QUALITY PAPER

Measuring QSR service quality on behavioral intentions of gen Z customers using QUICKSERV–mediating effect of service value and satisfaction

Received 12 June 2022
Revised 8 November 2022
25 December 2022
Accepted 4 February 2023

Pratik Ghosh
Department of Front Office,
Dr Ambedkar Institute of Hotel Management Catering and Nutrition,
Chandigarh, India
Deepika Jhamb
Chitkara Business School, Chitkara University, Rajpura, India, and
Rahul Dhiman
Department of Business Management,
Dr Yashwant Singh Parmar University of Horticulture and Forestry, Solan, India

Abstract

Purpose – The aim of the paper is to measure the service quality, satisfaction, service value and behavioral intentions of Gen Z in leading global Quick Service Restaurants (QSRs) in India by integrating QUICKSERV into an established model of consumer behavior.

Design/methodology/approach – A cross-sectional study design was used for the hypothesis testing. Service quality perceptions with satisfaction, service value and behavioral intentions were measured using structural equation modeling.

Findings – The outcomes suggest a direct effect of the service quality of QSRs on the satisfaction, service value and behavioral intentions of Gen Z customers. Satisfaction further influenced customers' behavioral intentions. However, customer satisfaction and behavioral intentions were not directly influenced by service value. Finally, the association between service quality and behavioral intentions was mediated by satisfaction.

Practical implications – Managers should encourage a pleasant attitude, good grooming and friendliness in QSR employees as Gen Z highly values these aspects. At the same time, QSRs should focus to elevate the service value of Gen Z customers by lowering their sacrifice perceptions and fostering initiatives.

Originality/value – Although many studies have considered millennials along with Gen Z to analyze the relationship between service quality and behavioral intentions in different service settings, few researchers have considered the impact of Gen Z consumer features in service quality research separately. The findings of the study will help both practitioners of different QSR brands and facilitators in hospitality academia to better understand the nuances and uniqueness of Gen Z consumer behavior in the QSRs.

Keywords Quick-service restaurants, Generation Z, Service quality, Satisfaction, Service value, Behavioural intentions

Paper type Research paper

1. Introduction

The global quick-service restaurant (QSR) market is forecasted to rise at a compound annual growth rate (CAGR) of 5.1% between 2021 and 2026 with the business reaching US$ 260 Billion in 2020 (Research and Markets, 2021). According to O'Hara (2018), the growth of the QSR business in the USA is largely attributed to Generation Z (Gen Z) who have unique dining habits compared to their earlier generations. This generation is highly educated and successful in

International Journal of Quality & Reliability Management

0265-671X
DOI 10.1108/IJQRM-06-2022-0183

society, contributing significantly to the global economy (UNWTO, 2011; Vision Critical, 2016). Born between 1995 and 2010, and emerging as a new cohort, Gen Z forced QSR chains to evolve innovative ways to handle customer expectations. The Ultimate Food Survey by Segmanta (2021), states the massive purchasing potential of Gen Z which will form more than 40% of global consumers for fast food businesses. Furthermore, with the pandemic crisis leading to the closure of many traditional restaurants, there is an opportunity for QSRs to grow globally by emphasizing better quality food and services in response to the needs of Gen Z (NCR, 2021). QSRs have become a "home away from home" for Generation Z due to expedient service and are comparatively less expensive than traditional restaurants (Kim *et al.*, 2013). According to O'Hara (2018), young customers are evolving into a separate category which provides a reasonable economic opportunity for the QSR business. The QSR brands understand that Gen Z will provide an advantage against the competition (Tempesta, 2019). Nevertheless, Duncan (2018) argues that Gen Z members demonstrate less loyalty than their predecessors. Moreover, if this generation does not find value in money, time, or effort, it can easily switch to other brands. In this study, it would be interesting to understand the effects of service quality, satisfaction and service value on the behavioral intentions of QSR customers. Few studies have been found in the QSR literature where Gen Z has been studied as a separate segment for understanding the repurchase intentions, word of mouth and loyalty.

