Assessment of Service Quality and Customer Satisfaction in Higher Learning Institutions Cafeterias: An Empirical Study of College of Business Education (CBE), Dodoma City, Tanzania

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ABSTRACT

The study was conducted in 2023 at College of Business Education in Dodoma City, Service quality has increasingly been the subject of research in latest years. The generic model SERVQUAL was introduced and tested by Parasuraman, Berry and Zeithaml (1985), to assess the perceived quality of a service. Service quality is deemed very important because it leads to higher customer satisfaction, increase profitability, reduce cost, and increase customer loyalty and retention. The main purpose of this research is to assess customer satisfaction and service quality using SERVQUAL model within cafeterias in Higher Learning Institutions (HLIs). Other purposes comprise how customers perceive service quality; identify service quality dimensions that assist to higher satisfaction, describe how consumers (students and staff perceive service quality and whether they are satisfied with services provided by these Cafeteria in College of Business Education (CBE)-Dodoma campus. A sample of 150 respondents from CBE Dodoma campus was selected through stratified random probability sampling method. A self-completion questionnaire was developed from the SERVQUAL instrument and distributed using a convenience sampling technique to both students and staff in CBE campus to determine their perceptions of service quality in cafeteria. The study found that the overall service quality perceived by consumers was not satisfactory meaning expectations exceeded perceptions and all the dimensions revealed higher expectations than perceptions of services. Practical implications proposed hat cafeteria in CBE Dodoma are not providing the level of service quality demanded by customers. The findings suggested that cafeterias need to improve all the dimensions of service quality from the gap analysis carried out. The study contributed to the existing literature by assessing service quality in cafeteria by employing the SERVQUAL approach. The result of this study offers a direction towards better services and facilities, which lead to an increase of the competitive influence of the cafeteria business in the marketplace.

Keywords: service quality, customer satisfaction, cafeteria, SERVQUAL, Dodoma

1.0: INTRODUCTION

Service quality and customer satisfaction are very significant concepts that companies must be aware in order to remain combative in the market and hence grow. Service quality leads to higher satisfaction, increase profitability, improve organizational growth, boost sales volume, increase customer retention and loyalty, increase of market share, and reduce cost. Food service industry is highly splintered with large number of small players such as resorts, restaurants, hotel, and institutional food service (Stanton et,. 2000); in so much as the increase number of students in public and private learning institutions pushed Higher Learning Institution's managements to implement catering service for the purpose of improving the food services. In Tanzania these Higher Learning Institutions give cafeterias which offer diversity of menus and comfortable environments where the students and staffs experience a sense of home and where they can engage in comfortable conversation and collective activities with their friends (Northat and Nurhafisah, 2013; Raman and Chinniah, 2011).

Companies keep on improving their service quality in order to increase customer satisfaction and retain their existing customers while devoting additional resources to chasing new ones (Cacioppo, 1995; Gilbert and Veloutsou, 2006; Noel-Levitz, 2010). It would appear sensible to explore cafeteria service expectations in relation to level of students' satisfaction.

Hence this study seeks to investigate the role of SERVQUAL model in assessing service quality and customer satisfaction in Higher Learning Institutions' (HLIs) cafeterias. The main objective can be further sub-categorized into the following specific objectives: first; to examine the extent to which students perceive service quality in HLI's cafeteria, second: to sort out the types of service quality dimensions that bring satisfaction to students in HLI's cafeterias; and third; to study the usefulness or ways through which service quality dimensions bring satisfaction to students in various HLIs' cafeterias. From these objectives, the following research questions have been formulated: question one: how do students perceive service quality in HLI's cafeteria? Question two: which service quality dimensions brings satisfaction to students in cafeterias? Question three: what are the factors hindering customer satisfaction in HLIs' cafeterias? Question four: what should be done to improve customer satisfaction in cafeterias?

This study is significant in the following regards;

1. It help HLIs' cafeteria to develop and implement effective service quality improvement initiatives.
2. It serves as a valuable source of information that high lights the switching intention of customers to other catering services.
3. It essentially uncover dimension of service quality that HLIs' cafeteria customer consider as important
4. This study provides empirical support for management strategic decision in several critical areas of their services and to provide a justifiable valid and reliable guide in designing workable service delivery improvement strategic for creating and delivering customer value, achieving customer satisfaction and loyalty, building long term mutually beneficial relationship with customers and achieving sustainable growth in HLIs' cafeteria businesses.
5. It will provide to the public better understanding of the organization in terms of its services quality to customers. It is hoped that the information collected may provide a base for improving marketing activities and services development decisions. Also it will insist the importance of the Company to communicate with present and potential stakeholder and the general public.

6. Furthermore, it is hoped that the finding of the study might stimulate further study on other aspects concerning relationship between service quality and customer satisfaction.

Before solving stated questions, let us scrutinize what the literature has developed on the subject matter.

2.0 LITERATURE REVIEW

This chapter reviews the literature and related models to research problem. The chapter introduces the key concepts on customer service, service quality, customer satisfaction, relationship between service quality and customer satisfaction. Service quality dimensions, concept formations of customer satisfaction and empirical analysis of the past studies. Also it shows the research gap, conceptual framework and theoretical framework.

2.1 Food Quality

Food quality is related to customers' satisfaction with the quality of fast-food served to them (John and Howard, 1998; Law et al., 2004; Kivela et al., 1999). Furthermore, Hwang et al. (2003) and Qin and Prybutok (2009) noted that food properties were found to be the best predictor of customer satisfaction as compared to reliable interpersonal service and environment presentation. Students can enjoy a wide variety of fresh food selections when local area vendors frequently provide fresh food for the students' monthly menu (Cohen, 2009). The degree of satisfaction with university cafeteria depends mostly on the quality of meals, diversity of food, food hygiene, food safety and environment (Kim & Kim, 2004). Hence, the following hypotheses were postulated

2.2 Staff Performance

There is a general understanding among researchers that performance is an important variable in work organization (Suliman, 2001) and has become a significant indicators in measuring organizational performance in many studies (Wall et al., 2004). Staff performance can also be measured through the combination of expected behavior and task-related aspects (Motowidlo, 2003), even though performance is often determined by financial figures. In reality, performance that is based on an absolute value or relative judgment may reflect overall organizational performance (Gomez- Mejia, Balkin and Cardy, 2007; Wall et al., 2004). However Wiedower (2001) asserted that performance measure that is based on the performance appraisal items offers higher reliability in evaluating performance. High performance employees pursue higher level of individual and organizational performance which involve quality, productive, innovation rate and cycle time of Page | 22 performance (Bharadwaj, 2005) and therefore they will be able to assist organisation to achieve its strategic aims and sustaining the organisation competitive advantage (Dessler, 2011). Thus, in order to attract and sustain higher employee satisfaction and performance, employer need to treat their workers as the most important internal resources and gratify them (Jin, 2007) because committed and satisfied employees are normally high performers that contribute towards organizational productivity (Samad, 2007).

2.3 Price Fairness

 Price fairness or "payment equity" refers to the perceived fairness of the price/usage trade-off (Martin-Consuegra et al., 2007; Oliver and Swan, 1989). Customers compare their current payment with the normative expectation and evaluate whether the payment is higher or lower than what they perceive. The more equitable a customer believes the price/usage trade-off to be, the more satisfied he/she will be with

the service (Oliver and Swan, 1989). Price perceptions influence satisfaction judgments directly as well as indirectly through perception of price fairness (Herrmann et al., 2007). Martin-Consuegra et al. (2007) found that perceived price fairness positivinfluences customer satisfaction.

2.4 Ambiance

Cafeteria ambiance is determined by the spatial arrangement of the seating, quality of the interior design, and the suitability of the background music, which are important contributors to the high satisfaction of diners (Namkung and Jang, 2009). Moreover, food packaging, plate size and design, lighting and dining companions at the cafeteria influence the individual's immediate setting (Story et al., 2008). The design of the cafeteria environment influences the consumer's food choices and eating behaviorswhich call the personal food environments to promote wellness, combat obesity and complement interventions at higher levels (Raman and Chinniah, 2011; Wansink et al., 2001). Further, the physical setting influences customers' perceptions of service quality (Hensley and Sulek, 2007; Norhati & Nur Hafisah, 2013). Prior research by Flegal et al. (2010) found that there are relationships between food information, food quality, eating behavior, eating environments, and food distribution environments.

2.5 Atmospherics

Cafeteria atmosphere is dictated by the spatial organisation of the seating, variety of the internal decorations and the appropriateness of the ambient melodies, which are imperative providers to the higher gratification of cafeterias (Namkung & Jang, 2008). Besides, food packing, portion size, and arrangement lighting at the cafeteria impact the individual's prompt setting (Story, Kaphingst, Robinson-O'Brien, & Glanz, 2008). Additionally, the physical setting impacts customers' view of service quality (Hensley & Sulek, 2007; Norhati & Nur Hafisah, 2013). Previous research by Flegal, Carroll, Ogden, & Curtin (2010) found that there are connections between food information, food quality, eating behaviour, dining situations and food distribution settings. The atmosphere is an intangible component made up of everything related to the brand that will yield an impression towards the specific location. The design of the dining setting, stylistic layout, interior design and colour scheme, textures and the food produce the atmosphere. The appropriate atmosphere can make the food, service quality and entire dining experience appear to be better (Raman & Chinniah, 2011; Norhati & Hafisah, 2013). All these elements are most crucial and have a direct association with customer's perception.

