Study the Relationship Between Self-Congruity and Functional Congruity on Brand Loyalty (Case Study of Customers of Sanandaj City's Restaurants)

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Abstract: In this study the relationship between self-congruity and functional congruity on brand loyalty has been investigated. After studying the theoretical fundamentals and research background, the relationship between two factors of self-congruity and functional congruity on the factor of brand loyalty is analyzed. According to purpose this research is based on applied research and according to nature it is descriptive metrical and is correlational. Questionnaires were distributed using the availability sampling method. The statistical society of the research is the customers of Sanandaj city's restaurants. Calculating with Cochran sample size formula, the sample size is 267 individuals. It has to be said that analyzing the collected data was performed with structural equation modeling and confirmatory factor analysis. The research results indicate that there is a meaningful relation between self-congruity and functional congruity on brand loyalty. Findings of this research can be to improve the relationship between self-congruity and functional congruity on brand loyalty of organizations and manufacturing and service industries.

Key words: Self-congruity, functional congruity, brand loyalty, Sanandaj city's restaurants, sampling method

INTRODUCTION

In modern viewpoint, marketing is growing customers, paying attention to their satisfaction and quality from their viewpoint. Finally, today the art of marketing is that customers of an organization are colleague inside the organization and supporters and partisans of organization outside of it. Today engaging customers has found a special position. Addressing the issue of loyalty and studying the brand loyalty has been expanded by a lot of people. Loyalty, makes a positive attitude in listener's minds. Everybody expects loyalty from their good friends, spouse or a good colleague. Sometimes loyalty is originated from the relations that both two parties of relation win. Brand loyalty is an issue that takes effect from various factors and conditions in which their impact is different according to type of organization. Considering the importance of customers in today's competitive world and according to the conducted researches, the cost of attracting new customers is far more than the cost required to maintain brand loyalty of customers, investigating the methods of gaining and maintaining brand loyalty of customers in different businesses has a specific priority. Brand loyalty is having a deep commitment to repurchase or supporting a product or desired service that despite positional effects and competitors marketing efforts, brand loyalty causes a repeat in purchasing a brand or collection of products and services of a brand in future.

Today just satisfying customers is not enough and companies should not just rely on this topic, on the contrary, they have to make sure that their satisfied customers are loyal (Kotler and Armstrong, 2008). In this new era marketing, the aim of establishing long term relationships and interactions with beneficiary groups and most importantly with customers is figured in a way to maintain more and lose less customers and in this way market share and profitability of companies increase (Osman *et al.*, 2009).

This research aims to study the relationship between self-congruity and functional congruity on brand loyalty, for being able to present solutions and required recommendations to help service and manufacturing organizations to maintain brand loyalty of customers.

MATERIALS AND METHODS

This study is an applied research and in terms of path is metrical since it investigates the relations between variables in current conditions, it is descriptive-metrical and by using correlation method it investigates the relation between variables. The statistical society of the research is the customers of Sanandaj city's restaurants. The sampling method of this study is availability sampling

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method. This sampling method include collecting data from members of a society that easily available for accessing data. In current study, since the society is an infinite society, Cochran formula for infinite society is used, the sample size is 267 individuals according to the formula. 300 questionnaires were distributed between customers of 10 restaurants of Sanandaj city (due to large number of customers according to Hotel Owners Association of Sanandaj city), from this number of questionnaires, 300 Questionnaires were returned and this amount were chosen as sample members (due to lack of cooperation of customers and restaurant owners, damaging papers and also not answering or incomplete answers, this amount of questionnaires were distributed). For investigating theoretical fundamentals and research background, library and documentary research method (books, papers, thesis, journals and so on). For analyzing data, descriptive and inferential statistics were used. With Kolmogorov-Smirnov test, partial least squares and SPSS were analyzed. For the purpose of collecting required data for study, field research is used and by the use of questionnaire and distributing it between customers of restaurants we collect data, in addition to make sure of questionnaire validity, it was given to a number of management experts and professors, for making final control and correction on it, then it was produced in a large scale and was given to individuals.

Cronbach's alpha method was used for calculating questionnaire reliability. And for investigating reliability, before distributing questionnaire in large scale, 30 numbers of questionnaires were distributed between customers and Cronbach's alpha coefficient was calculated and it shows that the questionnaire has a high reliability.

