

## THE INFLUENCE OF FAIR QUEUE ON BRAND IMAGE AND RESTAURANT SELECTION

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*The changes in the urban lifestyles enhanced easy living and increased the quality of life required causing the demand on dining out to dramatically increase. Consumers tend to visit the modern shopping malls i.e. hypermarkets, department stores, and community malls to shop and buy products that are available as one stop services. One activity that is common to consumers is dining at the shopping mall. Most well-known restaurants, especially chain restaurants have branches in every, or almost every, modern shopping mall. A large amount of customers demands for the restaurant services during lunch hours on weekends and dinner hours on both weekends and weekdays. So, queuing and waiting to be seated are unavoidable. Restaurants use different queuing strategies to solve this problem. It causes customers to feel more or less dissatisfaction on the queuing and waiting especially about the fairness of the queue. The effects of queuing quality together with the quality of food and service on brand image and selection of a restaurant were investigated. A questionnaire survey was designed. Six hundred and thirty two data sets were collected from three chain restaurants that were best known by Thai consumers. Structural equation modeling was performed to test the relationships. The results indicated that service quality and queuing management quality positively and significantly affect brand image and selection of the restaurant. Overall satisfaction on queue and waiting time significantly affect brand image of the restaurant but does not affect the selection. Food quality and fair queue do not influence brand image and restaurant selection. In addition, even though the queuing management, fair queue and satisfaction on queue and waiting time are different among the three selected restaurants, their restaurant selections are not different.*

**Key words:** Restaurant Selection, Queue, Service Quality, Food Quality

### 1. INTRODUCTION

Urban lifestyles with preferences on easier living and requirements of higher quality of life have dramatically increased in the Thai society. In the past, local retail shops, food shops, and wet markets were found in all places. Nowadays, the number of those shops

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and market places are less and the modern hypermarkets, shopping malls and community malls, hereafter called "shopping malls," are more available. Most kinds of products varying from consumer goods to luxurious products can be found in modern shopping malls. Thus, people, choose to go to their convenient shopping malls to buy the products that they want. To facilitate those customers, additional services such as restaurants, salons, banks, theaters and other entertainment services, fitness, beauty clinics e.g. sliming, facial, and skin treatment, and even dental clinics are available at the shopping malls. Regarding this one-stop service, going to the shopping malls becomes a regular behavior as a new lifestyle of Thai consumers in Bangkok, the capital, and all big cities in Thailand. Shopping is not the only popular activity at the shopping malls but relaxing, entertaining, and dining are also the major activities that most customers search for. With or without the main aim for dining, most customers dine at least one meal when they visit the shopping mall.

Restaurant operation is different from other services in that it must serve for the huge demand of customers at the same time i.e. at lunch and dinner hours. Even though the restaurants would like to serve all customers, their limited capacity makes it impossible. Customers have to wait while first come first serve service is applied with different strategic details across restaurants. Some restaurants provide a telephone calling service, some provide queuing card, some provide waiting seats or waiting area in front of the restaurants, and some provide customers the menu and ask the customers to order in advance so that the food can be served immediately when they are seated. Different strategies are utilized because the restaurant operators really recognize that the waiting time is negatively related to customer satisfaction and their revisit intention.

There are various types of restaurants located in the shopping malls. Some restaurants are unique with only one branch while some are chain restaurants that have several branches in all or most shopping malls. The chain restaurants vary in terms of the type of the food that they offer, which can be Thai, Japanese, western, grilled food, hot pot, fast food and even bakery and coffee beverages. Popular restaurants are mostly crowded with customers during the meal time. The queues vary across restaurants, dates, and time from 2-3 people in the line with 5-10 minutes waiting time to, maybe, 50 queues or more with 2-3 hours waiting time. In case there are no calling back services, the customers have to wait in front of the main entrance of the restaurant since the queue would be skipped if the customer disappeared. For some restaurants, missed-queue customer can take the next queue while sometimes they have to start queuing again. Actually, there are so many instances that the customers feel that the queue was not fair. Customers who

came later may get the seats prior to him or her. The explanations given by the queuing operator were sometimes reasonable but sometimes not. For example, the seats for four customers were available before the seats for two customers. Customers who came with two prior to those who came with four thought that they should get the seats before others who come later but the queuing operator explained that the seats of four and for two are in different queue. This would upset the customers.