2.6: Customer Service

Customer service is all of the retailer activities that increase the value received by consumers when shopping (Levy, Weitz; 599). According to this definition; customer service is an activity that increases the value. Customer service is identifiable, but sometimes intangible, activities undertaken by a retailer in conjunction with the basic goods and services it sells (Berman, Evans, 2007). Intangibility, one of the main characteristics of services, is valid for customer service, too. According to another definition, customer service is the sum total of what an organization does to meet customer expectations and produce customer satisfaction (Institute of Customer Service). Customer satisfaction can be provided by meeting customer expectations. To meet these expectations, retailers must provide excellent customer service. Customer service is activities and benefits that directly or additionally related with products sold (Teke, Orel; 681). Customer service is defined as service that support the provision of the company's core products (Pettigrew; 257). Customer service can be related with products directly such as product guarantee, product delivery etc. Also customer service can be facilitating service which is not related

with products directly such as parking area, children play area, call center etc. Customer service can be defined by the researcher in the framework of definitions above: Customer service is tangible or intangible value increasing activities that related with products or services directly or indirectly to meet customer expectations and so provide customer satisfaction and loyalty.

2.6.1: Service quality Concept

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2008). The relevance of service quality to companies is emphasized here especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction.

Service quality has received a great deal of attention from both academicians and practitioners (Negi, 2009) and services marketing literature service quality is defined as the overall assessment of a service by the customer (Eshghi et al., 2008, p.121). Ghylin et al., (2008, p.76) points out that, by defining service quality, companies will be able to deliver services with higher quality level presumably resulting in increased customer satisfaction. Understanding service quality must involve acknowledging the characteristics of service which are intangibility, heterogeneity and inseparability, (Parasuraman et al., 1985, p.42); (Ladhari, 2008, p.172). In that way, service quality would be easily measured. In this study, service quality can be defined as the difference between customer's expectation for service performance prior to the service encounter and their perception of the service received. Customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation (Asubonteng et al., (1996, p.64).

Expectation is viewed in service quality literature as desires or wants of consumer i.e., what they feel a service provider should offer rather than would offer (Parasuraman et al., 1988, p.17). Perceived service is the outcome of the consumer's view of the service dimensions, which are both technical and functional in nature (Gronroos, 1984, p.39). The customer's total perception of a service is based on his/her perception of the outcome and the process; the outcome is either value added or quality and the process is the role undertaken by the customer (Edvardsson, 1998, p.143). Parasuraman et al, (1988, p.15) define perceived quality as a form of attitude, related but not equal to satisfaction, and results from a consumption of expectations with perceptions of performance. Therefore, having a better understanding of consumers attitudes will help know how they perceive service quality in grocery stores. Negi (2009, p.32-33) suggests that customer-perceived service quality has been given increased attention in recent years, due to its specific contribution to business competitiveness and developing satisfied customers.

This makes service quality a very important construct to understand by firms by knowing how to measure it and making necessary improvements in its dimensions where appropriate especially in areas where gaps between expectations and perceptions are wide. In the context of grocery stores, we are not only interested in learning more about the factors associated to service quality perceived by customers and how service quality is measured but also provide a direction for improvement of service quality in order to bring customer satisfaction.

Douglas & Connor (2003, p.165-166), emphasis that the consumer who has developed heightened perception of quality has become more demanding and less tolerant of assumed shortfalls in service or product quality and identify the intangible elements (inseparability, heterogeneity and perishability) of a

service as the critical determinants of service quality perceived by a customer. It is very vital to note here that, service quality is not only assessed as the end results but also on how it is delivered during service process and its ultimate effect on consumer's perceptions (Douglas & Connor, 2003, p.166). In grocery stores, consumers regard tangible products as been very important when purchasing but the intangible elements of service quality in these stores also accounts greatly for customer satisfaction or dissatisfaction. This means there is a need to understand customer's expectation regarding service quality. Different researchers have developed models in order to get a better understanding of service quality.

2.6.2: Customers' Expectations compared to Perceptions

Gronroos, (1982); Parasuraman et al., (1985) have proposed that customer's perception of service quality is based on the comparison of their expectations (what they feel service providers should offer) with their perceptions of the performance of the service provider. Parasuraman et al., (1988, p.17) point out that expectation is viewed differently in both satisfaction literature and service quality literature. In satisfaction literature, expectations are considered as 'predictions' by customers about what is likely to happen during a particular transaction while in service quality literature, they are viewed as desires or wants of consumers, that is, what they feels a service provider 'should' offer rather than 'would' offer. For our study, we will define expectations as desires or wants of customers because this allows us to know exactly what service providers show offer and this is based on based past experience and information received (Douglas & Connor, 2003, p.167). It is important to understand and measure customer's expectations in order to identify any gaps in delivering services with quality that could ensure satisfaction, Negi, (2009). Perceptions of customers are based solely on what they receive from the service encounter (Douglas & Connor, 2003, p.167). Our study is mainly based on this discrepancy of expected service and perceived service from the customer's perspective. This is in order to obtain a better knowledge of how customers perceive service quality in grocery stores. We are not focusing on the 1st four gaps because they are mainly focused on the company's perspective even though they have an impact on the way customers perceive service quality in grocery stores and thus help in closing the gap which arises from the difference between customer's expectation and perception of service quality dimensions.

2.6.3: Customer satisfaction

Customer satisfaction is as been transaction-specific meaning it is based on the customer's experience on a particular service encounter, (Cronin & Taylor, 1992) and also some think customer satisfaction is cumulative based on the overall evaluation of service experience (Jones & Suh, 2000). These highlight the fact that customer satisfaction is based on experience with service provider and also the outcome of service. Customer satisfaction is considered an attitude, Yi, (1990). In the case of grocery stores, there is some relationship between the customer and the service provider and customer satisfaction will be based on the evaluation of several interactions between both parties.

Therefore we will consider satisfaction as a part of overall customer attitudes towards the service provider that makes up a number of measures (Levesque et McDougall, 1996, p.14). Giese & Cote, (2000, p.15) clearly state that there is not generic definition of customer satisfaction and after carrying a study on various definitions on satisfaction they came up with the following definition, "customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption. From this definition, is it clear that the consumer's satisfaction is determined for his/her

shopping experience in the grocery store and this is supported by Cicerone et al., (2009, p.28) and Sureshchander et al., (2002, p.364) who believe customers' level of satisfaction is determined by their cumulative experiences at all of their points of contact with a supplier organization. According to Huddleston et al., (2008, p.65) if the shopping experience provides qualities that are valued by the consumer then satisfaction is likely to result. This clearly pinpoints the importance quality when carrying out purchase and this relates to grocery stores that offer variety of products with different quality. Fornell, (1992, p.11) clearly defines customer satisfaction as an overall post-purchase evaluation by the consumer and this is similar to that of Tse & Wilton, (1988, p.204) who defined customer satisfaction as the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption.

2.6.4: Relationship between service quality and customer satisfaction

According to Sureshchandar et al., (2002, p. 363), customer satisfaction should be seen as a multi dimensional construct just as service quality meaning it can occur at multi levels in an organisation and that it should be operationalized along the same factors on which service quality is operationalized.

Parasuraman et al., (1985) suggested that when perceived service quality is high, then it will lead to increase in customer satisfaction. He supports that fact that service quality leads to customer satisfaction and this is in line with Saravana & Rao, (2007, p.436) and Lee et al., (2000, p.226) who acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider. According to Negi, (2009, p.33), the idea of linking service quality and customer satisfaction has existed for a long time. He carried a study to investigate the relevance of customer-perceived service quality in determining customer overall satisfaction in the context of mobile services (telecommunication) and he found out that reliability and network quality (an additional factor) are the key factors in evaluating overall service quality but also highlighted that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction. This study was based only on a specific service industry (mobile service) and we think it is very important to identify and evaluate those factors which contribute significantly to determination of customer-perceived service quality and overall satisfaction. Fen & Lian, (2005, p.59-60) found that both service quality and customer satisfaction have a positive effect on customer's re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market. This study proved a close link between service quality and customer satisfaction. Su et al., (2002, p.372) carried a study to find out the link between service quality and customer satisfaction, from their study, they came up with the conclusion that, there exist a great dependency between both constructs and that an increase in one is likely to lead to an increase in another. Also, they pointed out that service quality is more abstract than customer satisfaction because, customer satisfaction reflects the customer's feelings about many encounters and experiences with service firm while service quality may be affected by perceptions of value (benefit relative to cost) or by the experiences of others that may not be as good.