Research hypothesis:
- There is a meaningful relation between self-congruity and brand loyalty of customers in Sanandaj city restaurants
- There is a meaningful relation between functional congruity and brand loyalty of customers in Sanandaj city restaurants

Theoretical fundamentals and research background
Theoretical fundamentals
Marketing: The basic hypothesis of marketing is that, the company should identify the needs and demands of the target markets and create more satisfaction than competitors in that markets. This concept is based on the hypothesis that marketer should produce something that

is marketable rather than making effort to sell something that is produced. While sale approach focuses on the needs of the vendor and available products, marketing approach insists on the purchaser's needs. Therefore, sale approach is looking for profitability via customer satisfaction (Leon and Kanuk, 1971).

Brand: The word Brand is derived from the word Brander that means burning. Since past times, producers use brand to differentiate their products from the goods of other producers. Brand was a tool used by pastoralists to name their animals and other belongings. People use brand to name their personal belongings over time. For instance potters put fingerprints, star, cross, circle and so on, on the pots and vases made by themselves to mark them. These marks show that the product was original and it transmits important information about the producer to the purchasers. Although brand naming exists in the past, but in recent centuries it has a major progress. The advent of industrial revolution and development of transportation and exchanging products and services in an international level was an essential driver for development of brand naming.

Information process: Information process by consumer is a process though which consumers are faced with information, they pay attention to it, understand it, keep them in their mind and then restore them to future use. One the problems that is reported repeatedly and markets face it is to make consumers to receive, understand and recall the information about a product or a service. Information means the content of what is exchanged with the outside world that is adapted with it and its adaption is based on that, with a proper reaction against information or by production of information by ourselves it could adapt to the world around us or even affect it. Consumer information is received with the senses of sight, hearing, touch, smell and taste.

SERVQUAL scale (quality of service): SERVQUAL scale is one of the famous methods of measuring quality of service which was first established by Parasuraman. The start of their work was 1983 in which the project of measuring quality of service was approved under the supervision of marketing science institute of United States. By that time they had managed to examine their findings in service industries level such as: banking, insurance, credit cards, telecommunications, maintenance, security brokers and road transportation companies. This wide range of service industries, shows the depth of their

work and determines the reliability of their proposed results. For the purpose of conducting this wide range of researches they had various group interviews with customers, employees, managers and font-line troops of these industries which makes their studies to be completely practical and also the obtained results now have fully applicable aspects. SERVQUAL should be considered as a turning point in measuring quality of service and one of the most pioneer methods. At first this method identifies ten dimensions for services, that with further refinements it became to five dimensions. Ten dimensions was categorized in 5 dimensions with a special elegance. Their method was based on measuring the gap between customers demand and services which they really understand (Abbas *et al.*, 2010).

Research background: Kang *et al.* (2015), in the study "self-congruity and functional congruity in brand loyalty" investigate the relation between every component of self-congruity (means real self-congruity, ideal self-congruity, social self-congruity and ideal social self-congruity) and emotional loyalty and also the relation between every component of functional Congruity (finding the location easily, product quality, cost, cleanliness and location) and cognitive loyalty. As a result, this research leads to a better understanding of the relation between the mental imagery congruity and brand loyalty. The research results indicates that self-congruity has a considerable effect on cognitive loyalty and also emotional loyalty in central route to persuasion and functional congruity has a considerable effect on peripheral route to communication. Analyzing the regression showed that all of the components of self-congruity (real self-congruity, ideal self-congruity, social self-congruity and ideal social self-congruity) affected emotional loyalty considerably. Among them, the ideal self-congruity was considered the most effective factor in emotional loyalty. Among items of functional congruity (finding the location easily, product quality, cost, cleanliness and location), product quality and cleanliness showed a positive effect on cognitive loyalty. Research results state that there is a positive relation between functional congruity and cognitive loyalty (Kang *et al.*, 2015).

Kang *et al.* (2012) in a study with the title "The Role of Self-congruity and Functional Congruity in Understanding Customer Behavior in Name-brand Korean Coffee Shops", they obtained this result that self-congruity and functional congruity have a grea influence in attitude of a customer toward a brand, self-congruity in turn, affects functional congruity.