Customers may prefer some types of food but they rarely fix their selection on only one restaurant. Customers have various alternatives to dine at the shopping malls. Previous research studies suggested that the main considerations are on quality of food and services and also the image of the restaurant. However, as queuing and waiting time is an unavoidable factor, perception on queue or whether it is fair and well operated as well as overall satisfaction on the queuing system and waiting time would influence the decision of the customers to select a restaurant. Some customers choose the less-known restaurant that are not so crowded and has no queue in order to avoid the potential dissatisfaction on the excessive waiting time and poor services resulting from the huge demands of the customers that are over the capacity of the restaurants. Hence, the question, *"how food quality, service quality, and customer perception on queue influence brand image and restaurant selection?"* is proposed. This study aims to examine the relationships among these variables and also to compare the customer perception and satisfaction on the different queuing management styles of some well-known restaurants. Some additional facilities such as location, parking services, and accessibility to the restaurants are not included since the scope of this study covers only the restaurants that are located in the shopping malls in which those facilities are shared among all shops.

## 2. THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

### 2.1 Restaurant Selection

The dining out behavior in the urban lifestyle is what brought the rapid growth of the restaurant industry. The large numbers of restaurants facilitate consumers in having various choices. Restaurants located in the shopping malls gain more competitive advantages than the stand alone ones since the customers use mall services such as the parking, resting area, restrooms, and so on. Moreover, customers may visit the shopping malls with any purpose, but they finally end up using the restaurant services in the malls. For the shortcomings, as there are many restaurants in the same mall, customers would have a lots of choice to select from. The restaurants have to compete among themselves

to win the mind of the customers. Several researches on restaurant selection mentioned that the factors that influence customer choices are the restaurant attributes such as food quality, menu variety, price, atmosphere, and convenience (Lewis, 1981). Jang and Namkung (2009) suggested only three factors i.e. service quality, product quality, and atmosphere. Tinne (2012) also found that the main factors for the upscale restaurant selection are price and promotion, internal attributes of the restaurant, brand image and the customers' special occasions. Perception on queue and waiting time is also a decision influencing factor that could not be overlooked.

## 2.2 Perception on queue

Even though waiting is common in today's life, previous research found that customers' perception on waiting time plays a critical role on customer dissatisfaction. Waiting can cause negative experience i.e. boredom, displeasure, anxiety, disappointment, and anger to the customers (e.g. Carmon et al, 1995; Hornik, 1984). Negative emotion is provoked when customers feel that the wait is too long and unreasonable. Consequently, negative attitude on the image of the brand and product may be developed. Switching to the competitors may be the final result. Taylor (1994) explained waiting in three stages, pre-process, in-process and post-process for before seating, during dining and checking and payment. The pre-process wait can be more unpleasant for the customers compared to the other stages since it is the first access point to the restaurant (McDonnell, 2007). The pre-process is categorized by Taylor into three sub-types which are pre-schedule, post-schedule, and queue waits. Pre-schedule wait occurs when the customers come before the booking time. Post-schedule refers to the delay of the restaurant when the customers come on time but the seats are not ready for them. Finally, queues wait means waiting in line when the customers did not reserve the seats in advance. Pre- and post- schedule wait rarely occur in shopping malls since most customers do not plan ahead to select and book for a restaurant or seat reservation service is not available. Bielen and Demoulin (2007) concluded that there are four waiting aspects that influence customer satisfaction. First is the objective waiting time, which is the actual time that customers spend. Some customers observe and compare the actual waiting time for different restaurants. Second is the subjective waiting time, which is the estimated time to wait and the perception on the waiting time. Previous research suggested that customer perception on the waiting time plays a more important role than the actual waiting time. However, subjective estimated time is mostly based on the actual waiting time (Hornick, 1984; Antonides et al., 2002). Perception on the waiting time can be affected by some environmental factors. The physical environment and atmosphere of the waiting area,

facilities, information, greetings, and services of the queuing operator could influence consumer's perception on waiting time. Poor design of the waiting area that makes the wait uncomfortable can negatively affect customers' emotion (Baker et al., 2002) and satisfaction. It was also found that the menu and food information provided during waiting could increase positive attitudes towards the food and restaurant and intention to select the restaurant (Wansink, Painter & Ittersum, 2001; Harnack & French, 2008). Reading the menu and choosing the food would make customers perceive waiting time as less than the actual since their focus is on the food choice instead of the length of the time. Thus, it is undoubtedly that most restaurants place their menu or highlight the suggested menu with attractive pictures in the waiting area.