2.6.5 Service Quality Models

As stated earlier service quality has been defined differently by different people and there is no consensus as to what the actual definition is. We have adopted the definition by Parasuraman et al., (1988, p.5), which defines service quality as the discrepancy between a customers' expectation of a service and the customers' perception of the service offering. Measuring service quality has been one of the most recurrent topics in management literature, Parasuraman et al., (1988), Gronroos, (1984),

Cronin et al., (1992). This is because of the need to develop valid instruments for the systematic evaluation of firms' performance from the customer point of view; and the association between perceived service quality and other key organizational outcomes, Cronin et al., (2010, p.93), which has led to the development of models for measuring service quality. Gilbert et al., (2004, p.372-273) reviewed the various ways service quality can be measured. They include;

1. The expectancy-disconfirmation approach which is associated with the identifying of customer expectation versus what they actually experienced. It focuses on the comparison of the service performance with the customer's expectations. The customer's expectations could be assessed after the service encounter by asking him/her to recall them.

2. Performance-only approach merely assesses service quality by merely asking customers about their level of satisfaction with various service features following a service encounter.

3. Technical and functional dichotomy approaches identify two service components that lead to customer satisfaction namely, the technical quality of the product which is based on product characteristics such as durability, security, physical features while functional quality is concerned with the relationships between service provider and customer such as courtesy, speed of delivery, helpfulness.

4. Service quality versus service satisfaction approach which mainly focuses on two service components that are interrelated; the transition-specific assessment which evaluates specific features of quality and the overall assessment which evaluates overall quality. This approach links perceived quality at the time of the service encounter or immediately after it and overall satisfaction with the service. Perceived quality is based on attributes of the service over which the company has control and it is a measure of the customer's assessments of the service's value without comparison to customer's expectation.

5. Attribute importance approach focuses on the relative weight on the importance the customer places on attributes found to be linked with service satisfaction.

6. Parasuraman et al., 1985, (p.41-50) developed a conceptual model of service quality where they identified five gaps that could impact the customer's evaluation of service quality in four different industries (retail banking, credit card, securities brokerage and product repair and maintenance).

Gap	Problem	Reason(s) for the problem
1.Consumer expectation-Management perception	The service features offered don't meet customer need	Lack of marketing research; Inadequate upward communication; Too many levels between contact personnel and management
2. Management perception-Service quality specification	The service specification defined do not meet management's perceptions of customer expectations	Resource constraints; Management indifference; poor service design
3. Service quality specification-service delivery	Specification for service meet customer needs but service delivery is not consistent with those specifications	Employee performance is not standardized; Customer perceptions are not uniform

4. Service delivery-External communication	The service does not meet customer expectations, which have been influenced by external communication	Marketing message is not consistent with actual service offering; Promising more
5. External service-Perceived service	Customer judgments of high/low quality based expectations vs. actual service	A function of the magnitude and direction of the gap between expected service and perceived service

Table 1: Indicating SERVQUAL Gap

Parasuraman et al., (1988), later developed the SERVQUAL model which is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses. The scale decomposes the notion of service quality into five constructs as follows: Tangibles, Reliability, Responsiveness, Assurance and empathy. It bases on capturing the gap between customers expectations and experience which could be negative or positive if the expectation is higher than experience or expectation is less than or equal to experience respectively.

The SERVPERF model developed by Cronin & Taylor, (1992), was derived from the SERVQUAL model by dropping the expectations and measuring service quality perceptions just by evaluating the customer's the overall feeling towards the service. In their study, they identified four important equations:

SERVQUAL	**= Performance-Expectation**
Weighted SERVQUAL	= Importance X (Performances – Expectations)
SERVPERF	= Performance Weighted
SERFPERF	= Importance X Performance

Implicitly the SERVPERF model assesses customers experience based on the same attributes as the SERVQUAL and conforms more closely on the implications of satisfaction and attitude literature, Cronin et al., (1992 p.64). Later, Teas, (1993, p.23) developed the evaluated performance model (EP) in order to overcome some of the problems associated with the gap in conceptualization of service quality (Grönroos, 1984; Parasuraman et al., 1985, 1988).

This model measures the gap between perceived performance and the ideal amount of a feature not customers expectation. He argues that an examination indicates that the P-E (perception – expectation) framework is of questionable validity because of conceptual and definitional problems involving the conceptual definition of expectations, theoretical justification of the expectations component of the P-E framework, and measurement validity of the expectation. He then revised expectation measures specified in the published service quality literature to ideal amounts of the service attributes (Teas, 1993, p.18) Brady & Cronin, (2001), proposed a multidimensional and hierarchical construct, in which service quality is explained by three primary dimensions; interaction quality, physical environment quality and outcome quality. Each of these dimensions consists of three corresponding sub-dimensions.

## 2.7: The Development and Evolution of the SERVQUAL Model

"Parasuraman et al. (1985) identified 97 attributes which were found to have an impact on service quality. These 97 attributes were the criteria that are important in assessing customer's expectations and

perceptions on delivered service" (Kumar et al., 2009, p.214). These attributes were categorized into ten dimensions (Parasuraman et al., 1985) and later subjected the proposed 97 item instruments for assessing service quality through two stages in order to purify the instruments and select those with significant influences (Parasuraman et al., 1988, p.13). The first purification stage came up with ten dimensions for assessing service quality which were; tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding, knowing, customers, and access. They went into the second purification stage and in this stage they concentrated on condensing scale dimensionality and reliability. They further reduced the ten dimensions to five which were;

1. **Tangibility:** physical facilities, equipment, and appearance of personnel
2. **Reliability:** ability to perform the promised service dependably and accurately
3. **Responsiveness:** willingness to help customers and provide prompt service
4. **Assurance**: knowledge and courtesy of employees and their ability to inspire trust and confidence
5. **Empathy:** caring individualized attention the firm provides to its customer

Assurance and empathy involve some of the dimensions that have been done away with like communication, credibility, security, competence, courtesy, understanding/knowing customers and access. This is because these variables did not remain distinct after the two stages of scale purification, (Parasuraman et al., 1988, p.23). These original five dimensions are subject to 22 statements derived from Parasuraman et al, (1985, p.41-50)

2.7.1: Functioning of the SERVQUAL

SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations and their perceptions Parasuraman et al., (1988). The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuraman et. al., 1988). The difference between expectations and perceptions is called the gap which is the determinant of customers' perception of service quality as shown on figure 2 below;

Figure 2: Measuring service quality using SERVQUAL model (Kumar et al, 2009)
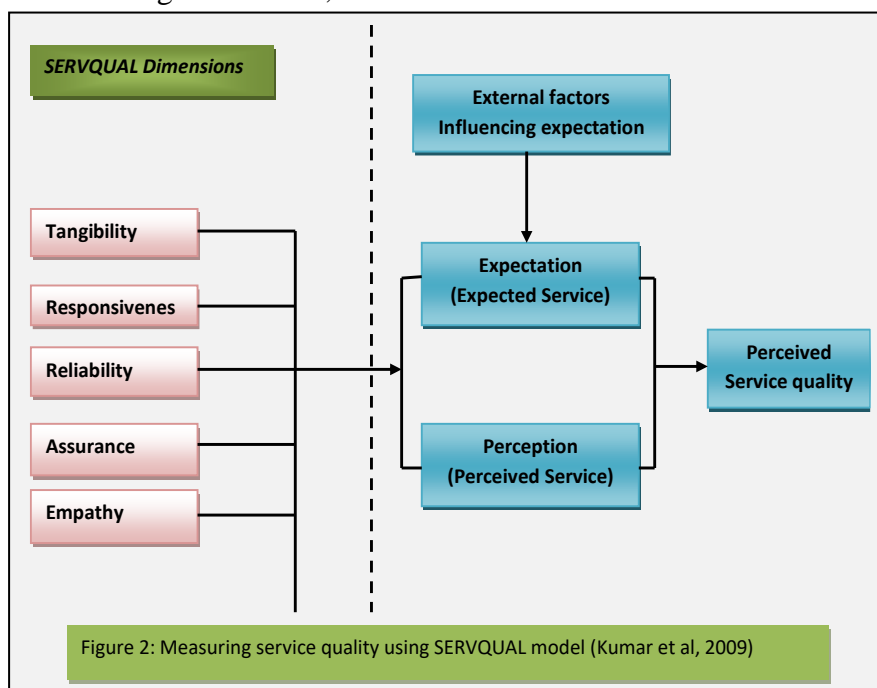
The expectations of customers are subject to external factors which are under the control of the service provider as shown on the diagram. The gap 5 on the diagram represents the difference between customers' expectations and customers' perceptions which is referred to as the perceived service quality (kumar et al., 2009, p.214). This study focuses on this gap, the difference between grocery store customers' expectations and perceptions of service.