Table 1: Information about respondent's gender

Gender	Frequency	Frequency percentage
Male	214	71.3
Female	86	28.7
Total	300	100.0

Table 2: Information about the age of respondents

Average (year)	Frequency	Frequency (%)	Cumulative percentage
<30	91	30.3	30.3
Between 31-40	102	34.0	64.3
Between 41-50	82	27.3	91.7
Above 51	25	8.3	100.0
Total	300	100.0	-

Research findings indicate that self-congruity of customer attitude has a meaningful difference between two groups of customers visiting coffee shops (more experienced customers and less experienced customers). Furthermore, functional congruity has more influence on customer attitude between the experienced customers visiting coffee shop rather than the less experienced customers visiting coffee shop (Kang *et al.*, 2012).

Sirgy *et al.* (2008), conducted the research "effect of self-congruity with sponsorship on brand loyalty", research results revealed that self-congruity with sponsorship has a positive effect on brand loyalty in two conditions) when customers are aware of the sponsorship event). When customers are involved with the sponsorship event of the company (Sirgy *et al.*, 2008).

Malar *et al.* (2011), in a study investigate the "effect of real self-congruity and ideal self-congruity on emotional customers and their behavioral response to the online stores". Findings show that the close image of an online store has a positive impact on real self-congruity of costumer toward that store. Close image of an online store has a negative impact on ideal self-congruity of costumer toward that store. It is also found that positive and desired visual and projective guidance of online stores is considerably more satisfying for consumer, than store's informational guidance. When the consumers are satisfied, they are more willing to primary purchase from that store.

Analyzing data
Demographic description of statistical sample
Gender based description of statistical sample: Information about respondent's gender is presented in Table 1, as it can be seen from this table and chart, 71.3 % of respondents were men and 28.7% of respondents were women.

Description of statistical sample based on age: Information about the age of respondents is presented in Table 2, as it can be seen from this table and chart, 30.3%

Table 3: Information about respondent's amount of education

Average (year)	Frequency	Frequency (%)	Cumulative percentage
Has less than diploma	22	7.3	7.3
Has diploma	43	14.0	21.7
Has associate degree	60	20.0	41.7
Has Bachelor's degree	132	44.0	85.7
Has Master's degree	43	14.3	100.0
Total	300	100.0	-

Table 4: Information about the experience of respondents

Average (years)	Frequency	Frequency (%)	Cumulative percentage
<5	75	25.0	25.0
between 6-10	86	28.7	53.7
between 11-15	74	24.7	78.3
between 16-20	50	16.7	95.0
more than 20	15	5.0	100.0
Total	300	100.0	-

are <30 year, 34% are between 31 and 40 year, 27.3% are between 41-50 and 8.3% are above 51 year old.

Description of statistical sample based on amount of education: Information about respondent's amount of education is presented in Table 3, as it can be seen from this table and chart, 7.3% has less than diploma amount of education, 14.3% has diploma, 20% has associate degree, 44% has Bachelor's degree, 14.3 has Master's degree and above.

Description of statistical sample based on the experience: Information about the experience of respondents is presented in Table 4, as it can be seen from this table and chart, 25% has 5 year of experience, 28.7% has experience between 6-10 year, 24.7 between 11-15 year, 16.7 between 16-20 year and 5% has >20 year of experience.

Statistical description based on type of the activity: Information about type of the activity (experience) of respondents is presented in Table 5, as it can be seen from this table and chart, 33.3% of respondents were self-employed, 66.7% of respondents had government job.

Validity and reliability of research questions: For the purpose of measuring the validity tool measurement, the questionnaire was given to experts of management and their recommended amendments were considered in form and content of the questionnaire and finally it was accepted. This questionnaire, as a tool for collecting data of this research has a proper validity and we could trust and rely on the validity of the measurement. In this study the pre-test and Cronbach's alpha method is used for determining the reliability of the test (Table 6).

Table 5: Information about type of the activity

Employment	Frequency	Frequency (%)	Cumulative percentage
Self-employed	100	33.3	33.3
Government job	200	66.7	100
Total	300	100.0	--

Table 6: Questions validity of a group of 30 people

Variables	No. of questions	SD	Reliability of Cronbach's alpha
Self-congruity	4	3/925	0/834
Functional congruity	8	5/693	0/875
Cognitive loyalty to brand	3	3/168	0/898
Emotional loyalty to brand	3	3/271	0/922
Behavioral loyalty to brand	3	2/800	0/743

In Table 7, Structural Equation Modelling and Partial Least Squares (PLS) method is used for measuring validity of the research. In PLS there two test models. First, external model that equals to measurement model and second model, internal model that equals to structural model in structural model literature.

