

Manpower and Service Quality of Fast-Food Restaurant: KFC Restaurant

Ng Hee Song¹, Nikolas F. Wuryaningrat², Alia Farhanim binti Mohd Ibrahim³,
Daisy Mui Hung Kee⁴, Alia Izzani binti Md Nasir⁵, Alice Law San San⁶, Alice
Rebecca A/P Edward George⁷, Rivanti Kawung⁸

UOW Malaysia KDU University College¹

Jalan Kontraktor U1/14, Seksyen U1, Glenpark U1, 40150 Shah Alam, Selangor,
Malaysia

Universitas Negeri Manado^{2,8}

Jl. Kampus Unima, Kelurahan Tonsaru, Kecamatan Tondano Selatan, Indonesia
Universiti Sains Malaysia^{3,4,5,6,7}

Jalan Sg. Dua, 11800 Minden, Pulau Pinang, Malaysia

Correspondence Email: ngheesongphd@gmail.com

ORCID ID: <https://orcid.org/0000-0002-2001-2477>

ARTICLE INFORMATION

Publication Information

Research Article

HOW TO CITE

Song, N.H., Wuryaningrat, N.F., Ibrahim, A.F.M., Kee, D.M., Nasir, A.I.M., San, A.L.S., . . . Kawung, R. (2022). Manpower and Service Quality of Fast-Food Restaurant: KFC Restaurant. *Journal of Community Development in Asia*, 5(1), 54-66.

DOI:

<https://doi.org/10.32535/jcda.v5i1.1385>

Copyright © year owned by Author(s).

Published by JCDA



This is an open-access article.

License: Attribution-Noncommercial-Share Alike (CC BY-NC-SA)

Received: 17 November 2021

Accepted: 20 December 2021

Published: 20 January 2022

ABSTRACT

A fast-food restaurant, commonly known as a quick-service restaurant (QSR) in the business, is a type of eatery that specializes in fast food and offers limited table service. In the food sector, customer satisfaction and good feedback are the most important thing. Each company also has its main power source to maintain business. The goal of this study is to find how service quality can affect customer satisfaction. This study used a service quality model which is Servqual as a guide in determining customer satisfaction. The researchers chose Kentucky Fried Chicken (KFC) Restaurant in Malaysia for this case study. KFC Restaurant has many competitors in the fast-food restaurant industry. The solution to these issues is to develop ways to increase service quality and customer satisfaction.

Keywords: Customer Satisfaction, KFC, Restaurant, Service Quality

JEL Classification: L80, L84, L89

INTRODUCTION

Service operations of a business have been a matter of concern and attention for any field of business since the beginning. The quality of the service operations of a business can be measured effortlessly through many aspects. Nevertheless, operations in the service sector can differ from the operations in the manufacturing sector which produces a tangible product. By contrast, service is the economic activity that commonly produces intangible products that can be illustrated as transportation, food, and insurance service.

The service quality of business operations can be checked and upgraded through the aspects of Quality Function Development (QFD), Total Quality Management (TQM), process analysis and design, layout, and human resource management (Canyan, Ngana, & Voon, 2016). To sum up, all the measurements stated above for service operations are correspondingly related to customer satisfaction. Customer satisfaction is the rudiment key for a business to gain their net profit. To always meet customers' satisfaction, service operations of an organization must be carried out with quality and at first class.

Thus, this research paper will emphasize the influence on how manpower helps in improving the service quality of fast-food restaurants. Commonly, most of the restaurants are facing a familiar challenge in the food industry which is to sustain a high level of customer satisfaction. Sustaining a high level of customer satisfaction in the food industry would not be possible except through superior customer service. Excellent customer service will influence customer satisfaction without deviation. Nonetheless, customer service cannot be performed without manpower. The result of higher customer satisfaction is the success of the restaurant. This was demonstrated as the success of a business which is dependent on superior service quality, value is given to the customer, and customer satisfaction or also known as pleasure (Chow, Lau, Lo, Sha, & Yun, 2007).

Job satisfaction of employees is linked to customer satisfaction directly. Employee satisfaction translates into tangible effects that inevitably lead to a company's increased profitability and success (Lim et al., 2020). For a case in point, employee satisfaction increases the employee's productivity, and higher productivity means greater service and extraordinary value to customers. This value leads to increased customer satisfaction and loyalty, which raises profitability and remains successful. Job satisfaction in the fast-food industry has a positive relationship and impact on customer satisfaction variables (Arokiasamy, 2019). This research paper will emphasize how manpower increases the service quality in Kentucky Fried Chicken (KFC), a fast-food restaurant based in Asia.