The reasons for waiting and emotion customers experience also affect their perception and satisfaction on waiting. Cognitive aspect of waiting (Pruyn & Smidts, 1998) is the third important factor. The reasons to wait i.e. they are reasonable, acceptable and tolerable or not (Durrande-Moreau, 1999) are considered. Acceptable and unacceptable waiting time was also mentioned by Hwang and Lambert (2005), customers observe and evaluate the queuing management system e.g. whether it is effective, efficient and fair to the customers. If the waiting time is from the huge demand or large number of the customers queuing in the line, the reason is basically acceptable since it indirectly illustrates the high quality of the service. Customers may not select that service provider, restaurant, on that day if they have no time but they may come any time in the future. In contrast, if the queuing management or the system is perceived as unfair or inefficient, customer might feel intolerable and never come back due to unacceptable reason. Davis and Heineke (1994) suggested that the poor design of queuing system leads to the unfair waits while the lack of information i.e. no explanation on reasons to wait, the status update, and the actual capacity of the restaurant would cause unexplained and unknown wait (Jones & Peppiatt, 1996). The last factor, affective aspect of the wait explains the effects of emotion on customer perception. Negative emotion, such as boredom, anger, stress, frustration, and so on that is resulted from wait, with or without acceptable reasons, influence customer satisfaction and their perception on the restaurant image and performance.

Bae and Kim (2011) concluded the waiting time as an important factor that influences customers' emotional experience, perception on service quality and their satisfaction. Taylor (1994) found that the delay or prolong waiting time provokes an angry feeling. In addition, Pruyn and Smidts (1998) indicated the waiting time as the key antecedent of customer satisfaction. In choosing a restaurant, customers would consider both the

positive and negative factors. Services and food as well as the value of the brand i.e. brand image of the restaurant would be considered as positive factors while monetary and non-monetary factors such as effort and psychic costs for queuing and waiting should be perceived as the cost for the customers. As such, the relationship among waiting and its related factors could be hypothesized as:

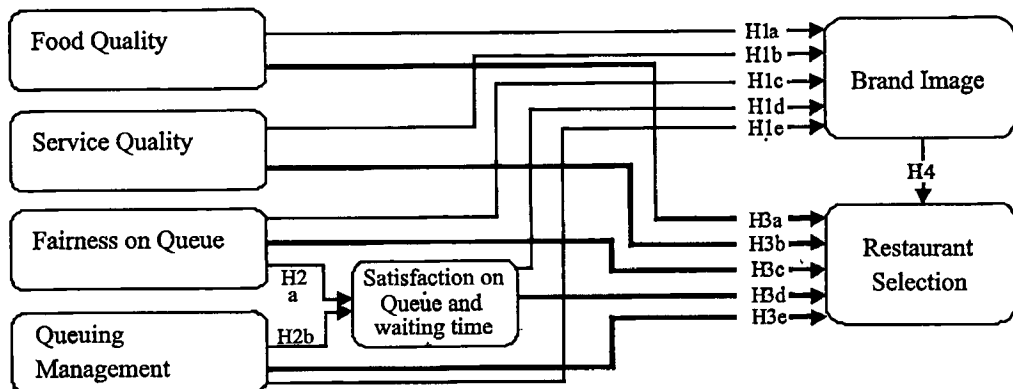
H1: Fair queue and queuing management positively affect customer satisfaction on the queue and waiting time.

H2: Fair queue, queuing management, satisfaction on the queue and waiting time as well as service quality and food quality positively affect brand image of the restaurant.

H3: Fair queue, queuing management, satisfaction on the queue and waiting time as well as service quality and food quality positively affect restaurant selection

All hypothesized ideas could be concluded graphically in the research framework in Figure 1 as shown below:

**Figure 1: Proposed Research Framework**



In addition, the restaurants that have different queuing management systems would have different brand images. Customer would have different decisions to select from those restaurants as well. Thus, another two hypotheses can be proposed as:

H4: Restaurants that have different queuing management systems have different brand images

H5: Customer selections on the restaurants that have different queuing management systems are different.