Statistical analyze of questions about self-congruity variable: The index of eating at this restaurant is in accordance with spirit with average of 4.18 has the highest rating.

Statistical analyze of questions about functional congruity variable: Between the indexes of functional congruity variable (satisfaction from the diversity of the restaurant's menu, satisfaction from professional appearance of restaurant's staff, satisfaction from restaurant's interior design and decor, satisfaction from reasonable and logical price of restaurant's food, satisfaction from the minimum time of waiting for table and seat, satisfaction from quality of restaurant's food, satisfaction from cleanliness of restaurant, satisfaction from location of restaurant), the index of satisfaction from cleanliness of restaurant with the average of 4.10 has the highest rating (Table 10 and 11).

Statistical analyze of questions about brand loyalty variable: The index of, intend to continue the visit to restaurant, with the average of 3.90 has the highest rating (Table 12).

Research's hypothesis test: Normality test of research data is shown in Table 14. Kolmogorov Smirnov test is used to measure normality of variables. In this test if the significance level is <5%, it can be argued that the

Table 7: Validity of questions

Questions (construct)	Factor load	Significance level
Self-congruity		
Eating at this restaurant is in accordance with my spirit	0/725	109/117
I would like to see myself in this restaurant	0/832	209/362
It is important for me that I am a customer of the restaurant	0/850	309/996
I would like others to see me in this restaurant	0/772	158/787
Functional congruity		
I am satisfied with the diversity of the restaurant menu	0/707	112/783
I am satisfied with the professional appearance of restaurant's staff	0/755	146/576
I am satisfied with the interior design and decor	0/654	95/443
I am satisfied with the reasonable and logical price of restaurant's food	0/619	87254
I am satisfied with minimum time of waiting for table and seat	0/580	72/417
I am satisfied with quality of restaurant's food	0/762	173/571
I am satisfied with the cleanliness of restaurant	0/748	146/927
I am satisfied with the location of restaurant	0/687	108/176
Brand loyalty		
I believe that this restaurant offer more benefits (services, products) than other restaurants	0/813	223/152
There is not any restaurant that has a better performance than this restaurant	0/851	298/403
This restaurant offers a higher quality of service than any other restaurant	0/818	237/817
I am very eager to visit this restaurant	0/810	205/445
I feel better when I visit this restaurant	0/788	207/136
I love this restaurant more than other restaurants	0/867	349/637
Even if another restaurant offers a cheaper food, I still prefer to visit this restaurant	0/799	180/030
I intend to continue my visit to this restaurant in the future	0/748	173/808
I consider this restaurant my first choice for eating food	0/801	205/946

Table 8: Statistical analyze of questions about self- congruity variable (independent variable)

Independent variables (dimension)

Index	Questions	Frequency	Completely disagree	Disagree	Somewhat agree	Agree	Completely agree	Average	SD
Self-congruity									
Real self-congruity	Eating at this restaurant is	Frequency	1.0	15.0	46.0	106.0	132.0	4.18	0.891
	in accordance with my spirit	Frequency (%)	0.3	5.0	15.3	35.3	44.0		
Ideal self-congruity	Willing to see myself in	Frequency	5.0	22.0	77.0	117.0	79.0	3.81	965.000
	this restaurant	Frequency (%)	1.7	7.3	25.7	39.0	26.3		
Social self-congruity	Being a costumer of this	Frequency	14.0	34.0	76.0	78.0	98.0	3.71	1.171
	restaurant is important	Frequency (%)	4.7	11.3	25.3	26.0	32.7		
Ideal social	Being interested that	Frequency	37.0	65.0	59.0	72.0	67.0	3.22	1.341
self-congruity	others see me in this restaurant	Frequency (%)	12.3	21.7	197.0	24.0	22.3		

Table 9: Statistical analyze of the questions about functional congruity variable

Independent variables (dimension)