KFC is a fast-food restaurant that was founded by Colonel Harland Sanders in the year 1952 at North Corbin, Kentucky, United States. KFC is the second-largest restaurant chain nationwide. In 145 countries, approximately 25,000 KFC outlets are operating currently. The first outlet of KFC in Malaysia started operating in the year 1973 on Jalan Tunku Abdul Rahman. KFC in Malaysia is the number one fast-food and leading QSR brand according to the KFC official website. They aim to work constantly to enhance and serve customers with great moments followed by excellent services.

Operations in Malaysia KFC restaurants have become primary issues of customer satisfaction towards its service, food, and ambiance quality (Zamani et al., 2020). Therefore, this research paper will interpret further on how the influence of manpower

improves the service quality of fast-food restaurants in KFC. There are five independent variables to be tested which are tangibles, empathy, reliability, responsiveness, and assurance, whereas two dependent variables are service quality and customer satisfaction. Generally, this paper explains profoundly how those independent variables correlated with the dependent variables.

LITERATURE REVIEW

Service Quality

According to Sumaedi and Yarmen (2015), service quality is an essential subject for scholars and practitioners in the service industry to discuss. This is because service quality is a vital success element for fast-food restaurants since it plays a strategic customer's perspective (Cronin & Taylor, 1992). According to Parasuraman, Zeithaml, and Berry (1994), service quality is "the consumer's evaluation of a service's overall excellence or superiority". As a result, this demonstrates that service quality is important in every service business, including the fast-food restaurant industry, in order to ensure customer satisfaction. Service quality indicates the difference between the company's level of service and customer expectations (Nuryanto & Farida, 2020).

Customer Satisfaction

Customers play a critical role in any part of businesses or services. According to (Barlan-Espino, 2017), customers are assumed to be the life of blood functions. Hence, a business can't survive without customers. They are the ones who always have an immense influence and effect on the fast-food restaurant. Therefore, customer satisfaction in terms of food and operational services is one of the aspects of the growth and success of fast-food restaurants. Fast-food restaurants must learn about customers' requirements and needs to fulfill them successfully. It is feasible to refer to customer satisfaction in terms of fulfilling customer needs (Rajput & Gahfoor, 2020)

On the other hand, customer satisfaction is customer reviews of goods or food and operational facilities in terms of whether the wishes of consumers are met with the product's performance, and sometimes customers feel more satisfied if the product's performance is above their standards. At times, customers would still be satisfied with service quality, although if their expectation towards tangible products is not met. The interrelation between the perception of service quality and customer satisfaction is great, mainly in the service sector such as fast-food restaurants (Saglik, Gulluce, Kaya, & Ozhan, 2014). Consumer satisfaction is generally a result of meeting the demands or expectations set by the customer.

Service Quality Model

A service quality model is a model that is used to assess the quality of any sort of service. Parasuraman et al. (1994) proposed a generic model that is called Servqual (Sumaedi & Yarmen, 2015). One of the primary discoveries that may be studied, according to Parasuraman et al. (1994), is the gap between customer expectations and actual customer service experience. To be more specific, Servqual was utilized in this study to assess the service quality of KFC Restaurant. This is because scholars frequently use the Servqual quality model to assess service quality in fast-food restaurants. The multidimensional concept of Servqual encompasses tangibles, empathy, responsiveness, reliability, and assurance.

Tangibles

The phrase "tangibles" refers to physical facilities, equipment, and employees in the context of service quality. According to Jessica Santos (2002), a tangible or physical

quality frequently refers to the tangible characteristics of a service such as the physical appearance of facilities, equipment and supplies, manpower, communication materials, and other physical attributes used to deliver the customers' service in the service sector. According to Lehtinen and Lehtinen (1991), intangibility, their physical quality is categorized as a physical product. It is a thing or items utilized during the service production process, and physical support, which is the framework that permits or facilitates the service development.

Consumers may place a higher value on the tangible aspect for services that entail concrete actions to items and other physical components, such as restaurants and airlines. This is because the value is one of the most essential indications of a person's assets and tangible items, consumers may consider perceived value of service as more essential for services involving intangible activities directed at people's intangible assets, such as insurance (Santos, 2002).

Empathy

Empathy is very important for understanding people's feelings. Empathy can be interpreted as the ability and tendency of an "observer" to understand what other "target" people think and feel in certain situations (Zoll & Enz, 2012). Empathy in business is when a business puts itself in the position of the customer. Fast food restaurants that can empathize with their customers have several advantages such as higher sales, higher customer loyalty, increasing competition in the market, and increasing collaboration in business. Businesses that apply empathy in their development, they're not only selling products but also becoming friends with customers. The ability to see the world from another person's perspective is one of the most important tools in a business toolbox.

Service quality is one of the components that need to be noticed by the company because it has the effect of bringing in new consumers and it can reduce the possibility of old customers moving to other companies. Therefore, to improve excellent service quality, KFC, especially fast-food restaurant waiters need to intensify their empathy for consumers.