Consumers expect an equal standard of service quality in a QSR chain worldwide when ordering favorite meals. Adherence to quality standards has triggered the exponential growth of these franchise chains (Mendocilla *et al.*, 2021; Cao and Kim, 2015). As cited by Mathe-Soulek *et al.* (2015), QSR contributes to one-third of total restaurant sales; establishing itself as an industry that is highly competitive and an interesting domain for research (Swimberghe and Wooldridge, 2014). The leading QSR chains such as McDonald's, KFC, Burger Kings, Domino's Pizza, etc. have expanded by adding more franchises and initiating new restaurants, thereby contributing to a strong contest not only among these reputed chains but also among their restaurants (Cao and Kim, 2015). These QSR chains function under the franchise model. According to Mathe-Soulek *et al.* (2015), to flourish and succeed in a competitive scenario, these chains must adhere to and internalize their service quality benchmarks. The challenge of maintaining service quality standards globally is elevated as QSRs fall under the people process service industry (Zeithaml, 1988) where services are produced by restaurants and consumed by individuals simultaneously leading to favorable or unfavorable service encounter outcomes (Gummesson, 2014). As such, it is not only "what is served" at these QSRs matter, but also "how it is served" is equally important. To maintain the uniformity of both the technical and functional aspects of service quality in QSRs worldwide and to appeal to and retain consumers, it is necessary to comply with the set service quality standards during service encounters (Mathe-Soulek *et al.*, 2015).

The necessity to measure service quality perceptions in a restaurant is even amplified for Gen Z consumers who behave distinctively compared to preceding generations and can provide new insights into consumer behavior in retail settings (Polas *et al.*, 2020). Apart from its compelling effect on the community, Gen Z generally evolves new trends and transforms future buying decisions (Francis and Hoefel, 2018). Although Gen Z appreciates service value, there seems to be a lack of brand loyalty in retail settings (Priporas *et al.*, 2017). The generation is price-sensitive, hygiene conscious and admired for well-prepared products and a pleasant physical environment (Gutfreund, 2016). As such, Gen Z offers massive opportunities for research in the hospitality industry (Haddouche and Salomone, 2018) to bridge the gap between theory and practice. This is important because the results of this study can be helpful to both practitioners and academia. For example, practitioners of different QSR brands in a competitive environment may use the results to develop new business models that offer improved service quality, service value and satisfaction for Gen Z customers. On the other hand, trainers and facilitators can incorporate the results of this study to describe the uniqueness of Gen Z

consumer behavior in QSRs' hospitality academia. Although the significance of service quality in the context of QSRs has been highlighted by several authors, Mendocilla *et al.* (2021) recently asserted that the existing scales to assess service quality perceptions of clientele in QSRs are not inclusive and do not sufficiently capture real service encounter experiences. Furthermore, past researchers have ignored aspects of food quality and emphasized the tangible environment and customer interactions (Wu and Mohi, 2015). For example, SERVQUAL (Parasuraman *et al.*, 1998), DINESERV (Stevens *et al.*, 1995), TANGSERV (Raajpoot, 2002) and DINESCAPE (Ryu and Jang, 2008) do not include the food quality dimension. Though few researchers focused on the food quality dimension (Slack *et al.*, 2020), they ignored the interaction quality dimension as proposed by Wu and Mohi (2015). As the operational efficiency of QSRs depends on managerial decisions (Kukanja and Planinc, 2020), the exclusion of internal process management and organizational capacity on these scales is critical, as management coordination and support are essential for employees to deliver enhanced service quality to customers (Mendocilla *et al.*, 2021). To summarize, the research gaps identified are scarce studies on consumer behavior in QSRs from the perspective of only Gen Z consumers; non-availability of service quality scale in QSRs that sufficiently measures real service counter perceptions; ignorance of past researchers to measure operational performance dimension of service quality in QSR settings; and dearth of application and integration of QUICKSERV with consumer behavior models to measure satisfaction, service value and behavioral intentions. As such, QSRs need to be evaluated through a new scale for measuring service encounter experiences, in terms of service quality offered, leading to satisfaction, service value and behavioral intentions of Gen Z consumers.