Index	Questions	Frequency	Very low	Low	Somewhat high	High	Very high	Average	SD
Functional congruity									
Diversity of menu	Satisfaction from the diversity	Frequency	3.0	25.0	50.0	90.0	132.0	4.08	1.014
	of the restaurant's menu	Frequency (%)	1.0	8.3	16.7	30.0	44.0		
Professional	satisfaction from professional	Frequency	1.0	20.0	55.0	120.0	104.0	4.02	0.911
appearance of staff	appearance of restaurant's staff	Frequency (%)	0.3	6.7	18.7	40.0	34.7		
Design and decor	satisfaction from restaurant's	Frequency	12.0	26.0	73.0	84.0	105.0	3081.00	1.127
	interior design and decor	Frequency (%)	4.0	8.7	24.3	28.0	35.0		
Price	Satisfaction from reasonable and	Frequency	4.0	36.0	87.0	77.0	96.0	3.75	1.073
	logical price of restaurant's food	Frequency (%)	1.3	12.0	29.0	25.7	32.0		
Seat	Satisfaction from the minimum	Frequency	6.0	11.0	66.0	120.0	97.0	3.97	0.934
	time of waiting for table and seat	Frequency (%)	2.0	3.7	22.0	40.0	32.3		
Quality	Satisfaction from quality of	Frequency	1.0	14.0	59.0	111.0	115.0	4.08	0.890
	restaurant's food	Frequency (%)	0.3	4.7	19.7	37.0	38.3		
Cleanliness	Satisfaction from cleanliness	Frequency	1.0	19.0	49.0	111.0	120.0	4.10	0.916
	of restaurant	Frequency (%)	0.3	6.3	16.3	37.0	40.0		
Location	Satisfaction from location	Frequency	4.0	21.0	55.0	105.0	115.0	4.02	0.985
	of restaurant	Frequency (%)	13.0	7.0	18.3	35.0	38.3		

Table 10: Showing the current condition and desired condition of functional congruity variable

Questions	Current	Desired
Satisfaction from the diversity of the restaurant's menu	4.08	5
Satisfaction from professional appearance of restaurant's staff	4.02	5
Satisfaction from restaurant's interior design and decor	3.81	5
Satisfaction from reasonable and logical price of restaurant's food	3.75	5
Satisfaction from quality of restaurant's food,	4.08	5
Satisfaction from cleanliness of restaurant	4.10	5
Satisfaction from location of restaurant	4.02	5

Table 11: Statistical analyze of questions about brand loyalty variable

Independent variables (dimension)

Index	Questions	Frequency	Completely disagree	Disagree	Somewhat agree	Agree	Completely agree	Average	SD
Cognitive loyalty to brand									
Benefit	More benefits in this restaurant than	Frequency	5.0	39.0	72.0	74.0	110.0	3.82	1.117
	other restaurants	Frequency (%)	1.7	13.0	24.0	24.7	36.7		
Performance	Better performance of this restaurant	Frequency	23.0	74.0	58.0	89.0	56.0	3.27	1.236
	than other restaurants	Frequency (%)	7.7	24.7	19.3	29.7	18.7		
SERVQUAL	Higher quality of service in this	Frequency	13.0	50.0	80.0	85.0	72.0	3.51	1.152
	restaurant than other restaurant	Frequency (%)	4.3	16.7	26.7	28.3	24.0		
Emotional loyalty to brand									
like	Eager to visit this restaurant	Frequency	4.0	24.0	79.0	85.0	108.0	3.90	1.028
		Frequency (%)	1.3	8.0	26.3	28.3	36.0		
Feeling	Better feeling when visiting	Frequency	4.0	21.0	87.0	125.0	63.0	3.74	0.914
	this restaurant	Frequency (%)	1.3	7.0	29.0	41.7	21.0		
Love	Love this restaurant more	Frequency	13.0	38.0	76.0	84.0	89.0	3.66	1.156
	than other restaurants	Frequency (%)	4.3	12.7	25.3	28.0	29.7		
Behavioral loyalty to brand									
Selection	Prefer this restaurant to other	Frequency	15.0	51.0	57.0	62.0	115.0	3.7	1.273
	restaurants with cheaper food	Frequency (%)	5.0	17.0	19.0	20.7	38.3		
continuing	Intend to continue visit to	Frequency	1.0	13.0	80.0	126.0	80.0	3.90	0.854
	this restaurant in the future	Frequency (%)	0.3	4.3	26.7	42.0	26.7		
Low price	This restaurant is the first	Frequency	10.0	35.0	76.0	86.0	93.0	3.72	1.121
	choice for eating food	Frequency (%)	3.3	11.7	25.3	28.7	31.0		

Table 12: Showing the current condition and desired condition of brand loyalty variable