Responsiveness

Responsiveness refers to the willingness or inclination of the management to respond to the customers' needs and requirements as soon as possible. This variable makes a point of promptness and attentiveness in dealing with customers' complaints, inquiries, suggestions, and so on. Every business should be ready for the change. According to (Saghier & Nathan, 2013), responsiveness is measured by how ready the employee' to fulfill and serve customers' demands. Moreover, it was also correlated with effectiveness and efficiency in responding quickly to customers' complaints. Eagerness to serve customers and offer quick service is known as responsiveness (Armstrong, 2012). Most of the restaurants would have set a time limit in responding to customers' demands. Hence, the employees will hustle hard and make sure that customers' orders or demands have been fulfilled within the time phase. The same techniques will be applied in many fast-food restaurants including KFC.

Responsiveness is also about the availability of employees when needed according to (Saghier, 2015). When the employees are available when the customers need them, eventually it shows how responsive the employees are. This would increase a good perception of the service quality of the business and respectively there would be an increase in customer satisfaction as well. It increases customer satisfaction because customers would feel that they are being valued by not waiting for a long time to

receive the service quality. Employees should also learn how to solve the customers' problems as soon as possible without delaying them. To be a victorious company, the higher management should look at responsiveness from the viewpoint of the customer instead of the company's perspective (Alan Wilson et al., 2006). Responsiveness is one of the dimensions in the SERVQUAL Model.

Reliability

Reliability is the ability to be trusted or believed because of good work or behavior based on the meaning in the dictionary. To avoid the hazards of irrelevancy, a successful business incorporates a variety of good behaviors and considerations. These are incorporated into systemic techniques to maintain a company running smoothly, consistently, and reliably. The impact of various aspects of the scales used the samples from which data is collected and the design of studies from which scores were acquired on the reliability of test scores. Internal and external reliability are the two types of reliability. Internal reliability evaluates the consistency of test findings across items. The degree to which a metric differs from one use to the next is referred to as external reliability. The types of reliability are such as test-retest reliability, parallel form's reliability, inter-rater reliability, and internal consistency reliability. These types of reliability have its example. But the common denominator is that they all strive to achieve the most accurate answer.

In a range of corporate and industrial situations, the idea of dependability is applied. In general, the concept of reliability is used when it is critical to achieving consistent results across time. At first look, it appears that if a service is very available, it must also be highly reliable. Reliability in business is needed to keep service levels at the required level. People usually put dependability first. In business, being recognized as a trustworthy person or company may help the business advance of your competitor when it comes to making significant decisions.

Assurance

Employee expertise, courtesy, and the firm's and its employee's ability to instill trust and confidence in their consumers are all examples of assurance (Ramya, Kowsalya, & Dharanipriya, 2019). Assurance has been operationally defined through four factors, employees' competence in providing services, respect to customers, capabilities to inculcate customer's trust, as well as compassion while trying to respond to customer inquiries (Hussain, Nasser, & Hussain, 2015). It is a given that service providers such as fast-food restaurants are expected to know everything there is to know about the service that they are providing. It is important to communicate that expertise to customers in order to gain customers' trust and confidence. Trust is essential in relationships, according to a study conducted by Boshoff and du Plessis (2009). It implies that consumers should have had previous positive experiences, which can influence consumer satisfaction, which leads to trust. Hence, to gain trust, KFC should be dependable and competent in its service provision.

Assurance can also be a promise made by the management of the company to a customer in exchange for a service, such as security and safety (Machrus, 2015). Fast food restaurants must prioritize safety and security. It is the responsibility of restaurant management to provide adequate security for the benefit of all customers. It will be considered negligent management if the restaurant fails to provide adequate security (Nasir, Ahmed, Nazir, Zafar, & Zahid, 2014). As a result, fast-food restaurants must provide their customers with the security and safety they require. A high level of security and safety will make customers feel safe and convenient that will make them satisfied with the service quality provided by the restaurant.

RESEARCH METHOD

Crotty (1998) describes research methodology as a complete approach that defines the researcher's choice and application of various procedures concerning the expected outcomes. According to Buckley and Chiang (1976), a research methodology is an approach or architectural outline that the researcher uses to sketch out a method to find or solve problems.