To overcome these limitations and add new insights to the existing literature on QSRs, this study offers unique perspectives. First, the study applies QUICKSERV, a recently developed reliable and parsimonious scale by Mendocilla *et al.* (2021), with four dimensions of service quality containing 14 items (observed variables). This scale can address the above limitations and can be used as a non-coercive control tool for franchisors to support their restaurants (Mendocilla *et al.*, 2021). Second, this study addressed the limitations and future research directions cited by Mendocilla *et al.* (2021). For example, the present research used QUICKSERV to survey customers of leading global QSRs in India. Indian consumers are unique in their behavioral patterns which are distinct from other cultures across the nation (Batra *et al.*, 2000). This is attributed to the diversity of Indian culture which differs even in different states in the country (Wiedmann *et al.*, 2007). The study spreads throughout the country in tier one cities to capture consumer perceptions. Next, the survey integrated the QUICKSERV scale into the "research model" of Cronin *et al.* (2000) to analyze the behavioral intentions of QSR customers. Finally, the research surveys Gen Z, the leading consumers that have largely evaluated QSRs on the quality of food such as nutritional benefits, cleanliness, freshness, etc. and their service in terms of speed, presentation, interaction, etc. (NPD, 2019). Although many studies have considered millennials along with Gen Z to analyze the relationship between service quality and behavioral intentions in different service settings, only few researchers have considered Gen Z separately. The present research raises the following question: How do the dimensions of QUICKSERV depict the overall service quality of QSRs? Does Gen Z perceive satisfaction, service value and behavioral intentions from the service quality offered by QSRs? Do service value and satisfaction also predictors of Gen Z behavioral intentions in QSRs? Finally, do the linkage between service quality and behavioral intentions of Gen Z customers in QSRs mediated by service value and satisfaction? The research objectives are to measure the QUICKSERV dimensions; study the impact of service quality of QSRs on satisfaction, service value and behavioral intentions of Gen Z customers; study the effect of satisfaction and service value of QSRs on the behavioral intentions of Gen Z customers; study the role of satisfaction and service value as a mediator in the relationship between service quality of QSRs and behavioral intentions of Gen Z customers.

The structure of this paper follows a proper sequence. First, it provides the background and context of the research in the introduction. The second section focuses on studies related to the constructs and conceptualizes the model to be analyzed. This is followed by the methods section, in which the instrument is customized in the context of the study and the data are collected. The results section analyzes and presents the findings of the hypotheses through a structural model. Finally, the study concludes with a discussion of the limitations and the implications for future research directions.

2. Theoretical background and hypotheses development

2.1 Literature review methodology

Before conducting the literature review, a methodology for selecting research papers must be established (Ghosh and Jhamb, 2021; Paul and Dhiman, 2021). The manuscripts from reputed publishers were considered on service quality, QSRs and Gen Z, and were retrieved from online academic repositories such as science direct, Proquest and ABI/Inform. Only papers published from 1986 to 2021 in English were considered for this survey.

2.2 Developing a conceptual model

The "research model" by Cronin *et al.* (2000), which is grounded on many theories is used in the study (Figure 1). First, the adopted research model can be attributed to the *Multi-Attribute Attitude Model* suggested by Wilkie (1986). The model differentiates service quality as a cognitive theme and satisfaction as an affective theme and proposed a sequence: cognition (service quality) influencing effect (satisfaction), and then leading to conation (behavioral intentions). According to the model, positive perceptions of service quality led to satisfaction that in-turn triggers favorable behavioral intentions (Ghosh and Jhamb, 2021). In this context, the present research is reinforced by the *Multi-Attribute Attitude Model* that measures how the effect of cognition (service quality) perceptions of Gen Z consumers impact effect (satisfaction) perceptions leading to conation (behavioral intentions) perceptions in QSR settings. Second, the study finds support in *Means-End Theory* where the trade-off between sacrifice (monetary and non-monetary price) and service quality results in service value, which further impacts the behavioral intentions of customers (Zeithaml, 1988; Zauner *et al.*, 2015). In other words, service value is a transaction between service quality (get aspects) and