2.7.2: Criticisms of SERVQUAL

Model (Buttle, 1996, p.10-11) notwithstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below:

2.7.2.1 Theoretical criticisms

Paradigmatic objections: SERVQUAL is based on a disconfirmation paradigm rather than an attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and psychological theory.

a) **Gaps model:** there is little evidence that customers are assessing service quality in terms of P – E gaps.

b) **Process orientation:** SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter.

c) **Dimensionality:** SERVQUAL's five dimensions are not universal; the number of dimensions comprising service quality is contextualized; items do not always load on to the factors which one would a priori expect; and there is a high degree of inter-correlation between the five dimensions (Reliability, assurance, tangible, empathy and responsiveness).

2.7.2.2 Operational criticisms

a) **Expectations:** the term expectation is polysemic meaning it has different definitions; consumers use standards other than expectations to evaluate service quality; and SERVQUAL fails to measure absolute service quality expectations.

b) **Item composition:** four or five items cannot capture the variability within each service quality dimension.

c) **Moments of truth (MOT):** customers' assessments of service quality may vary from MOT to MOT.

d) **Polarity:** the reversed polarity of items in the scale causes respondent error.

e) **Scale points:** the seven-point Likert scale is flawed.

f) **Two administrations:** two administrations of the instrument (expectations and perceptions) cause boredom and confusion.

g) **Variance extracted:** the over SERVQUAL score accounts for a disappointing proportion of item variances.

2.8: Application of the SERVQUAL Model in Different Contexts

Kumar et al,(2009) used the SERVQUAL model in a research to determine the relative importance of critical factors in delivering service quality of banks in Malaysia (Kumar et al., 2009, p.211). In this article they modified the SERVQUAL model and considered six dimensions; tangibility, reliability, responsiveness, assurance empathy and convenience and these consist of 26 statements. They considered convenience because it is an important determinant of satisfaction for banking customers in Malaysia and contributes very highly in the customers' appreciation of the quality of services offered by the bank (Kumar et al, 2009, p. 214). The respondents are asked questions based on the 26 statements and they seek to know about their expectations and experience. They carried this study on banking customers

regardless neither of which bank you use nor how you do your transactions, could be domestically, internationally among others (Kumar et al, 2009, p.215). After they carried out their study they realized that there are four critical factors; tangibility, reliability, convenience and competence. These variables had significant differences between expectations and perceptions with tangibility having the smallest gap and convenience has the largest gap. They end up with the recommendation that banks need to be more competent in delivering their services and fulfilling the assurance of customers and providing the banking services more conveniently (Kumar et al, 2009, p.211). Curry et al., (2002, p.197) in an attempt to assess the quality of physiotherapy services used the SERVQUAL model and three physiotherapy services in Dundee, Scotland. They considered the ten original criteria for evaluation and combined them into five; tangibles, reliability, responsiveness, assurance (including competence, courtesy, credibility, and security) and empathy (including access, communication, and understanding). The quality gap is measured with these five dimensions with the application of an adaptable 22 item survey instruments. The survey involves questions relating to customers expectations and perceptions. They sought to measure five gaps developed by Parasuraman et al., (1985). They found out that the services were highly appreciated by customers even though they realized that the perception gaps were slightly negative and the services could be improved. Their studies proved that assurance and empathy were very important in their research. In spite of the criticisms of the SERVQUAL model they confirm its potential applicability in measuring service quality in the public sector to determine consumer priorities and measure performance. Badri et al., (2003) made an assessment and application of the SERVQUAL model in measuring service quality in information technology centre.

2.9: Conceptual Framework
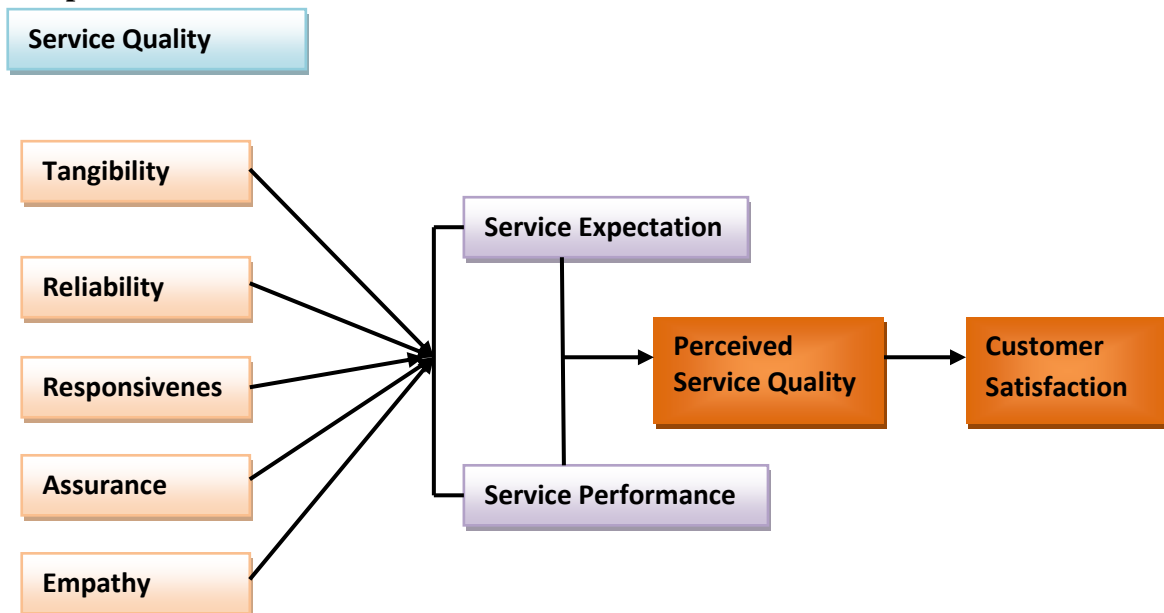
Figure 3: Conceptual Framework

SERVQUAL model is suitable for measuring service quality and customer satisfaction in grocery stores offering retailing services using the service quality dimensions which are modified with the addition of products. This is because we cannot use a generic SERVQUAL model in this context since it may not be

adequate to assess service quality in grocery stores and will not provide a good measure of customers' perceptions. We think 'products' form the primary motive why people go to make purchases in grocery stores and so cannot be neglected when measuring service quality. This is line with Gronroos, (1982), technical quality dimension which is used to measure service quality. We use the same dimensions to measure both service quality and customer satisfaction because we assume both are related (Parasuraman et al., 1988) and customer satisfaction is an antecedent of service quality (Negi, 2009). The SERVQUAL approach integrates the two constructs and suggests that perceived service quality is an antecedent to satisfaction (Negi, 2009, p.33). Therefore, in this research, the initial 22 items of SERVQUAL model are modified and additional items are included to measure the perceived service quality and customer satisfaction in grocery stores.

The model is a summary for the 24-items and we want to find out the overall Based on the revision made by Parasuraman, (2004) on the SERVQUAL model, we have adopted the 22-items to our study in order to identify the most important dimensions that matter most to customers and that bring them satisfaction.

2.10: Research Gap

Given the fact that many researchers have investigated the various research studies using the SERVQUAL model, it has been realized that many research works have been carried in different service industries such as education, tourism, banking, health care, etc, but limited empirical study has been conducted using the SERVQUAL model to assess service quality in catering industry including HLIs' cafeterias in Tanzania. Researcher considers catering industry as part of the service industry providing food services.

3.0: RESEARCH METHODOLOGY

3.1: Research Approach and Sampling Methods

The aim of this research was to investigate the relationships between the services provided by HLIs cafeteria and customer satisfaction according to different age groups in the HLI cafeteria segment. Thus, so as to empirically examine the proposed questions, a quantitative research approach, based on the distribution of questionnaires was undertaken in this study. The aggregate populace of this study comprised of all students who were enrolled at College of Business Education Dodoma campus, Dodoma City, along with the academic and administrative staffs working at College of Business Education-Dodoma Campus. As there are more than 1,000 students enrolled in various departments and courses in the college, it was challenging to use random sampling methods. Thus, a stratified random probability sampling method was applied, so that each member of the population has an equal and known chance of being selected. Stratified random sampling is a method of sampling that involves the division of a population into smaller groups known as strata. In stratified random sampling or stratification, the strata are formed based on members' shared attributes or characteristics. Stratified random sampling is also called proportional random sampling or quota random sampling. Stratified random sampling is a better method than simple random sampling. Stratified random sampling divides a population into subgroups or strata, and random samples are taken, in proportion to the population, from each of the strata created. The members in each of the stratum formed have similar attributes and characteristics. This method of sampling is widely used and very useful when the target population is heterogeneous. A simple random sample should be taken from each stratum.

The SERVQUAL 5 dimensions (Tangibles, Reliability, Responsiveness, Assurance, and Empathy) were used which are subdivided into 20 statements, which were directed to measuring service quality in CBE cafeteria. As stipulated by the SERVQUAL model, the statements are divided into two parts, the first part seeks to measure the expectations of customers and the second part seeks to measure their perceptions. There was also a part which measure satisfaction level for the purpose of knowing factors that hinders satisfaction, the measures to be taken to improve customer satisfaction and the last party which is demographic part that provides general information about respondents on age, gender, and average monthly expenditures.