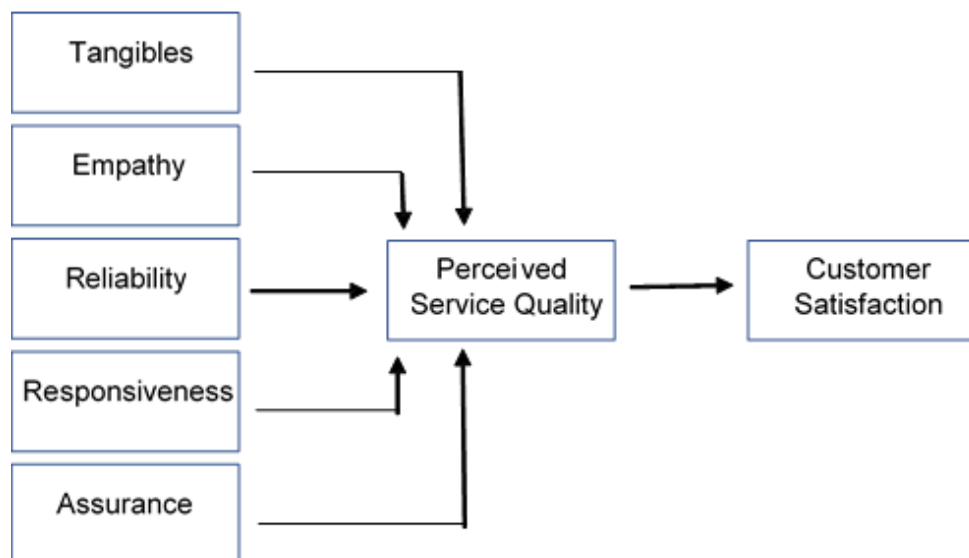
Research Design

This paper consists of a conceptual type of research. Therefore, this study used an online journal of past research. This research aims to assess customer satisfaction of a fast-food restaurant using the service quality model which is Servqual. Servqual comprises five aspects which are known as tangibles, empathy, responsiveness, reliability, and assurance.

Theoretical Framework

This study was based on Parasuraman's SERVQUAL model. It is made up of five main dimensions known as TERRA. Customer satisfaction on manpower and service quality at a fast-food restaurant named KFC is the dependent variable in this study. While the independent variables are the five critical services quality dimensions in SERVQUAL, which are tangibles, empathy, reliability, responsiveness, and assurance. This research will focus on how SERVQUAL mainly TERRA (*tangibles, empathy, reliability, responsiveness, assurance*) can fulfil the expectation of customers towards manpower and service quality offered by KFC, which is a fast-food restaurant.

Figure 1. The Conceptual Framework



RESULTS

Tangibles

Tangibles are significant in enhancing customer satisfaction (Nguyen, Nisar, Knox, & Prabhakar, 2018). One of the most important variables determining client satisfaction is service quality. Chen and Hu (2010) discovered that the tangible features of a restaurant, such as foods and layout, are key. According to a study by Yusof et al.

(2020), the value indicated that university students in Terengganu thought fast food outlets were of excellent quality. A favorable and positive impression is needed and required for the establishment of fast-food restaurants. A high level of quality in a product or service should imply a significant impact on consumer satisfaction and value.

The quality of the physical environment or surroundings is one of the characteristics of tangibles. The physical environment quality of a restaurant includes artifacts, decoration, spatial arrangement, and ambient environment (Rajput & Gahfoor, 2020). According to a study by Yuksel, Yuksel, F., and Bilim (2010), customers want a pleasant dining experience; hence they search for physical environment quality. Consumers judge the quality of a restaurant based on its cleanliness, quirkiness, pleasant hospitality, physical surroundings quality, and other ambiance-creating elements (Adam, Adongo, Dayour, 2015).

KFC Restaurant tangibles characteristics that can be discovered are the cleanliness, parking area, and children-friendly dining place. Some KFC restaurants even have a playground for children. Not to mention, they also provide baby chairs that are very useful and helpful for the parents. To ensure customer satisfaction, the employees should be courteous and welcoming to the customers. Customer pleasure may be ensured by providing the greatest degree of service quality. Also, KFC Restaurant has its own uniform which contributes to a professional look. According to research by Zamani et al. (2020) shows the major crucial aspect that affected customers' satisfaction with KFC Petaling Jaya was the environment of the facilities. They were willing to visit KFC Petaling Jaya more frequently if the facilities' ambiance was excellent and satisfactory rather than another criterion.

All of these measures will improve service quality and consequently client satisfaction and pleasure. These physical facilities are critical for any fast-food establishment. According to Nguyen et al. (2018), highlighted that a fast-food restaurant's tangibles had a direct impact on a customer's experience and service where it is an area setting may have an advantage over takeout and convenience-based competitors. Fast-food restaurants must keep their eating facilities clean and comfortable with a legible menu, well-maintained toilets, and a decent supply of sauces, trays, tissues, and utensils.