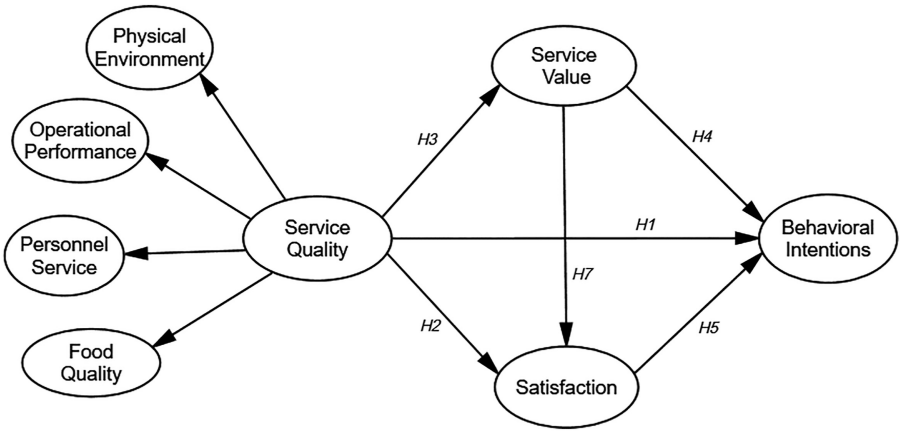

Figure 1.
Conceptual model showing hypothesized relationships (direct effects)

sacrifice (give aspects) of the customers. In this study, the theory supports measuring the effect of service value (trade-off between service quality and sacrifice) perceptions of Gen Z consumers in QSRs on their behavioral intentions.

The "research model" is well established and applied by many researchers in different domains. For example, the model is used to assess the behavioral intentions of airline passengers (Chen, 2008), heritage tourists (Chen and Chen, 2010), life insurance customers (Gera *et al.*, 2017), fine dining restaurant customers (Cronin *et al.*, 2000), faculty in educational institutes (Ghosh *et al.*, 2022), etc. As such, the conceptual model in this study integrates the recent QUICKSERV scale of service quality with the existing "research model'. Thus, the study aims to add to the existing literature on consumer behavior where the effect of service quality, satisfaction, and service value on behavioral intentions of the Gen Z consumers in QSRs are evaluated". Further, we have attempted to study service quality as an improved hierarchical factor structure through the conceptual model (Figure 1) to comprehend the complexities (Ghosh *et al.*, 2022) of Gen Z service quality perceptions.

2.3 Service quality in QSRs

Service quality concentrates on the distinction between expectations and actual perceptions of the service provided (Parasuraman *et al.*, 1988) through SERVQUAL. Although SERVQUAL is a general scale for evaluating service quality, the variability of each service setting requires customization of the items in the scale (Markovi *et al.*, 2010) and QSRs are no exception. In this context, the QSRs also involve service encounters with the consumers. In the prevailing competitive environment, this study advocates that the actual perceptions of service experiences must be evaluated by the management to retain customers within the chain. According to Mendocilla *et al.* (2021), "A QSR is a type of restaurant that uses a limited but quick service to offer a small menu at relatively low prices, which is also known as a fast-food restaurant" (p. 244). As defined by Lu and Chi (2018), QSRs are "Fast food establishments where customers receive quick meals with minimal table service" (p. 2832). The service quality standards of these QSRs are specified to enhance consumer satisfaction, service value and behavioral intentions (Qin and Prybutok, 2008). Identifying the dimensions of service quality in QSRs is more important than the overall measurement of service quality (Wu and Mohi, 2015). A hierarchical QUICKSERV scale was recently proposed by Mendocilla *et al.* (2021) to overcome the limitations of previous scales for measuring service quality in QSRs. This scale was developed to address the need for a consistent and easy-to-use assessment scale exclusively for QSRs that can support individual restaurants and franchisors to monitor the service quality benchmarks of the chain (Mendocilla *et al.*, 2021).

The dimensions of QUICKSERV were adapted in the present study from a standardized instrument used by Mendocilla *et al.* (2021) to measure perceptions of service quality in QSRs. The adapted scale has four dimensions: (1) Physical environment perception: pleasant atmosphere and attractive place, decorated walls and adequate illumination, attractive signage and soothing indoor climate; (2) Operations performance perception: order preparation in stipulated time, adequate servers for customers, well-trained and experienced staff; (3) Personnel service perception: pleasant attitude of employees, grooming of employees, dynamic and friendly staff; (4) Food quality perception: fresh and appropriately prepared dishes, tasty and delicious dishes, variety and menu options, hygienic food pack. These four dimensions constitute the overall service quality perceptions of consumers in QSRs and the instrument was verified empirically by a sample of QSR consumers in Barcelona, Spain through face-to-face interaction immediately after the service encounter (Mendocilla *et al.*, 2021).