This was to enable to get a better understanding of the type of respondents and relate it to how they perceive service quality in CBE cafeteria. The SERVQUAL model was used as the basis for the structured questionnaire because it provides information in research questions in which it trying to show how customers perceive service quality in CBE Cafeteria by assessing the difference between the expectation and perception of services experienced by customers in CBE Cafeteria. This enabled to know how perceived service quality by customers and identify which items in the SERVQUAL dimensions customers are satisfied with. Also factors that hinder customer satisfaction in CBE Cafeteria and what should be done to improve customer satisfaction The measurement scale of the questionnaire for all statements in part one to part five was based on 5-Likert scale, and that scale ranges from '1' being 'strongly disagree' to '5' being 'strongly agree'. To guarantee a high response rate, two methods were used for data collection. First, the researcher, with the assistance of the cafeteria manager and the assistant manager, approached students and staff from different faculties in the cafeteria and asked them in person to fill out a brief questionnaire. Respondents were invited to participate in the study during the period from the end of April to mid of Jun 2019, and a total of 250 questionnaires were collected. Out of them, ten questionnaires were invalid, and therefore the total number of valid questionnaires was 240.

The SERVQUAL model is used to assess customers' expectations and perceptions regarding service quality in CBE cafeteria. Both expectations and perceptions are measured using a 5-point scale to rate their level of agreement or disagreement (1- strongly disagree and 5- strongly agree), on which the higher numbers indicate higher level of expectation or perceptions. Perceptions are based on the actual service they receive in CBE cafeteria while expectations are based on past experiences and information received about CBE cafeteria. Service quality scores are the difference between the perception and expectation scores (P-E) with a possible range of values from -4 to +4 (-4 stands for very dissatisfied and +4 means very satisfied). The quality score measures the service gap or the degree to which expectations exceed perceptions. The more positive the P-E scores, the higher the level of service quality leading to a higher level of customer satisfaction. Satisfaction and service quality are both treated together as functions of a customer's perceptions and expectations. In most cases, when expectation and perception are equal, service quality is satisfactory.

In this study, we use the disconfirmation paradigm which is based on the discrepancy theories. According to this paradigm, consumer's satisfaction judgments are the result of consumer's perceptions of the difference between their perception of performance and their expectations. Positive disconfirmation leads to increased satisfaction while negative disconfirmation leads to decreased satisfaction. This theory has been used to develop questionnaire.

3.2: Data Processing and Analysis

Data analysis refers to examining what has been collected in survey or experiment and making deductions and inferences. Furthermore, data analysis is computation of certain measures along with searching for patterns of relationship that exist among data-groups. Whereas, data processing consists of a number of closely related operations: editing, classification, coding, and tabulation. Data collected from respondents and documents was processed, that was editing, classification, coding and tabulation. All completed questionnaires/schedules thoroughly checked for completeness, accuracy and uniformity. The raw data obtained from field was prepared for analysis by transforming all of them into codes and entering into spreadsheet packages. The analysis based on quantitative data to be collected and some extent the qualitative information from questionnaires.

3.3: Coding

The SERVQUAL dimensions/items are main variables used in this study and coded these dimensions/items in order to ease analysis of data collected. Here is the coding of the variables for analysis as illustrated in the table bellow;

S/N	Description of Dimension	Code
	1.Tangibles	*TA*
1	Cafeteria have up-to-dated equipments	TA1
2	Physical facilities are virtually appealing	TA2
3	Employees are well dressed and appear neat	TA3
4	Physical environment of CBE Cafeteria is clean	TA4
	2. Reliability	*RL*
5	When they promise to do something by a certain time, they do it.	RL1
6	When customer has a problem, they should show sincere interest in solving problem	RL2
7	CBE Cafeteria staffs perform the service right at the right time	RL3
8	Staffs of CBE cafeteria provide their service at the time they promise to do so.	RL4
9	The staffs of CBE Cafeteria keep their records accurately	RL5
	3. Responsiveness	*RN*
10	Employees make information easy obtainable by customers	RN1
11	Employees gives prompt services to customers	RN2
12	Employees are always willing to help customers	RN3
13	Employees are never too busy to respond to customer request	RN4
	3. Assurance	*AS*
14	The behavior of employees instill confidence in customers	AS1
15	Customers feel safe in their transactions with the employees	AS2
16	Employees of CBE cafeteria are polite to customer	AS3
17	Employees of CBE cafeteria have knowledge to answer customers' questions	AS4
	5. Empathy	*EM*
18	CBE cafeteria give customers individual attention	EM1
19	Service delivery hours of CBE cafeteria is convenient to customers	EM2

20	Employees of CBE Cafeteria give customers personal service	EM3
21	CBE Cafeteria have their customers' interest at heart	EM4
22	Employees of CBE Cafeteria understand the specific needs of their customers	EM5

Table 2: Coding of SERVQUAL Dimensions

3.3.1: Re-coding

TA- Average gap score for tangible items = (TA1+TA2+TA3+TA4)/4

RL- Average gap score for reliability items = (RL1+RL2+RL3+RL4+RL5)/5

RN- Average gap score for responsiveness items = (RN1+RN2+RN3+RN4)/4

AS- Average gap score for assurance items = (AS1+AS2+AS3+AS4)/4

EM- Average gap score for empathy items = (EM1+EM2+EM3+EM4+EM5)/5

OSQ- Overall service quality = (TA+RL+RN+AS+EM)/5

4.0: Data Analysis and Presentation

4.1: Introduction

This chapter presents and discusses findings of data from the field on assessing customer satisfaction and service quality using SERVQUAL model in CBE Cafeteria. The study was aimed at to determine overall service quality perceived by customer, service quality dimensions that brings satisfaction, factors hindering customer satisfaction in CBE Cafeteria and to determine what should be done to improve customer satisfaction. Data analysis for this study was done in two steps, the preliminary analysis and the main analysis. For preliminary analysis which involves mainly descriptive statistics to summarize data, the demographic characteristics of the respondents were outlined in order to simplify the understanding of the data. The main analysis involved the gap score analysis whereby descriptive statistics were applied to summarize means of perceptions and expectations of customers. We calculate the perception minus expectation scores for each item and dimension in order to identify the service quality gaps.
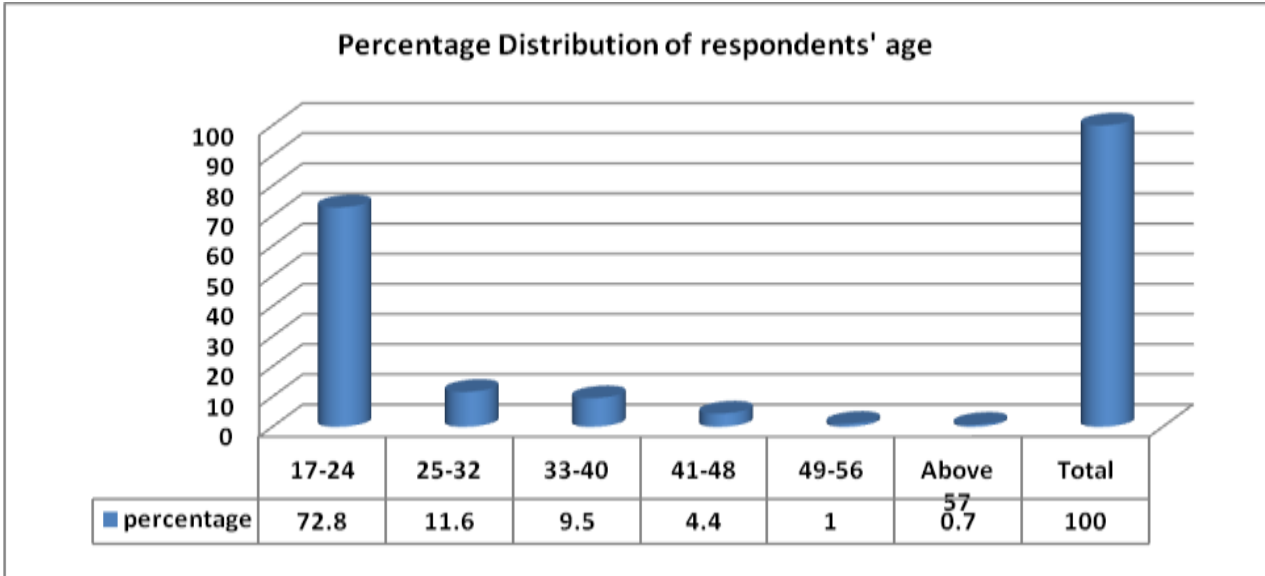
Gander of Respondents
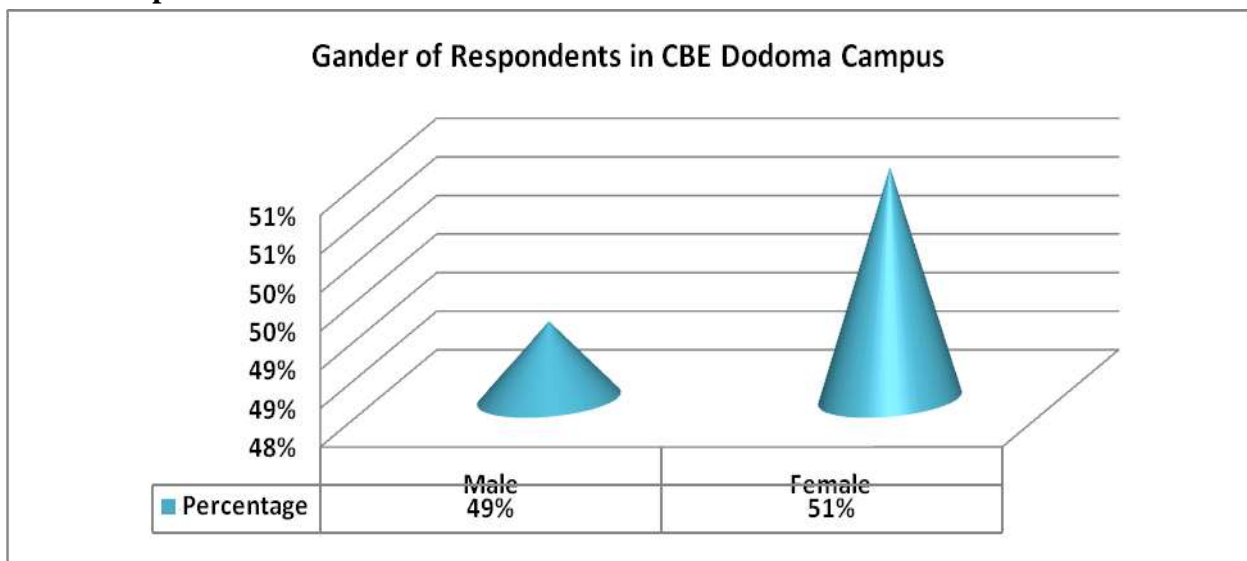
Figure 3 indicating the gender of respondents in percentage