A study by Santos J (2002) shows that restaurant' service has a high level of tangible activity and creates tangible products which are meals. As a result, restaurants have a high number of tangible components. Tangibles are one of the factors of perceived value from the perspective of the customer, particularly in the fast-food sector. Thus, this shows that tangibility service quality in fast-food restaurants does play a significant role to ensure customer satisfaction, moreover if they are dine-in customers. All of these physical facilities play a role in customer satisfaction. If they are satisfied with the service provided, there might be a chance that they will come back as a returning customer and may become a loyal customer as well. Then, according to the findings of a research performed by Nuryanto & Farida (2020), the tangible variable is the second most important factor influencing customer loyalty in fast-food restaurants.

Empathy

Service quality is the fulfillment of consumer expectations or consumer needs that are under or more than what is expected by consumers. Service products can be related to physical products or not (Simamora, 2000). If there are demands by consumers, the company or employees can provide services in the form of answers given in a friendly manner, orders are given quickly and according to their requests. With product quality

and supported by good service quality, it will affect consumer confidence to make repeat purchases and create a sense of customer satisfaction. Customer satisfaction is the degree to which consumers' wants, desires, and expectations are satisfied, resulting in repurchasing or continuous loyalty.

Fast food restaurants such as KFC are recommended to employ employees who have a high sense of empathy because empathy in business can help us to better understand customers and feel customer difficulties. With a sense of empathy, it can make it easier for us to make good communication relationships and understand the needs of our customers. The impression of service quality is the result of a comparison between client expectations and actual service performance. Because remembering some bad incidents that occurred in KFC restaurants a few years ago is the result of a lack of understanding and empathy between restaurant waiters and customers. Therefore, KFC, especially restaurant waiters, must always be understanding, friendly, patient, towards service, and empathetic with consumers.

Customer satisfaction is something that must be fulfilled by the restaurant. KFC can maintain its market share, one of which is by empathizing with consumers so that this fast-food restaurant can find out the needs and desires of its consumers and be able to increase sales.

Responsiveness

Responsiveness in fast-food restaurants is a fundamental aspect that should be focused on. When the employees are being responsive towards the customers' needs, they are indirectly increasing positive perception of the service quality. When the service quality has increased, it will impulsively make an increase the customers' satisfaction as well. Thus, when the customers' satisfaction with the fast-food restaurant is excellent, then with no doubt the fast-food restaurant is heading to success. Generally, customers of fast-food restaurants do not focus on the food solely, but they do determine the service quality based on the staffs' interaction skills. Hiring a friendly and extroverted personality staff by KFC human resource management is a plus point for their service quality.

A responsive personality should be instilled in every manpower that works in KFC. The human resource management should organize training for the KFC staff in order to sharpen their responsiveness skills in them. The staff that is working in KFC should master being responsive with their customers. Every word of the customers should be taken seriously. This is because customers are assumed to be the blood of life in a business (Barlan-Espino, 2017). Customers' satisfaction is the fundamental aspect that all organizations should focus on. Sustaining a high level of customer satisfaction is one of the challenges that every business should be ready to face. It needs so much effort and time to sustain it by the organization's management.

Reliability

In a fast-food establishment, reliability is critical, and the manager must prioritize it. It's not only about the service when it comes to reliability; it's also about the information that is obtained. For a firm to be more productive and efficient, it must be reliable. KFC needs to hire a reliable staff and use reliable machines during the business. Increasing efficiency by employing dependable personnel and machinery is a wonderful approach to go. Well-trained employees will know how to do tasks as quickly as possible and may even be able to identify new ways of doing things to save even more time, while dependable machinery will keep the show running no matter what happens. "A leader's strength is compounded by his or her reliability. Loss of trust in one's leadership is

caused by a loss of reliability (Krishna,2018). Customer service, health and safety, cleaning procedures, and meal preparation are all covered in Kentucky Fried Chicken's thorough program for service crews or food service professionals. As a result, the business will be reliable in terms of preparing the foods.

According to Tina Fey, "There are no mistakes, only opportunities". KFC should strive for reliable service to have a higher probability of being picked by customers compared to other competitors. They must also ensure that the ingredients they purchase are of high quality and that they should never cut corners throughout the meal preparation procedure. This way the customer will be satisfied with the good taste of the food. "Trust is built on the foundation of reliability." (Alta Alliance, n.d.). Carton objective point: Trust is a prerequisite for company success, and only the product or business content itself has its own attributes (pricing, delivery, service, etc.), and it is the leader who is most likely to gain customer trust. A leader should enhance the company's performance and handle its difficulties so that the business may continue to grow. "A man who is untrustworthy is completely useless." Confucius was a Chinese philosopher. A capable leader can convince the staff, and the staff will do their best at work, which can also make customers feel satisfied.

Do actions correspond to words? There is a measure of reliability. Humans will only continue to surpass themselves. Even if a solution is drawn up, it is necessary to improvise according to the situation. Reliable internal communication also helps to keep things from becoming too complicated and chaotic. Leaders and employees should have good communication and build up trust so that employees feel that the leader is reliable. This is significant to make sure they can work together to do a good job. The leader of KFC should also often take care of the welfare of the staff so that the efficiency of the staff will also improve.