Existing literature on QSRs and fast foods depicting the association between service quality and behavioral intentions have reported varied outcomes. For example, Cronin *et al.* (2000) and Richardson *et al.* (2019) established a direct and significant linkage between

service quality on QSR customers' behavioral intentions. In contrast, a few studies carried out by Namin (2017) and Jalilvand *et al.* (2017) failed to establish any significant effect between these two constructs. As such, this study endeavors to determine whether Gen Z customers' behavioral intentions are significantly influenced by the service quality perceptions of QSRs. Furthermore, many studies on QSR have established a positive influence of service quality on satisfaction (Cronin *et al.*, 2000; Kim *et al.*, 2013; Park and Jang, 2014; Namin, 2017). Also, few studies on QSR (Cronin *et al.*, 2000; Tuncer *et al.*, 2020) have established the connection between service quality and service value as direct and significant.

As one of the objectives of the investigation is to assess the impact of QSR service quality on the satisfaction, service value and behavioral intentions of Gen Z customers, the first three hypotheses are asserted as follows:

H1. Gen Z customers' behavioral intentions are influenced by QSR service quality positively and significantly.

H2. Gen Z customers' satisfaction is influenced by QSR service quality positively and significantly.

H3. Gen Z customers' service value is influenced by QSR service quality positively and significantly.

2.4 Behavioral intentions

Behavioral intentions are the propensity to buy a product or service from a similar unit and share their feelings with acquaintances (Dhiman *et al.*, 2018; Cronin *et al.*, 2000). In other words, behavioral intentions are the tendency to purchase a service or merchandise from the unchanged entity and share the experiences with relatives and friends. Researchers have suggested that constructive behavioral intentions are depicted when the service provider facilitates customers to remain loyal to them; enables referrals and recommendations to other customers and builds repurchase intentions in them. The restaurant service provider with the capability of enhancing customer retention and reducing customer defection can generate profits (Choi *et al.*, 2022). In the present study, the behavioral intentions of QSR customers are measured through their intention of future visits to these restaurants, recommending their services to friends and colleagues and affirming their intentions of choosing the QSRs all over again to receive the services.

At present, studying customers' behavioral intentions is the focus of organizations (Ghosh and Jhamb, 2021). Although service quality is a key measurement tool for assessing a firm's competitive reputation (Widianti *et al.*, 2015), the rise in customer demand and intense competition led to the understanding that service quality may not be the only factor for providing a firm with an edge. Likewise, customer value is an important source of advantage for firms in market rivalry (Zeithaml, 1988). Merely satisfying customers may not lead to positive behavioral intentions, and service value is equally important (Zauner *et al.*, 2015). According to Cronin *et al.* (2000), behavioral intentions are well predicted by service quality, satisfaction and service value. Therefore, this study also strives to understand the behavioral intention of QSR customers especially, through the lens of Gen Z.

2.5 Satisfaction and service value

Satisfaction determines the positive consumer feelings induced by the ownership and usage of products or services (Zauner *et al.*, 2015). According to the literature, service quality is a precursor of customer satisfaction in many service settings (Cronin *et al.*, 2000). Evaluation-based measures involving the choice of purchase, justification of choice and exactness of facilities were examined to measure the satisfaction variable perception of QSR customers. For example, the responses related to the extent of satisfaction of the customer-related choice of availing the service, the

justification for the choice and the exactness of facilities in QSRs were solicited from the respondents in the study.

Service value refers to the balance between what individuals obtain and what individuals sacrifice to obtain the service (Habibi and Rasoolimanesh, 2021; Zauner *et al.*, 2015; Widianti *et al.*, 2015). What customers receive can differ based on service quality, volume and convenience; what customers sacrifice can be concerned with money, time, effort and so on (Ghosh *et al.*, 2022; Tuncer *et al.*, 2020; Zeithaml, 1988). The study defined perceived service value as customers' assessments in the context of product or service usefulness formed by the perceptions of what is gained and given. "However, the level of perceived gain differs across buyers (service quality, volume, and convenience) and what is given varies (money expended, time, and effort); and perceived service value shows a trade-off of the most important 'gained' and 'given' prospects" (Zeithaml, 1988, p. 14). In this study, the anticipated value of service is considered to be a balance between the quality of service (get component) and sacrifice (give component) perceived by customers of QSRs. The monetary cost is considered as the price paid for the meal whereas the non-monetary cost in the study includes waiting time to be served and effort sustained to avail of the service such as sensory costs related to discomforts such as uncomfortable seating and noise while availing the service.