Figure 3 above illustrates that from the total sample size of 150 respondents from College of Business Education-Dodoma Campus, the percentage of respondents' gender consisted of 76 (51%) females and

74 (49%) male

Age of Respondents

Figure 4 indicating age of respondents at CBE Dodoma cafeteria

The results displayed in Figure 4 participate age of respondents which is classified into six categories based on their ages (that is 17 to 24 years, 25 to 32 years, 33 to 40 years, 41 to 48 years, 49 to 56 years and 57 and above years). The results reveal that 72.8% respondents who dined at CBE Cafeteria are at age 17 - 24 years followed by 11.6% of respondents at age 25-32 years, 9.5% of respondents at age 33 - 40 years, 4.4% of respondents were at the age of 41-48 years, 1% was at the age 49-56 years. At the age of 57 and above the percentage drops as they are only 0.7% of respondents who dined at CBE Cafeteria. Thus the findings imply that the majority of respondents, who dined at CBE Cafeteria, are in the early age of 17-24 years.

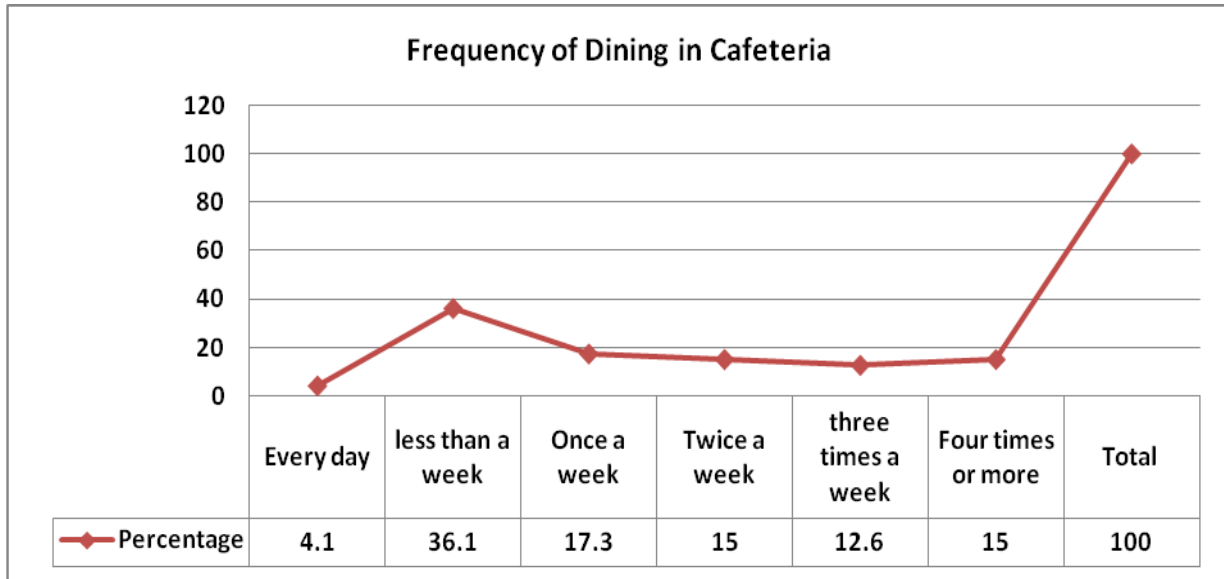**Occupation of Respondents**
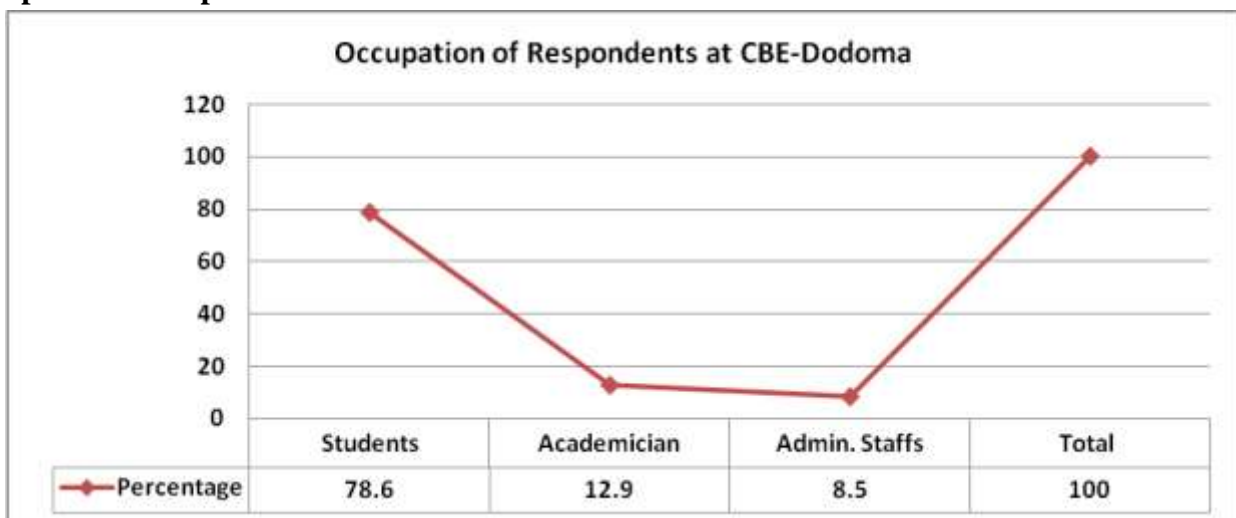
Figure 5: Occupation of Respondents at CBE Dodoma campus

Occupation of Respondents at CBE Dodoma campus

The results displayed in Figure 5 above, reveal that out of 150 respondents 118 (78.6%) are students, 19(12.9%) respondents are academicians and 13 (8.5%) respondents are administrative staffs. From the study, it can be observed that most of CBE Cafeteria customers are students which comprise of 78.6% of all customers.