To sum up, reliability is very important in business. Whether the leader can work, produce materials, process, or overall, the most basic is to be reliable. Fast food restaurants have a lot of inevitable competitors, so what can be done is better than others, so that you can improve the quality of service. Fast food companies face a slew of potential rivals therefore it is critical to outperforming them. This is crucial for KFC to improve its service quality.

DISCUSSION

Customer satisfaction is expected to increase if KFC implements assurance and empathy in their fast-food restaurant. These elements have the potential to boost consumer understanding of service quality. Assuring customers is an essential element of fast-food restaurants' service positioning strategy (Bloemer, Ruyter, & Wetzels, 1999). Hence, assurance is a crucial part of maintaining service quality to reach customer satisfaction for fast food restaurants such as KFC.

To improve assurance, KFC should maintain their staff attitude. Based on Liu and Jang (2008), helpful and friendly workers can also please customers by increasing their degree of satisfaction. As a result, KFC should keep an eye on their employees' attitudes. The top management of KFC is very important. To increase customer satisfaction, they must do their best to deliver the promised service more accurately, dependably, and friendly (Tat, Sook-Min, Ai-Chin, Rasli, & Hamid, 2011). Customers chose to return to a fast-food restaurant because of its courtesy and attentiveness. KFC management may decide to prioritize training to the employees to improve service quality and customer satisfaction. This can help customers by offering them relevant

and prompt information. It is because staff courtesy, etiquette, and communication skills could be honed through ongoing training. Staff attitudes and behaviors could even impact a consumer's view of the quality of a service offering, leading to customer satisfaction.

Apart from that, assurance for fast food restaurants such as KFC can be improved by providing a safe and secure place for customers. Security is one of the significant aspects for fast-food restaurants in providing the service quality that can satisfy customers. KFC should provide a high-quality service by providing a high level of security at the restaurant. It includes security in transactions, parking, as well as at the location of the restaurant. The level of security in a restaurant varies depending on the nature of the restaurant, the location of the restaurant, and the crime demographics (Nasir et al., 2014). Hence, the management of KFC should take the upper hand to provide adequate security to increase the level of customer satisfaction. Equipment and technological devices such as surveillance cameras can be installed to maintain security at KFC. Video and computer surveillance are critical tools for maintaining KFC's security. They protect against employee theft as well as enhance customer security. If customers are satisfied with the service quality provided, the restaurant's image improves, which leads to goodwill (Nasir et al., 2014).

Recommendations

In order to attain maximum customer satisfaction, KFC Restaurant must improve its service quality. They should conduct research and development (R&D) to determine the degree of quality of their services from the perspective of the customer. Employees at KFC Restaurants should be more attentive to client demands and prioritize them. Complaints should be used to improve the quality of services and solve customer problems. Management is fundamental in monitoring and ensuring that a high level of quality service is provided. Aside from that, employee and management engagement is critical to ensure improved levels of service quality. KFC must prioritize and satisfy both its employees and consumers to become a successful fast-food company.

Future Research Directions

A review of the literature was used to conduct the study on KFC Restaurant's service quality and customer satisfaction. This study clearly demonstrates how the level of service quality influences customer satisfaction and happiness. The multidimensional components of Servqual are all significant in regulating service quality in the service industry. Each of the dimensions has varied functions and demands when it comes to measuring consumer satisfaction in a different type of industry. As a result, future research may apply various types of service quality models in their studies to see how they affect consumer satisfaction in service businesses such as fast-food restaurants.

CONCLUSION

The workforce is very influential on the quality of service in KFC fast-food restaurants (Kentucky Fried chicken). The most crucial aspect affecting client satisfaction is service quality. The quality of service demonstrates a disparity between the company's level of service and consumer expectations. It is difficult for restaurants in the food sector to maintain high levels of client satisfaction. The restaurant's success is the outcome of tremendous customer satisfaction. It has been proven that the value of superior service quality and customer satisfaction is critical to company success.

The study aims to test the customer satisfaction of a fast-food restaurant using the Servqual quality model. The findings revealed that the five dimensions greatly affect

customer satisfaction found in KFC Malaysia. The most important characteristics in discussing service excellence are tangibles, empathy, reliability, responsiveness, and assurance.

To improve customer satisfaction there are several ways that KFC can be done, including providing tangible services such as physical facilities and comfortable services for customers, hiring employees who empathize with customers to facilitate us in establishing good communication and understanding customer needs, becoming a reliable and trustworthy company. By having employees who have high responsiveness in the sense of being ready to move quickly to meet and serve customer demand, restaurants can provide guarantees and can always be relied on by customers. With the quality of the product and supported by good service quality it will affect consumer confidence to make repurchases and create a sense of consumer satisfaction. If they are satisfied with the service provided, there is a possibility that they will return as customers and most likely be loyal customers.