The relationships between service value, satisfaction and behavioral intentions are diverse in the literature. The past studies support a strong positive linkage between satisfaction and behavioral intentions (Ghosh and Jhamb, 2021; Tuncer *et al.*, 2020). However, idiosyncrasy prevails in the extant literature on the effect of service value on satisfaction and behavioral intentions (Ghosh *et al.*, 2022; Ledden *et al.*, 2011). Though many studies indicate service value significantly influences satisfaction and behavioral intentions (Ghorbanzadeh *et al.*, 2021; Widianti *et al.*, 2015; Cronin *et al.*, 2000), still others delineated no significant effect between these three variables (Ghosh *et al.*, 2022; Ledden *et al.*, 2011; Pihlström and Brush, 2008; Pura, 2005). While several studies have highlighted only the mediated relationship between service value and behavioral intentions through satisfaction (Hume and Mort, 2010), others have reported significant direct and indirect effects between these two variables (Cronin *et al.*, 2000). In the literature on fast food and QSRs, Cronin *et al.* (2000), Kim *et al.* (2013), Namin (2017) and Jalilvand *et al.* (2017) established a significant effect of satisfaction on behavioral intentions whereas Park and Jang (2014) found this relationship to be insignificant. Similarly, the QSR studies undertaken by Cronin *et al.* (2000) and Polas *et al.* (2020) revealed that service value has a positive influence on behavioral intentions whereas Kim *et al.* (2013) and Ghosh *et al.* (2022) found this relationship insignificant. In the context of the present study, it is assumed that satisfaction and service value offered by QSRs will directly impact Gen Z's behavioral intentions.

As such, we hypothesize,

H4. Gen Z customers' behavioral intentions are influenced by QSR service value positively and significantly.

H5. Gen Z customers' behavioral intentions are influenced by QSR satisfaction positively and significantly.

H6. Gen Z customer satisfaction mediates the influence of QSR service value on behavioral intentions positively and significantly.

The literature on service value and satisfaction is idiosyncratic. Although value as a driver of satisfaction has been reported in many studies (Cronin *et al.*, 2000), few studies have failed to establish a significant relationship between these two constructs (Ledden *et al.*, 2011). In the context of QSR, Cronin *et al.* (2000), Kim *et al.* (2013) and Jalilvand *et al.* (2017) found a significant effect of service value on the satisfaction of QSR/fast food customers. We consider

that the service value perceptions of QSRs will significantly influence the satisfaction of Gen Z customers. Therefore, the following hypothesis is proposed,

H7. The Gen Z customers' satisfaction is influenced by QSR service value positively and significantly

The mediating effect of satisfaction and service value in the linkage between service quality and behavioral intentions is well established (Cronin *et al.*, 2000; Widianti *et al.*, 2015). In addition, a study related to fine dining restaurants in Turkey found both satisfaction and service value to be mediators between service quality and behavioral intentions (Tuncer *et al.*, 2020). In the present study involving Gen Z customers, satisfaction and service value are also avowed to act as mediators in the connection between quality service and behavioral intentions. Thus, the remaining hypotheses are delineated as follows:

H8. Gen Z customer satisfaction mediates the influence of QSR service quality on behavioral intentions positively and significantly.

H9. Gen Z service value mediates the influence of QSR service quality on behavioral intentions positively and significantly.

3. Methods

3.1 Survey design

Hypotheses were tested using a quantitative study deploying a descriptive research design. Using 14 items of the QUICKSERV scale designed by Mendocilla *et al.* (2021), from the dimensions of the original SERVQUAL scale, the four dimensions of service quality perceptions in the present study were evaluated. For the other three latent variables (satisfaction, service value and behavioral intentions) considered in the study, three observed variables per construct were customized from Cronin *et al.* (2000) study. All the variables in the survey were measured following the literature support from both *Multi-Attribute Attitude Model* and *Means-End Theory*.

Experts from six reputed QSR chains in India reviewed the final questionnaire. The team included store managers, learning and development managers, and zonal managers of the brands. The standard instrument was modified, customized and aligned to the feedback of experts which included rewording the items. After establishing the content validity, the total statements in QUICKSERV, however, remained at 14 items. All finalized scale items are presented in Table 2 for reference. The final instrument started with a section for demographics, accumulating data like name, gender, age, profession, tier-one city, and contact information. A five-point Likert scale, ranging from 1, strongly disagree, to 5, strongly agree was applied in the rest of the sections to measure all four dimensions (containing 14 observed variables) of QUICKSERV (service quality) along with other latent variables (satisfaction, service value and behavioral intentions) containing three observed variables each. In total 23 observed variables were measured in this study.