### 3. METHODOLOGY

The questionnaire survey was designed to collect data from the restaurant customers. Three focus groups were done to obtain the customer perception and opinion on the restaurant selection, queuing management and waiting time for seating at a restaurant. The names of the restaurants that the participants frequently queue up for seating were brain-stormed, and ten names were obtained. The top three restaurants that are chained and have several branches located in the shopping malls were selected in the focus groups. The first is the Japanese Restaurant namely 'FJ' in this study. The second is a western restaurant that serves steak with salad buffet namely 'SL' and the last one is a bakery house namely 'AY'.

#### 3.1 Questionnaire Development

A 'Restaurant Selection Questionnaire' was developed based on the literatures and the results obtained from the focus groups. Five-point Likert scale was assigned to measure all key constructs. Twenty-three items modified from DINESERV scale (Knutson, Stevens, & Patton, 1995) were used to measure restaurant service quality. Seven items i.e. the food is fresh, delicious, nutritious, visually attractive, appropriate in portion, enticing in smell, and various others are used to measure food quality. Fifteen items measuring queuing management i.e. three for fair queue, four for the queuing management and eight for satisfaction on queue and waiting time. Five items were used to measure brand image and another three items were used to measure restaurant selection.

**Table 1: EFA and Cronbach's alpha coefficients**

	Component (Rotated Component s)							
	Non-tang service	Tangible service	Satisfaction on Queue	Fair Queue	Queuing Management	Food quality	Brand Image	Selection
Food1						.723		
Food2						.632		
Food3						.657		
Food4						.641		
Food5						.660		
Food6						.616		
Food7						.843		
SQ1		.643						
SQ2		.681						
SQ3		.655						
SQ4		.603						
SQ5		.500						
SQ6	.562							
SQ7	.628							
SQ8	.651							
SQ9	.676							
SQ10	.654							
SQ11	.657							
SQ12	.608							
SQ13	.559							
SQ14	.626							
SQ15	.594							
SQ16	.585							
SQ17	.594							
SQ18	.617							
SQ19	.576							
SQ20	.580							
SQ21	.547							
SQ22	.611							
SQ23	.545							
Que1				.410				
Que2				.689				
Que3				.531				
Que4					.475			
Que5					.596			
Que6					.649			
Que7					.656			
Que8			.513					
Que9			.653					
Que10			.675					
Que11			.693					
Que12			.784					
Que13			.790					
Que14			.817					
Que15			.405					
Image1						.529		
Image2						.596		
Image3						.719		
Image4						.685		
Image5						.628		
PI1								.684
PI2								.719
PI3								.689
Cronbach's	0.949	0.876	0.91	0.845	0.833	0.901	0.919	0.68

Questionnaire was pre-tested with 40 restaurant customers, Cronbach's alpha coefficients and item-to-total, exploratory and confirmatory factor analyses were analyzed to ensure the reliability and validity of the measurement tool. Satisfactory results were obtained. Cronbach's alpha coefficients of .901, .876, .949, .854, .833, .910, .919 and .860 were obtained for food quality, tangible service quality, non-tangible service quality, fair queue, queuing management, satisfaction on queue and waiting time, brand image, and restaurant selection,

respectively. As all coefficients exceed the cut of point of 0.7 as recommended by Nunnally (1978), all are qualified to be used for further analysis.

To ensure on the validity of the measurement, exploratory factor analysis were performed. Satisfactory results were shown as seen in Table 1.

### 3.2 Population and Sampling

Three selected restaurants i.e. FJ, SL, and AY have different characteristics and queuing systems. The FJ is a chained restaurant that provides fusion Japanese food. It is one of the restaurants having the longest queues at all branches. Limited seats are provided in front of the restaurants as the waiting area. One queuing operator is available at the main entrance. The new comers have to give their names and total number of the customers to



the operator. After the names are recoded, a small queuing card is given to the customers. The operator calls either the customer's name or queuing number when the seats are available. If the customers are not in the waiting area, the queue is skipped. In case the customers come back, sometimes the next queue is given, but sometimes they are asked to queue up again. The picture of a large number of the customers waiting at the front of the FJ restaurant is common, especially on the meal time during weekend.