ACKNOWLEDGMENT

N/A

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

REFERENCES

- Abd Rashid, I. M., Abd Rani, M. J., Yusuf, B. N. M., & Shaari, M. S. (2015). The impact of service quality and customer satisfaction on customer's loyalty: Evidence from fast food restaurant of Malaysia. *International Journal of Information, Business, and Management*, 7(4), 201
- Adam, I., Adongo, C. A., & Dayour, F. (2015). International tourists' satisfaction with Ghanaian upscale restaurant and revisit intentions. *Journal of Quality Assurance in Hospitality & Tourism*, 16(2), 181-201.
- Alan Wilson, V. Z. (2006). *Services marketing : Integrating customer focus across the firm*. Singapore : McGraw-Hill.
- Alta Alliance. (n.d.). Retrieved from <http://www.altalliancesolutions.com/>
- Armstrong. (2012). *Principles of Marketing* (14 ed.). New Jersey, USA: Pearson Education Inc.
- Arokiasamy, A. R. A. (2019). Exploring the internal factors affecting job satisfaction in the fast food industry in Malaysia. *International Journal Of Advanced and Applied Sciences*, 6(11), 11-20. doi: 10.21833/ijaas.2019.11.003
- Barlan-Espino, A. G. (2017). Operational efficiency and customer satisfaction of restaurants: Basis for business operation enhancement. *Asia Pacific Journal of Multidisciplinary Research*, 5(1), 122-132.
- Bloemer, J., de Ruyter, K., & Wetzels, M. (1999). Linking perceived service quality and service loyalty: A multi-dimensional perspective. *European Journal of Marketing*, 33(11/12), 1082–1106. doi: 10.1108/03090569910292285
- Boshoff, C., & Du Plessis, F. (2009). *Services marketing: A contemporary approach*. Cape town, California: Juta and Company Ltd.
- Buckley, J. W., & Chiang, H. (1976). *Research methodology and business decisions*. Canada: Natl Assoc of Accat.
- Canyan, A., Ngana, L., Voon, B. H. (2016). Improving the service operations of fast-food restaurant. *Procedia Social and Behavioral Sciences*, 224, 190-198. Retrieved from <http://dx.doi.org/10.1016/j.sbspro.2012.09.514>

- Chen, P., & Hu, H. (2010). How determinant attributes of service quality influence customer perceived value: An empirical investigation of the Australian coffee outlet industry. *International Journal of Contemporary Hospitality Management*, 22 (4), 535–551.
- Chow, I., & Lau, V., Lo, T., Sha, Z., & Yun, H. (2007). Service quality in restaurant operations in China: Decision and experiential-oriented. *Hospitality Management*, 26(3), 698-710. Retrieved from <https://doi.org/10.1016/j.ijhm.2006.07.001>
- Cronin, J. J., & Taylor, S. A. (1992). Measuring service quality: A reexamination and extension. *Journal of marketing*, 56(3), 55–68.
- Crotty, M. (1998). *The foundation of sosial research: Meaning and perspective in the research process*. California: Sage.
- Hussain, R., Nasser, A., & Hussain, Y. K. (2015). Service quality and customer satisfaction of a UAE-based airline: An empirical investigation. *Journal of Air Transport Management*, 42, 167-175. doi: 10.1016/j.jairtraman.2014.10.001
- Kotler, Amstrong. (2001). *Prinsip-prinsip pemasaran, Edisi kedua belas, Jilid 1*. Jakarta: Erlangga
- Lehtinen, U., & Lehtinen, J. R. (1991). Two approaches to service quality dimensions. *The Service Industries Journal*, 11, 287-303.
- Lim, H. Y., Kee, H. M. D., Lai, Y. X., Lee, M. Z., Low, Q. M., Sariya., & Sharma, S. (2020). Organizational culture and customer loyalty: A case of Harvey Norman. *Asia Pasific Journal of Management and Education*, 3(1), 47-62.
- Machrus, M. (2015). Measurement of service quality and customer satisfaction: Application model on service company. Retrieved from <https://www.neliti.com/id/publications/170119/measurement-of-service-quality-and-customer-satisfaction-application-model-on-se#cite>
- Nasir, A., Ahmed, M. A., Nazir, I., Zafar, H., & Zahid, Z. (2014). Impact of different determinants on customers satisfaction level (A case of fast food restaurant). *International Journal of Business and Management Invention*, 3(9), 32-40.
- Nguyen, Q., Nisar, T. M., Knox, D. and Prabhakar, G. P. (2018). Understanding customer satisfaction in the UK quick service restaurant industry: The influence of the tangible attributes of perceived service quality. *British Food Journal*, 120(6), 1207-1222. doi: 10.1108/BFJ-08-2017-0449
- Nuryanto I. and Farida I. (2020). The level of service quality of fast-food restaurants in Semarang. *Jurnal Penelitian Ekonomi dan Bisnis*, 5(2), 21-219. doi: 10.33633/jpeb.v5i2.3700
- Parasuraman, A., Zeithaml, V., & Berry, L. (1994). Alternative scales for measuring service quality: A comparative assessment based on psychometric and diagnostic criteria. *Journal of Retailing*, 70(3), 201-230. doi: 10.1016/0022-4359(94)90033-7
- Qin, H., Prybutok, V. and Zhao, Q. (2010). Perceived service quality in fast-food restaurants: empirical evidence from China. *International Journal Quality & Reliability Management*, 27(4), 424-437.
- Rajput, A., & Gahfoor, R.Z. (2020) Satisfaction and revisit intentions at fast food restaurants. *Future Business Journal*, 6(13), 1-12. Retrieved from <https://doi.org/10.1186/s43093-020-00021-0>
- Ramya, N., Kowsalya, A., & Dharanipriya, K. (2019). Service quality and its dimensions chief. *EPRA International Journal of Research and Development (IJRD)*, 4(2), 38-41.
- Saghier, E. N., & Nathan, D. (2013). Service quality dimensions and customers' satisfaction of banks in Egypt. Retrieved from <https://silo.tips/download/service-quality-dimensions-and-customers-satisfactions-of-banks-in-egypt>