3.2 Participant selection

Gen Z customers visiting leading QSR chains of Indian tier-one cities were selected as the sample frame for the study. According to QSR sector thematic report (Vishal and Sheth, 2021), in the financial year 2020, Mumbai and Delhi contributed 21.9% of total QSR chain business followed by other tier-one cities – Kolkata, Bengaluru, Hyderabad, Chennai, Pune and Ahmedabad, which contributed 20.8% together. In addition, these eight tier-one cities are instrumental in the growth of the organized food services industry. According to this report, these eight tier-one cities contributed to 87% of the total QSR chain business in India. Based on recent survey rankings on the brand value of QSRs worldwide (Lock, 2021), the top five QSR chains operating in India were

selected for the study. Further, the country has one of the highest Gen Z populations. Therefore, the sample design was justified for this study.

As structured equation modeling (SEM) was applied for data analysis, the sample size was established following 10 to 15 responses for each item measured in the model (Hair *et al.*, 2018; Kyriazos, 2018) which is a commonly accepted ratio. The number of items in the conceptual model was 23, which follows the sample size between 230 and 345. To facilitate the data collection process, we received the requisite permission from these QSR chains to collect data from the assigned outlets in the respective cities. The concerned managers of these outlets coordinated with us for the data collection process. We also deputed our student research associates to these outlets to help and oversee the survey. A purposive sampling technique was used to record responses based on the availability and convenience of Gen Z customers. The link for questionnaires was shared by the QSR employees in presence of our research associates only with the customers who were willing to participate in the survey while dining in the restaurant. The entire data collection was carried out in-person. Due to the unwillingness of many customers to participate in the survey, the data collection process was slow and took more than three months to achieve the maximum desired sample size. However, it was ensured that the data collected were actually from the QSR customers for the best research outcomes. Further, to connect with a variety of potential Gen Z respondents visiting the outlets, the data collection process was randomized at different times of the day.

3.3 Preliminary model testing

The study solicited responses from Gen Z customers of QSRs in eight tier-one cities in India over two months using a single method. As the survey was cross-sectional, it was necessary to verify whether the measurement model results were influenced by common method bias (Gligor *et al.*, 2016). Exploratory factor analysis (EFA) with all items in the study was performed in Harman's one-factor test. Two conditions were checked to examine the presence of common bias; i.e. (1) a single factor was extracted by EFA that includes all items, or (2) if the overall variance of the total scale is less than 50% implying that a single unrotated factor's variance dominates (greater than 50%) (Podsakoff *et al.*, 2003). In this study, the result of the test extracted five factors and the single unrotated factor indicated 37.84% variance, thereby verifying the non-existence of CMB in the survey.

3.4 Respondent details

Though the total sample size decided for the study was easily achieved, however, in terms of responses based on cities, Delhi was the highest with 65 responses whereas Pune had only 28 responses (Table 1). In terms of profession, Gen Z respondents were mostly students (83.47%) and the rest employees.

Tier 1 cities	Responses collected	Male	Female	Student	Employee
Mumbai	47	35	12	39	08
Delhi	65	51	14	52	13
Chennai	37	25	12	28	09
Kolkata	48	37	11	41	07
Bengaluru	52	31	21	52	06
Hyderabad	36	27	09	30	06
Ahmedabad	32	24	08	28	04
Pune	28	22	06	24	04
Total	*345*	*252*	*93*	*288*	*57*
Percentage	*100.00%*	*73.04%*	*26.96%*	*83.47%*	*16.53%*

Table 1. Profile of participating Gen Z QSR customers from eight tier-1 cities in India

4. Results

4.1 Assessment of measurement model

At first, the Cronbach alpha ranging between 0.712 and 0.837 for all constructs and sub-constructs explained the data reliability to be satisfactory (Table 2). Thereafter, construct validity was assessed through convergent and discriminant validity on first- and second-level constructs (Awang, 2012). Table 2 described acceptable convergent validity for all the constructs through the measures of composite reliability (CR) and average variance extracted (AVE) above 0.7 and 0.5, respectively (Fornell and Larcker, 1981). Discriminant validity measures were also established (Table 3) as the value of AVE for each factor not only exceeded maximum shared variance but also the absolute correlation values for the constructs were lesser than the square root of the AVE for that construct (Fornell and Larcker, 1981). In the second stage, the structural model was tested to ascertain the relationships between the constructs to test hypotheses according to the objectives of the study.