Frequency of Dining in Cafeteria

Figure 6: Frequency of Dining in Cafeteria

The finding shows that the majority of respondents has eaten less than once a week (36.1%) at Temptations restaurant, which was followed by those who dined at least once a week (17.3%), twice a week (15%), four times a week (15%) and three times a week (12.6%). There were only 4.1% of respondents who were the most regular patrons and dined in Temptations every day
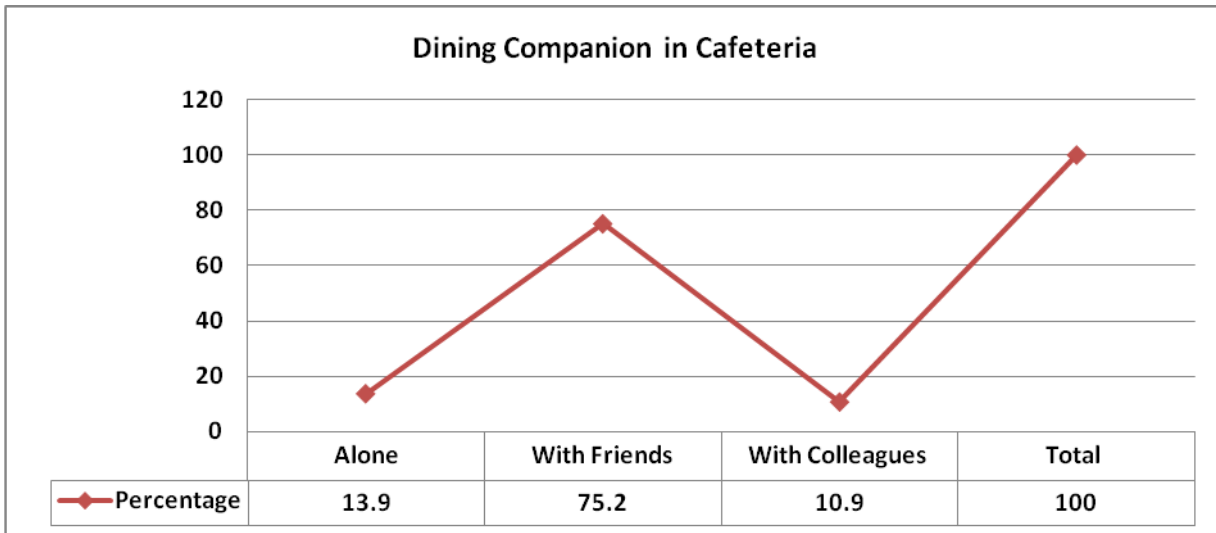
Most Significant Reason to Dine
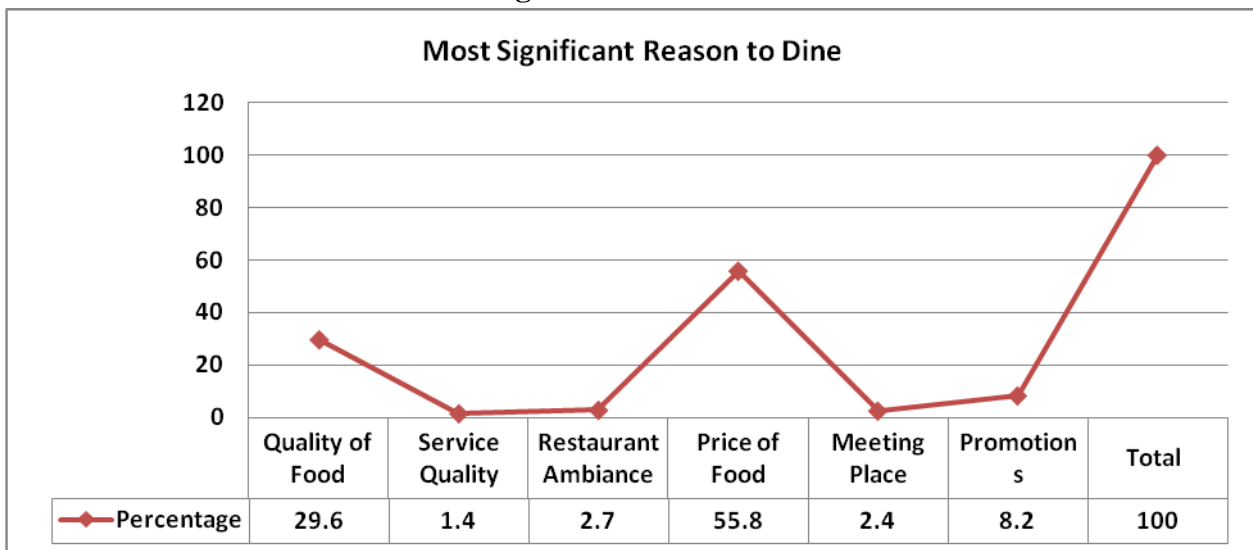
Figure 7: Indicating the signifint reason to dine at CBE-Dodoma cafeteria

The figure above exhibit that, most significant reason to eat at CBE Cafeteria was found food price (55.8%), which indicates that the prices charged at CBE Cafeteria are much more reasonable as compared to the other food vendors located at the nearby CBE-Dodoma. The other significant reason for the respondents was food (29.6%). For the remaining 14.6% of respondents, service quality, cafeteria ambience, meetings and promotions were the least significant reasons to dine in CBE Cafeteria.
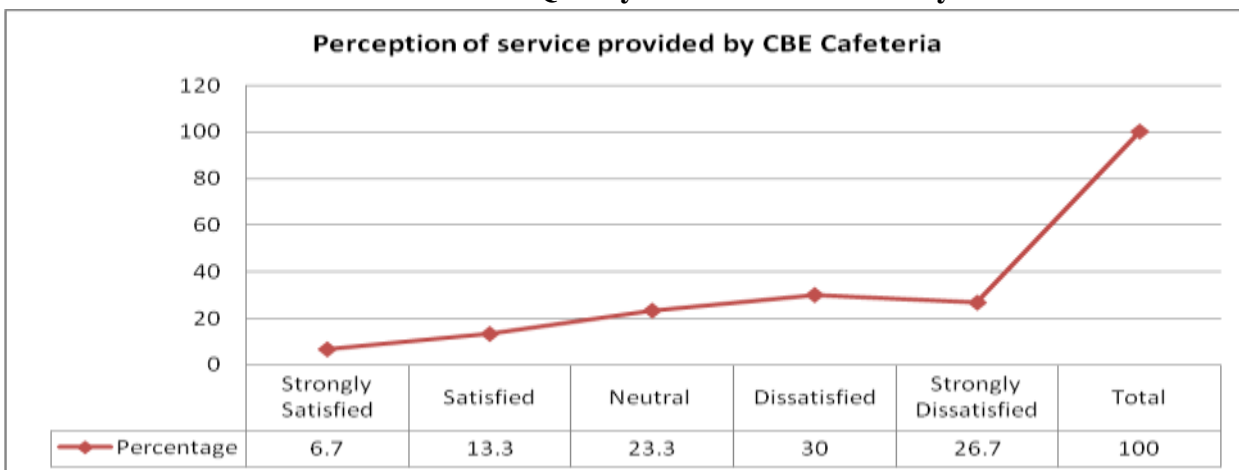
Reason to Dine in CBE-Dodoma cafeteria:

Dining Companion in Cafeteria

	Alone	With Friends	With Colleagues	Total
Percentage	13.9	75.2	10.9	100

Figure 8: Indicating Dining Companion in Cafeteria

The results on dining companion in CBE Cafeteria indicate that 10.9% of respondents dined with their colleague, 13.9% of the respondents dined alone and 75.2% of respondents dined with their friends. Due to that, it is evident that most of the respondents prefer to go to the cafeteria with their friends.

How Do You Perceive the Quality of Service Provided by CBE Cafeteria?

Perception of service provided by CBE Cafeteria

	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	Total
Percentage	6.7	13.3	23.3	30	26.7	100

Figure 9: Indicating the perception of service provided by CBE cafeteria

From the figure 9 above, it is clear that 26.7% of respondents are strongly disagreed with the quality of CBE Cafeteria. Those who simply disagreed to this point represented 30%. Hence, 6.7% CBE Cafeteria customers are strongly agree with the quality of services, However, 13.3% of respondents are just agree

with the quality of services given by CBE Cafeteria. In addition to this, 23.3% of respondents were simply neither agreed nor disagreed. The finding shows that most of responds (26.7%) are strongly dissatisfied with the service provided by CBE Cafeteria.

Overall Gap Score of SERVQUAL Dimensions

Dimensions	Statement	Expectation Score in Percentage	Perception Score in Percentage	Gap Score In Percentage	Average Gap Score	Overall Gap Score
Tangibles	TA1	4	2	-2		
	TA2	5	3	-2		
	TA3	5	3	-2		
	TA4	4	3	-1	-7	-1.75
Reliability	RL1	4	3	-1		
	RL2	4	2	-2		
	RL3	5	4	-1		
	RLR	3	1	-2		
	RL5	2	1	-1	-7	-1.4
Responsiveness	RS1	4	2	-2		
	RS2	4	3	-1		
	RS3	5	5	0		
	RS4	5	5	0	-3	-0.75
Assurance	AS1	4	3	-1		
	AS2	5	4	-1		
	AS3	4	2	-2		
	AS4	5	1	-4	-8	-2
Empathy	EM1	5	4	-1		
	EM2	5	3	-2		
	EM3	5	1	-4		
	EM4	5	4	-1		
	EM5	5	4	-1	-9	-1.8
	TOTAL					**-7.5**