- Saghier, N. M. (2015). Managing service quality: Dimensions of service quality: A study in Egypt. *International Journal of African and Asian Studies*, 9, 57-64.
- Saglik, E., Gulluce, A., Kaya, U., & Ozhan, C. (2014). Service quality and customer satisfaction relationship: A research in Erzurum. *American International Journal of Contemporary Research*, 4(1), 101-117.
- Santos, J. (2002). From intangibility to tangibility on service quality perceptions: A comparison study between consumers and service providers in four service industries. *Managing Service Quality: An International Journal*, 12(5), 292-302. doi: 10.1108/09604520210442083
- Setiadi, N. (2003). *Perilaku konsumen: Konsep dan implikasi untuk strategi dan penelitian pemasaran*. Jakarta: Kencana Prenada Media.
- Simamora, H. (2000). *Manajemen pemasaran internasional (Jilid 1)*. Jakarta: Salemba Empat.
- Sivadas, E. & Baker-Prewitt, J. L. (2000). An examination of the relationship between service quality, customer satisfaction, and store loyalty. *International Journal of Retail & Distribution Management*, 28(2), 73-82. doi: 10.1108/09590550010315223
- Sumaedi, S. & Yarmen, M. (2015). Measuring perceived service quality of fast food restaurant in Islamic country : A conceptual framework. Retrieved from <https://reader.elsevier.com/reader/sd/pii/S2211601X15000139?token=FFDF2BD84EA2BDB6D2DEB7C4F8A5A6502762ABCB009D224C198F454D58C6D5CD5BB256A9568328A50C75FD60BF9D35DE&originRegion=eu-west-1&originCreation=20220114040222>
- Tat, H. H., Min, S. S., Chin, A. T., & Hamid, A. (2011). Consumers' purchase intentions in fast food restaurants: An empirical study on undergraduate students. *Special Issue on Contemporary Issues in Business and Economics*, 5(2), 214-221.
- Tjiptono, F. & Chandra, G. (2012). *Pemasaran Strategik*. Yogyakarta: Andi
- Yuksel, A., Yuksel, F., & Bilim, Y. (2010). Destination attachment: Effects on customer satisfaction and cognitive, affective and conative loyalty. *Tourism Management*, 31(2), 274-284.
- Yusof, A., Razali, A., Rizal, C., Jyu, H., Mahendran, J., Hoong, K.,... Muthutamilsevan, K. (2020). A study on customer perception on San Francisco coffee in KL Gateway mall. *Malaysian Journal of Social Sciences and Humanities*, 5(4), 116-132.
- Zamani, N., Bahrom, N., Fadzir, N., Ali, N., Anua, N., Rosman, S.,...Khrisnan, I. (2020). A study on customer satisfaction towards ambiance, service and food quality in Kentucky Fried Chicken (KFC), Petaling Jaya. *Malaysian Journal of Social Sciences and Humanities*, 5(4), 84-96. doi: 10.47405/mjssh.v5i4.390
- Zoll, C., & Enz, S. (2012). A questionnaire to assess affective and cognitive empathy in children. Bamberg: Opus.