Questions	Current	Desired
More benefits in this restaurant than other restaurants	3.82	5
Better performance of this restaurant than other restaurants	3.27	5
higher quality of service in this restaurant than other restaurant	3.51	5
eager to visit this restaurant	3.90	5
Better feeling when visiting this restaurant	3.74	5
love this restaurant more than other restaurants	3.66	5
Prefer this restaurant to other restaurants with cheaper food	3.70	5
intend to continue visit to this restaurant in the future	3.90	5
This restaurant is the first choice for eating food	3.72	5

Table 13: Normality test of research data

Variables	Cognitive loyalty	Emotional loyalty	Behavioral loyalty	Self-congruity	Functional congruity
Kolmogorov smirnov test	2.417	2.334	2.585	2.327	2.058
significance level	0.000	0.000	0.000	0.000	0.000
Result of normality	Is not	Is not	Is not	Is not	Is not

distribution of research data is not normal and conversely, if the significance level is >5%, it can be argued that the research data is normal.

According to this Table 13 significance level of self-congruity, functional congruity, cognitive loyalty to brand, emotional loyalty to brand, behavioral loyalty to brand variables are <5%. In other words, these variables are not normal and nonparametric tests should be used for hypothesis test related to these variables.

First hypothesis test: According to Fig. 1 and 2 path coefficient with value of B = 0.452 and test statistic with the value of t = 54.943 are calculated above 1.96. First main hypothesis of research investigates the relation between self-congruity and brand loyalty therefore, the main hypothesis of research is confirmed. It can be argued that form experts viewpoint there is a meaningful relation between self-congruity and brand loyalty.

Second hypothesis test: According to Fig. 1 and 2, path coefficient with value of B = 0.416 and test statistic with the value of t = 52.232 are calculated above 1.96. Second main hypothesis of research investigates the relation between functional congruity and brand loyalty therefore, the main hypothesis of research is confirmed. It can be argued that form experts viewpoint there is a meaningful relation between functional congruity and brand loyalty.
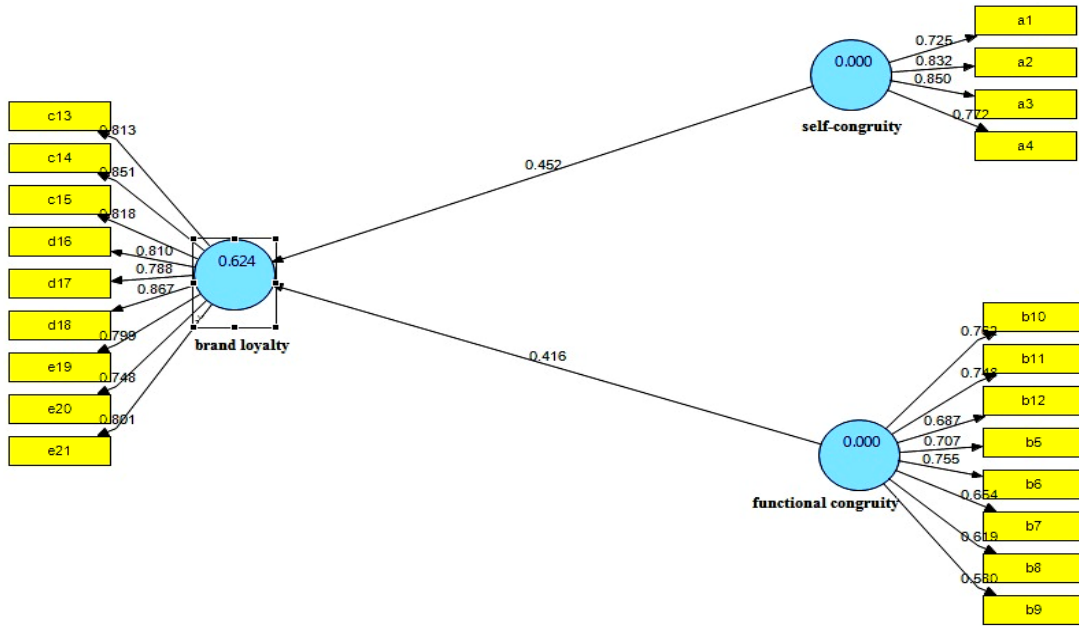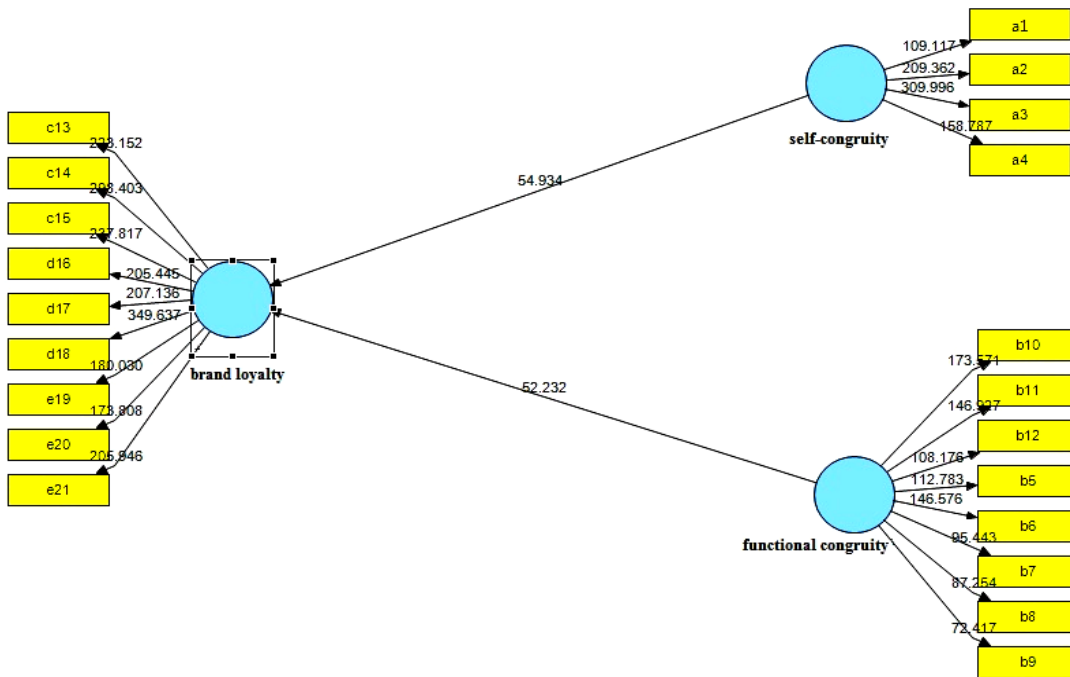
Fig. 1: Results of the main hypothesis of research