The second restaurant, SL, offers the western food i.e. a la carte steak menu with salad buffet. Appetizers, soups, salad, pasta, and dessert are available at salad bar. This restaurant is another one that has longest queues. Like the first restaurant, one queuing operator is available at the entrance of the restaurant. The new comers have to inform the officer about their names, mobile phone numbers, and number of customers. Queuing operator calls the customers when the seats are available. As the buffet service is provided without the limitation of the seating time, the waiting time is up until two to three hours for sometimes. Only small waiting area is provided in front of the restaurant. Even though the calling service is offered, the same picture of a large amount of customers waiting at the entrance around the restaurant is also common for the SL.

The last restaurant, AY, is a dessert café that offers bakery, coffee, and soft drinks. There are not many branches like the first two restaurants but the queue line is not shorter. There are some famous signature menus that are unique and interesting. After informing the queuing operator the customers' names at the main entrance, customers have to wait for seating in the small waiting area opposite to the main entrance of the restaurant. The seats in the waiting area have never been sufficient enough for the customers. Thus, the large number of the customers standing in front of the shop is commonly seen. The waiting time is unpredictable varying from ten minutes to an hour since it depends on how long the previous customers spent. However, the free soft drinks i.e. ice tea is provided as a self-serviced option.

Three shopping malls that have the FJ, SL, and AY restaurants are targeted. Two hundred and fifty customers of each restaurant from three branches were approached. The questionnaires were distributed to the customers who agreed to join the survey. Small souvenirs were given as a token of appreciation. Six hundred and sixty sets of data were gathered but twenty-eight of them were discarded due to the incompleteness. As such, 632 sets of data were used for hypotheses tests. The 84.27% response rate was obtained. Out of these, 47.5% were males, 6.1% were less than 20 years old, 66.8% were 20-30, 25.4% were 31-45 and the 1.6% was more than 45 years old. Most of the respondents, 45.8%,

earned the salary of THB 15,000-25,000 followed by 24.2% who earned THB 25,000-40,000. The rest 17.5% and 12.5% earned the salary of more than THB 40,000 and less than THB 15,000, respectively. Most of the respondents held a bachelor's degree followed by lower and higher than bachelor's with 72.5%, 21.7%, and 5.8%, respectively.

### 3.3 Data Analysis

The first three hypotheses were tested by structural equation modeling. The fits of the model was firstly determined by the relevant fit indices i.e. chi-square per degree of freedom ( $\chi^2/df$ ), Goodness Fit Index (GFI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). Then, the analysis of variance (ANOVA) was done to test the last two hypotheses.

## 4. RESEARCH FINDINGS

The fits of the structural model was firstly examined. The results show satisfactory fits with  $\chi^2/df=4.365$ ;  $GFI=.990$ ;  $CFI=.994$ ; and  $RMSEA= 0.070$ . However, one structural relationship between queuing management and service quality was added as suggested in the modification indices to enhance the fit of the model. Therefore, the hypothesized structural relations among constructs could be tested together with one un-hypothesized relation. Details of the relationship coefficients between each pair of the constructs are presented graphically in Figure 2 in which the standardized coefficients were shown. Then, the estimations of all proposed structural relationships are presented in Table 2 as follows:

Figure 2: Structural Equation Model of the Proposed Framework

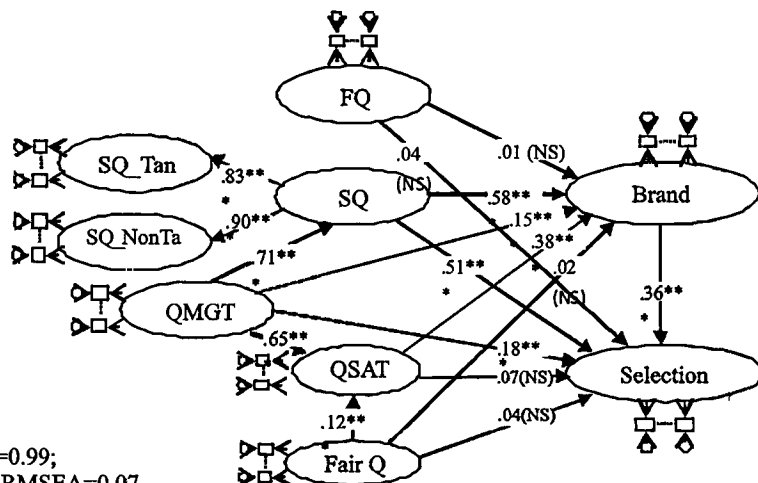


Table 2: Structural Relationship Paths

Hypotheses and Relationship Paths	Coefficients		t-Value
	Unstandardized	Standardized	
H1a Fairness on Queue → Satisfaction on Queue	<b>0.116</b>	<b>0.122</b>	<b>3.529***</b>
H1b Queuing Management → Satisfaction on Queue	<b>0.628</b>	<b>0.611</b>	<b>17.708***</b>
H2a Food Quality → Brand Image	0.010	0.010	0.163(NS)
H2b Service Quality → Brand Image	<b>0.700</b>	<b>0.584</b>	<b>5.991***</b>
H2c Fairness on Queue → Brand Image	0.021	0.024	0.543(NS)
H2d Satisfaction on Queue → Brand Image	<b>0.351</b>	<b>0.384</b>	<b>9.835***</b>
H2e Queuing Management → Brand Image	<b>0.137</b>	<b>0.146</b>	<b>3.354***</b>
H3a Food Quality → Restaurant Selection	-0.052	-0.043	-0.673(NS)
H3b Service Quality → Restaurant Selection	<b>0.829</b>	<b>0.559</b>	<b>4.805***</b>
H3c Fairness on Queue → Restaurant Selection	-0.041	-0.038	-0.807(NS)
H3d Satisfaction on Queue → Restaurant Selection	0.080	0.071	1.594(NS)
H3e Queuing Management → Restaurant Selection	<b>0.204</b>	<b>0.176</b>	<b>-3.607***</b>
H4 Brand Image → Restaurant Selection	<b>0.441</b>	<b>0.357</b>	<b>7.046***</b>
Queuing Management → Service Quality	<b>0.556</b>	<b>0.712</b>	<b>19.671***</b>

Note: \*p-value <0.05; \*\*<0.01; \*\*\*<0.001; NS= Not Significant

The results show that satisfaction on queue and waiting time was significantly influenced by fairness on queue and queuing management ( $\beta=.116$  and  $.628$ ;  $p<.001$ ). Thus, hypothesis 1 was supported by the data. Service quality, queuing management, and satisfaction on queue and waiting time positively and significantly influenced brand image of the restaurant ( $\beta=.700$ ,  $.137$ ,  $.351$ ;  $p<.001$ ) while service quality, queuing management, and brand image significantly influenced the customer selection ( $\beta=.829$ ,  $.204$ ,  $.441$ ;  $p<.001$ ). The influences of food quality and fairness on queue on both brand image and restaurant selection were not found. Also, satisfaction on queue and waiting time significantly affected brand image but has no effect on restaurant selection ( $b=.351$ ;  $p<.001$  and  $b=.080$ ;  $p>.05$ ). As such, Hypothesis 2 and 3 were partially supported by the data while service quality provides highest influence on both brand image and restaurant selection.

To test Hypothesis 4 and 5, one-way ANOVA was performed. The difference of the fair queue, queuing management, and satisfaction on queue and waiting time across restaurants were performed to verify customer perception on queue of the three selected restaurants. Then the difference of customer perception on brand image and their restaurant selection s perceived were performed to test Hypothesis 4 and 5. The results are shown in Table 3 as follows:

**Table 3: Difference of Perception on Queue, Brand Image and Restaurant Selection**

Restaurant	Fair Queue	Queuing Management	Satisfaction on Queue & Waiting Time	Brand Image	Selection
FJ	3.96**	3.42*	3.15	3.44	3.33
SL	3.72*	3.66**	3.51**	3.56**	3.37
AY	3.49	3.18	3.25	3.31	3.45
<b>F-Score</b>	<b>14.46</b>	<b>27.51</b>	<b>11.19</b>	<b>8.20</b>	0.98
<b>P-Value</b>	<b>&lt;0.001</b>	<b>&lt;0.001</b>	<b>&lt;0.001</b>	<b>&lt;0.001</b>	0.38

Note: \*, \*\* means significantly difference; \*\*= highest, \* second high  
Significant F scores and p-values are presented in bold

Significant difference of fair queue, queuing management, and satisfaction on queue and waiting time were found. FJ had highest fair queue followed by SL and AY ( $F=14.46$ ;  $p<0.001$ ). SL had the best queuing management system, followed by FJ and AY ( $F=27.51$ ;  $p<0.001$ ). Satisfaction on queuing and waiting time of the SL was highest among three restaurants ( $F=11.19$ ;  $p<0.001$ ) where that of FJ and AY were not different. Brand image of the SL is significantly higher than that of FJ and AY ( $F=8.20$ ;  $p<0.001$ ) where the difference on restaurant selection were not found ( $F=0.98$ ;  $p>0.05$ ) Thus, hypothesis 4 was supported by the data while hypothesis 5 was not.

