualified to maintain a consistent quality of food preparation and McDonald's global criteria. The consistent efforts, dedication, and values to providing fast food quality to the customers are the ultimate success recipe for McDonald's success (Tisha, Haque, Hridoy, & Dash, 2019).

H2: Food quality is positively related to customer satisfaction

Information Quality

Information quality is also one of the important issues to be focused on in fast food restaurants. McDonald's usually spread their information via social media such as Facebook ads, Instagram ads, and YouTube ads. Social media advertising gives access to a wide audience of potential customers for a new product or service to get to know customers' interest and satisfaction in their new menu. Social media advertisements are valuable since the personally identifiable information offered willingly through user profiles allows for incredibly precise audience targeting. Other than that, another way of McDonald's conveys the information is by giving fliers and

pamphlets. This is one of the effective ways to target the customers and attract them to stay loyal to the restaurant. If McDonald's wants to promote a new item, they may use a flag banner. A nice flag banner will do the job admirably as the greatest approach to announce the new menu in McDonald's to customers. These are the ways to spreading the information about the restaurant to influence customers satisfaction.

H3: Information quality is positively related to Customer Satisfaction

Personnel Quality and Customer Satisfaction

McDonald's has set the management teams for food quality inspection and control them for a successful business. One of the unique services only owned by fast-food restaurants is a drive-thru service. This service allows consumers to buy food without having to get out of the vehicle. The service quality of a company has to be maintained and improved because the customer expects to get good service even more than they expected, so customers will be satisfied with the service company. The definition of quality itself according to Kotler (2002) states that quality is the totality of product or service features and characteristics depending on its ability to satisfy or implied the quality needs. It is the sum of features and characteristics of a product or service that can satisfy needs. Quality of McDonald's Personnel - Food / Quality of meat, bread, vegetables are good and up to standard. Employees- The quality management team has looked at an employee's time, grooming and cleanliness. Teamwork is always a priority at McDonald's for maximum benefit. Restaurant- The management team sees that the restaurant should be clean, tidy, and shiny. While they also try to provide fast, accurate and friendly service. Therefore, the study conducted by the researchers is about how McDonald's applies the strategies and how their strategies interact with their business structure and the external environment. By achieving their objectives, It reveals that McDonald's strategy should be attracting more new customers, encouraging the existing customers to visit McDonald's more often, constructing brand loyalty, and ultimately creating profitable growth for the company.

The biggest targets for criticism are the nation's largest food corporations. Grassroots efforts stretching from regulating children's marketing to mandating nutritional facts on every package have brought attention to less attractive aspects of foodservice operations. A robust outlet for food-themed media allows more opportunities than ever to promote an environmental and social cause. McDonald's, the 7th most powerful brand in the world, does not seem to be closing stores or shrinking in market share, so it may only be taking the punches with regards to its reputation in the public's eye (MacArthur, 2005). The company is in a battle of words as much as a battle of diet.

H4: Personnel Quality is positively related to Customer Satisfaction

Cleanliness and Customer Satisfaction

According to McDonald's UK (2017), Each restaurant has a dedicated team of trained customer care staff who ensure the dining areas, including any children's play equipment, are always kept exceptionally clean. However, the kitchen area also needs to be clean and hygienic to produce a portion of good food for everyone, and cleanliness is needed to make sure all the workers in the kitchen stay safe since there will be wet and oily floors. All McDonald's employees receive comprehensive training on cleaning procedures, and each restaurant has a schedule of daily, weekly, and monthly cleaning tasks so they're always on top of it. Fatimah, Boo, Sambasivan, and Salleh (2011) Malaysian customers found that cleanliness was the main factor followed by food variety and location of the premises as criteria in selecting dining places. Wang, Bai, Gong, and Huang (2020) claimed that customers possessed excellent self-protection behavior due to their high level of awareness regarding hygiene and health while they pursued appetizing food.

Studies in the United States (US) found that personal hygiene of food handlers was a significant factor contributing to customer satisfaction and their intention to revisit despite some areas that required improvements, such as table hygiene, food temperature, and handwashing lavatory by Liu and Lee (2018). These premises must also undergo routine inspections by the Ministry of Health and local government to ensure cleanliness maintenance of the premises.

H5: Cleanliness quality is positively related to customer satisfaction.

Customer Satisfaction

According to Ningsih and Segoro (2014), satisfaction is defined as the attitude, evaluation, and emotional response of consumers after the purchase process. Like this Fornell (1992) considered customer satisfaction as an attitude formed based on experience after a customer buys a product or uses a service and pays. It indicates that the customer is satisfied with the product or service. The definition is given by Yap, Ramayah, and Shahidan (2012) states satisfaction as the overall attitude of the customer towards the service provider. According to researchers, customer satisfaction is one of the concepts that need to be considered by professionals to ensure the success of a company producing its products. Customer satisfaction can also be seen as the ultimate satisfaction that can be seen through a customer's emotional response while obtaining a service provided by McDonald's whether it will give a positive or negative impression of lasting customer loyalty. This suggests that the measure of customer satisfaction is to measure the extent to which customers are satisfied with a product, service, or experience. It can be measured through customers' feelings about brand interactions.