Fig. 2: Results of the main hypothesis of research

CONCLUSION

Generally, loyalty of customers has important effects for the organization especially in terms of profitability.

Loyalty is one the most important competitive tools for restaurants since loyal customers provide restaurants survival, higher market share, more referrals and more competitive advantages. Therefore, strategically it is

important to understand the demand and desires of costumers to attract, maintain and keep them satisfied for maintaining this source of continuous income.

Today, the dynamic world of services opens the door for promoting the effective marketing. Although, the effective management is still an important factor but it is not enough for being successful. A service product should be designed according to customer's needs has a realistic price, be distributed through convenient channels and advertised actively near customers (Lovelock and Wright, 2002)

In this study results of main hypothesis test of research is explained and result of this research is compared with results of other researches. Studying the obtained result of the first hypothesis indicates that there is a meaningful relation between self-congruity and brand loyalty. Findings of this hypothesis is consistent with studies by Kang *et al.* (2015). Self-congruity is an important factor that directly affects the performance of consumers. Consumers prefer brands of products that the symbolic concepts of products are common with their self-concept. Theory of self-congruity is that the consumers compare their self-concept in mental imagery of product. Mental imagery of product is the image of a product that is formed in the mind of the product consumer that makes people excited in choosing a product that is consistent with the expected mental image of using a product. In other words, costumers choose a specific product that they see themselves in other people's self-concept. Many of the findings of investigated studies support the effective impact of self-congruity in consumer's performance.

Result of investigating second hypothesis reveals that there is a meaningful relation between functional congruity and brand loyalty. Findings of this hypothesis is consistent with studies by Kang *et al.* (2015) and Kang *et al.* (2012). Researchers which are conducted in the field of services insist on the role of functional congruity on determining the future behavior of customers. As functional congruity gets higher, more customers understand the positive images of branded restaurants. Evaluation process of functional congruity in central path is usually intentional. Customers intentionally evaluate the cost, quality and advantages of expectations and real experience in branded restaurants. Researchers accepted eight performance features

from Ryu *et al.* (2008) that was conducted in the environment of a restaurant (fast and incidentally). These eight performance features include diversity of restaurant's menu, professional appearance of staff, interior design and decor, reasonable and logical price, minimum time of waiting for a table, quality, cleanliness and restaurant's location.

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