## 5. DISCUSSION AND RECOMMENDATIONS

Food provided by the selected restaurants are widely known as high quality i.e. fresh, clean, good ingredients, good presentation, and undoubtedly, good taste. The reliable quality of food may affect customers to overlook this factor when they select the restaurant or even think of the image of the restaurant itself. In case the customers do not like the taste or the type of food, customers may not include that restaurant in their consideration set from the beginning. Fair queue i.e. whether the queuing operator treated all customers similarly or not, the first come first serve was applied to all cases or not, or some customers were allowed to break the queue or not may be perceived as the efficiency or performance of an employee who works as the queuing operator at a particular time. As the unfair queue did not come from the policy of the restaurant, it could not determine the performance or the quality of the restaurant. Customers tend to deal with the unfair queue immediately when they think the queue is not fair by asking or giving comments on the queuing operator. They may sometimes make a complaint to the restaurant or cancel their idea to dine at that restaurant. As the fair/unfair queue is

perceived as the performance of an individual employee, it does not significantly affect brand image of the restaurant and also the customer decision to select that restaurant in the future but it still affect overall satisfaction on queue and waiting time. In contrast, queuing management system is perceived as the performance of the restaurant since it is the policy of the restaurant to provide large or small waiting areas, have calling service or not, offer the soft drink during waiting or not and so on. Therefore, queuing management is found to have significant influences on the overall satisfaction on queue and waiting time, brand image and, most important, on the restaurant selection of the customers. One additional finding is the influence of the queuing management on service quality. Even though this relationship was not proposed at first, the strong relationship ( $b=.556$ ;  $p<.001$ ) between these two factors was found. This finding confirms that the queuing management quality is perceived as a part of service quality of the restaurant. As queuing is unavoidable, short and reasonable queuing system are expected by the customers.

Satisfaction on the queue is found to affect customer perception on brand image of the restaurant but not decisions to select a restaurant. This shows that the key factors that customers consider when they select a restaurant are its service quality and brand image. In addition, the recognition on queuing management system is another factor that takes a significant role on their decision to select a restaurant while the past experience on queue i.e. whether it was fair or how much they feel satisfied with the queuing performance is not a concerning factor for customers. However, even though there is a direct influence of perception on queue, and both fairness and satisfaction on restaurant selection was not illustrated, its indirect influence is shown. As fairness on queue affects overall satisfaction where satisfaction significantly influences brand image and brand image of the restaurant significantly affects restaurant selection, the perceived fairness and satisfaction on queue and waiting time would affect restaurant selection in an indirect way.

The significant difference of the fair queue, perception on queuing management and satisfaction on queue and waiting time ensured that the customers perceive queuing management quality of the three selected restaurants differently. Since each restaurant had its own way to operate the queue and waiting time comes with the different queuing system. The queue operated by SL is perceived as better than the other two restaurants in term of its management and waiting time that satisfy the customers. The calling service offered at the SL would facilitate the customers to utilize their waiting time without worrying on the queue line or waiting time. They can spend their time anywhere in the shopping mall and come back to the restaurant within five to ten minutes after calling.

However, as the calling service directly increases the operation cost, the restaurants should debate the benefit on higher satisfaction and better perception of the customers and monetary cost generated by this strategy. Considering the brand image, significant higher brand image of the SL may come from the higher queuing management and satisfaction on the queue and waiting time. However, the non-different level of customer intention to select the three restaurants may be because the main factor that affects customer selection is the quality of the services in which all three restaurants are widely accepted as high food and service quality. Thus, customer selections are not different across the three selected restaurants.

To understand more on the customer perception on queue and waiting time, more researches on what customers do during their waiting time and whether the pre-seat booking strategy could help to improve the queuing operation of the restaurant. Moreover, the non-customer perception on the long queue line is also interesting. Understanding the perception of the non-customers would help the restaurant operators to create the relevant strategies to change these people to be the customers of the restaurant.

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