Theoretical Framework

Based on the literature review that has been discussed, a research model depicting the six factors and customer satisfaction is illustrated in Figure 1:

Figure 1. Theoretical framework



RESEARCH METHOD

Based on Krejcie and Morgan's (1970) table, the population size for McDonald's customers is 1,000,000 and the sample size for McDonald's is 384. In this research, judgemental sampling was used during giving out the survey form to McDonald's customers, school students, and middle-aged individuals are selected since this kind of age is more often having McDonald's as their meal of the day. Questionnaires and survey forms were given out to the customers. In the survey form provided, there are

11 questions regarding customer satisfaction and recommendation of McDonald's to other customers. The country that was chosen in this research was Asia countries, but the main countries are Malaysia and Indonesia. The group of individuals chosen was middle age and they are most slightly students and working professionals. This paper uses the quantitative method and data collection was given out through social media.

Based on the topic of this research, Factors that affect customer satisfaction at McDonald's restaurants is where the six factors are important as it relates to customer satisfaction after the customers had received service from McDonald's. Customer satisfaction is important for McDonald's as it may impact their improvement in their service and give better service to their customers in the future. It will also affect McDonald's rating in the Food & Beverages industry.

RESULTS

Based on the results of the questionnaires that have been distributed, 103 respondents answered the questionnaire questions, which were divided by gender. This study shows that male respondents are 43 people (41.7%), while female respondents are 60 people (58.3%). It can be concluded that most respondents are female. The age of the respondents is divided into several types of age. This study shows that the respondents aged 18-21 were 55 people, 38 people were 22-25 years old, 26-32 years old were 7 people, 33-41 people were 3 people. It can be concluded that most respondents are aged 18-21 years, as many as 55 people. Because most respondents in this study are students. Based on the results of the questionnaire distributed, the respondents are from various countries, namely, 11 people from Indonesia, 60 people from Malaysia, and 29 people are from India. Therefore, it can be concluded that most respondents are from Malaysia. Frequency of visiting McDonald's, 52 people (50.5) answered visiting less than (<) 4 times and 50 people (48.5) answered visiting more than (>) 4 times. As for some of the questions given in the questionnaire, the first question is about the service at their nearest outlet, and the answers from the respondents as many as 74 people (71.8%) answered the service was very good and the rest the majority answered neutral (Good). The second questions were about how to speak words from employees and as many as 94 people answered the service using polite language and words, the rest answered neutral (Good).

Respondents also gave good answers on how the customer service treated them as a customer at McDonald's. According to the respondents, the cleanliness at McDonald's outlets is in very well condition. The quality of products and services from McDonald's itself is apt with the price given by the company. About 95% of respondents answered that McDonald's also gave/replaced the food and drinks ordered if they did not match the order. Meanwhile, 80% of respondents answered that the employee provided good service from start to finish.

DISCUSSION

Based on the findings of the study, the researchers propose that McDonald's Corporation concentrates on a few key areas to survive in the competitive market while also meeting consumer expectations and satisfaction. Firstly, McDonald's should offer more product packages at affordable and economical costs since the brand association has a greater impact on consumer happiness. For example, McDonald's can add on ice-cream to the meal sets. This can help to increase the happiness among the customers then target customers' satisfaction accomplished. Then, McDonald's needs to improve the food quality with fresh ingredients to attract customers and give satisfaction to them. Apart from satisfying customers, the researchers also need to

serve nutritious food even though McDonald's is fast food, so the researchers need to add something to create nutrition in the meals even a little. McDonald's can use fresh vegetables like tomatoes and salad to create vitamins. Invest more in employee training and development to ensure that employees can help in the long-term growth of the organization for McDonald's. This encourages staff to be on their toes when it comes to client service. They are the ones who can make their consumers (of any age) feel special and unique by demonstrating their care and concern for them. With good training, it can give a good performance from the employee during works to improve the quality of control and management in McDonald's. Lastly, to make satisfaction from customers McDonald's needs consistency. So company to multiply the number of employees on weekend and lunchtime to avoid the delay on services since on this peak time, customers on rushing to go back to the office. This also helps to avoid pressure on employees because they need to work overtime because of a lack of workers.

CONCLUSION

In conclusion, it can be concluded that six factors or variables such as service quality, personnel quality, information quality, order quality, timeliness quality, and cleanliness quality are very important to improve customer service and customer satisfaction on McDonald's services provided. The situation shows that most customers feel that the service provided will make them feel happier and more satisfied when visiting McDonald's. In addition, this study was conducted to identify each hypothesis that service quality has a significant influence on customer satisfaction at McDonald's. Studies also show that service quality can affect the satisfaction of customers who visit McDonald's. This indicates that good service quality will increase customer satisfaction, hence the overall hypothesis in this study is acceptable.

Based on the results of this study, researchers can find out and identify the opinions and satisfaction of customers on the services provided by McDonald's. Therefore, good service will make customers feel satisfied and happy, in turn, customers will come to McDonald's more often. However, it can be concluded that an effective and efficient level of service quality produces a positive impact on the company and customer satisfaction. Finally, the results show that the quality of service to ensure customer satisfaction is very close to each other as this will influence the customer to get the service or not.

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DECLARATION OF CONFLICTING INTERESTS

The authors have no conflicts of interest to declare.

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