Table 3: Indicating Service Quality Dimensions and their Average Score

Ranked Service Quality Dimensions and Their Average Score
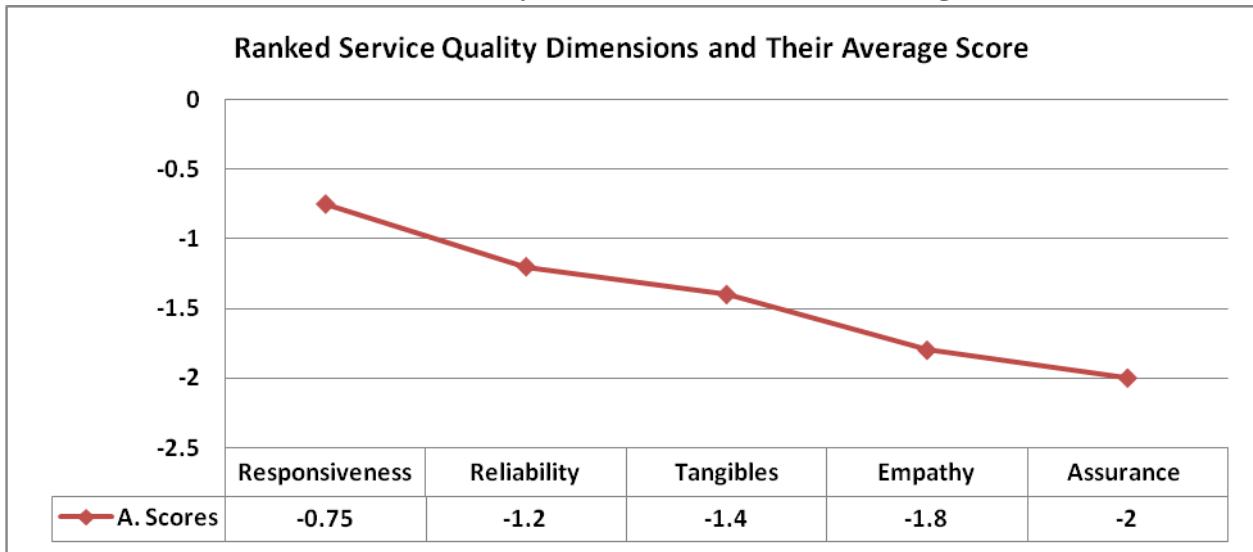
Figure 10: Indicating Ranked Service Quality Dimensions and Their Average Score

Figure 10 is the extension of table 3 which show the average scores for each service quality dimensions. The higher the perception (P) minus expectation (E) score, the higher the perceived service quality and thereby leading to higher level of customer satisfaction (Parasuraan et al,. 1985). In this aspect, the gap scores were calculated based on the difference between the customers' perceptions and expectations of services offered by CBE-Dodoma cafeteria In general, it was found that, customers' perceptions of service quality offered by CBE-Dodoma cafeteria did not match with their expectations (all gaps scores the dimensions are negative). Descriptions of dimensions reported as follows;

Responsiveness (RN)

Responsiveness found a gap score of (-3) with an average gap score of (0.75). Customers anticipated more in CBE Dodoma cafeteria on Employees make information easily accessible by customers, employees give quick services to customers, employees are always ready to help customers and employees are never too busy to respond to customers requests.

Tangibles (TA)

Average customers are unsatisfied with the level of services offered by CBE cafeteria. It was reported to have highest overall gap score which is (-7) and average gap score of (1.4).Customers are not satisfied with CBE cafeteria services, they should have up-to-date equipments and physical facilities should virtually appealing, employees should be well dressed and appear neat and physical environment of the CBE cafeteria should be clean.

Empathy (EM)

It had gap score of (-9) with smaller average gap score of (-1.8).To this extent CBE Cafeteria should give customers individual attention, operating hours of CBE Cafeteria should be convenient to customers, employees of CBE Cafeteria should give customers personal service and employees of CBE Cafeteria should understand the specific needs of their customers.

Reliability (RL)

Reliability found gap score of (-7) and it had an average of gap score of (-1.2) which signify that CBE Cafeteria is intended to be more reliable to satisfy the customers in; when they promise to do something by a certain time, they do it, when customer has a problem, they should show truly interest in solving the

problem, CBE Cafeteria perform the right service the right time, they should also provide their services at the time they promise to do so and keep their records accurately.

Assurance (AS)

Assurance obtained (-8) gap score and average gap score of (-2). The findings reveal that customers from CBE cafeteria are not satisfied with the behavior of cafe staffs. Employee are incapable to infuse confidence in customers, customers feel unsafe in their transactions with the cafeteria's employees. Employees should be polite to customers and they should also have knowledge to answer customers' questions. Results obtained from in Table 3 with extension of figure 10, show that customers perceive service quality as weak in all dimensions meaning their expectations miss target of they experience in CBE Cafeteria. In this regard, customers are not satisfied with any dimension of service quality. All the dimensions show a gap between expected service and perceived service and this means that CBE Cafeteria need to make upgrades in all dimensions in order to close gaps that could effect to increased customer satisfaction

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS
5.1 SUMMARY OF FINDINGS

From the analysis carried out in order to answer research questions and hence fulfill the purpose of the study that include; finding out how customers perceive CBE cafeteria service quality, factors hindering customer satisfaction, identifying what dimensions highly contribute to customer satisfaction and what should be done to improve customer satisfaction.

The gap score analysis carried out, found that, the overall service quality is low as perceived by CBE cafeteria customers and hence unsatisfactory customer satisfaction. Customers have higher expectations than what they actually experience from CBE cafeteria even though the difference is not significant. To answer the main research question which is; how customers perceive service quality, the gap scores analysis carried out provided answers to these questions. The overall perceived service quality is low as expectations exceed perceptions; implying that customers demand more than what is being offered to them. Due to such prevailing gap, it is clear that customers are not satisfied. Further evaluation on the perceptions and expectations of the customers, it has been observed that no dimension of service quality that contributes to customer satisfaction. The findings on the factors hindering satisfaction for CBE cafeteria, it has been found that most of customers were not happy with CBE cafeteria customer care service and food availability.

 Evidence from the study shows that, CBE cafeteria have to improve performance on all dimensions of service quality in order to increase customer satisfaction as customers expect more than what is being offered by CBE cafeteria. By improving customer service quality means strengthening company competitive edge within the industry.

5.2 CONCLUSION

The main purpose of this study was to assess service quality and customer satisfaction using SERVQUAL model from CBE cafeteria current business set ups. It also reveals how customers of CBE cafeteria perceive service quality, see how applicable the SERVQUAL model in the context of CBE cafeteria   using its dimensions to measure service quality , factors hindering satisfaction in CBE cafeteria and what to be done to improve customer satisfaction in CBE cafeteria. Knowing how customers perceive service quality and being able to measure service quality will benefit management of

service organizations including CBE cafeteria. Measuring service quality helps management to provide reliable data that can be used to monitor, maintain and improve service quality. Findings show that CBE cafeteria customers expects more than what they perceive therefore CBE Cafeteria must strive hard to improve all the service quality dimensions for improved customer satisfaction.

5.3 IMPLICATIONS OF THE FINDINGS

General implication to management of CBE cafeteria is that they should focus on all dimensions of service quality and make efforts to improve to have better performance that would lead to higher perceived service quality and customer satisfaction. CBE cafeteria should focus on improving service quality by investing in equipment to enhance call quality, food and beverage quality, offer reasonable pricing, offer price discounts, they should also offer attractive atmospheric conditions.

5.4 RECOMMENDATIONS

Based on the findings, CBE cafeteria should conduct ongoing research on service quality and customer satisfaction to understand the changing customers satisfaction levels against offerings on what should be done and what strategies to be implemented in order to achieve customer satisfaction goals. CBE cafeteria and other telecommunications operators should not just rely on profit margins as good indicator of business performance, rather; they should develop strategies that will assist them to capture customers' perceptions on demand. Customer satisfaction strategy will help companies to compare their performances against customer standards against internal processes, industry benchmarks and identify opportunities for improvement. CBE cafeteria infrastructures like network towers should be improved. More investment should be made in new modern technologies. On the customer access levels fiber optic backbone networks are recommended for improved service and reliability. CBE cafeteria should provide more training about service quality to customer serving staffs for more understanding of the offering as this has direct impact to customers expectations

5.5. LIMITATIONS

A few of the constraints and recommendations for future research of this study ought to be noted. Most importantly, this study did not have a large sample size. Hence, the smaller sample size will most likely be unable to be extrapolated to the larger populace. Likewise, this study was conducted in CBE-Dodoma cafeteria, and its outcomes may not be valuable for other universities and colleges. As various geographical and demographical settings may change the consequences of the study considerably, future studies could include a variety of universities and colleges to understand the perception of the staff and students about their experiences towards HLIs cafeteria. Future studies may also look into the perception and experiences of the local and international students and staff towards university cafeteria separately.

5.6. SUGGESTIONS FOR FURTHER RESEARCH

Further research should be carried out in order to enhance the understanding of the concepts of service quality and customer satisfaction, how they are measured because they are very important for service organizations in terms of profitability and growth. A similar study could be conducted with a larger sample size so that results could be generalized to a larger population. Similar study is recommended to other areas including the impact of poor support to the customer satisfaction, the impact of proactive

regulatory policies to customer satisfaction and the impact of customer retention strategies to the customer satisfaction levels.

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