4.2 Assessment of structural model

Overall, adequate evidence of model fit was depicted (Figure 2), with a chi-square divided by degrees of freedom (1.849); comparative fit index (CFI) (0.943); Tucker–Lewis index (TLI) (0.912); goodness of fit index (GFI) (0.902); standardized root mean squared residual (SRMR) (0.073) and root mean square error of approximation (RMSEA) (0.064). All the measures satisfied the criteria from Hair *et al.* (2018).

4.2.1 Service quality dimensions. The results in Table 2 for the model indicate that factor loadings of four dimensions of QUICKSERV on their overall service quality perceptions of Gen Z customers were effective. The dimensions of service quality loaded with 0.744, 0.896, 0.928, and 0.874, respectively. Further, the R-squared value for all the above dimensions (0.554, 0.802, 0.862 and 0.764), indicated that the total variance in overall service quality is adequately attributed (R-squared >0.5) to all the dimensions. However, the *R*-squared for the "physical environment" was comparatively less than the other three dimensions.

4.2.2 Impact of service quality of QSR on behavioral intentions, satisfaction and service value. Hypotheses 1, 2, and 3 supported the influence of the service quality of QSRs on the behavioral intentions, satisfaction and service value of Gen Z customers. Service quality has the greatest influence on service value (0.705) followed by satisfaction (0.576) and behavioral intentions (0.273). The *p*-values for the above hypotheses were significant as shown in Table 4. Further, using bootstrapping, the indirect and total effect of service quality of QSRs on Gen Z behavioral intentions were measured. As *p*-values for the indirect and total effects were 0.01 and 0.001 for hotel recruiters, respectively, indicating that along with direct impact, the indirect and total impacts of service quality of QSRs are positive and significant on Gen Z customers' behavioral intentions. However, with a total impact of 0.652 of service quality on behavioral intentions, the strength of the indirect effect (0.379) surpassed the direct effect (0.273) between the two constructs (Table 4).

4.2.3 Impact of other predictors of gen Z's behavioral intentions. Hypotheses 4 and 5 measured the influence of satisfaction and service value perceptions of QSRs on the behavioral intentions of Gen Z customers. The impact of satisfaction as a predictor was statistically significant (Table 4); supporting Hypothesis 5. However, Hypothesis 4 was not supported as the behavioral intentions of Gen Z customers were not influenced by the service value of QSRs. The service value (trade-off) perceptions as a predictor were weak (0.145) and statistically insignificant.

4.2.4 Impact of service value on satisfaction. As tested in Hypothesis 7, the relationship between the service value of QSRs perceived by Gen Z customers, on their satisfaction was comparatively higher (0.213) than that with behavioral intentions but not strong enough to be statistically significant which adds to the literature citing inconsistency between these two constructs.

Latent variable	Dimension/Observed variable	Factor loadings	Mean (standard deviation)	R^2	Cronbach α	Average variance extracted	Composite reliability
Service quality	Physical environment	0.744**		0.554		0.706	0.905
	Operational performance	0.896**		0.802			
	Personnel service	0.928**		0.862			
	Food quality	0.874**		0.764			
Physical environment	The QSRs have an attractive place and pleasant atmosphere	0.743**	3.64 (0.88)		0.768	0.515	0.776
	The QSRs have well-painted walls and proper lighting	0.777**	3.54 (0.94)				
	The QSRs have attractive exterior signs and appearance	0.579**	3.81 (0.92)				
	The QSRs have a comfortable indoor temperature	0.617**	3.75 (0.90)				
Operational performance	The QSRs have proper service time (order preparation)	0.616**	3.90 (0.98)		0.712	0.506	0.709
	The QSRs have enough staff to attend to consumers	0.646**	3.29 (1.00)				
	The QSRs have experienced and well-trained employees	0.695**	3.50 (0.97)				
Personnel service	The staff has a pleasant attitude in QSRs	0.730**	3.62 (0.85)		0.732	0.511	0.731
	The staff has a clean and well-groomed look in QSRs	0.602**	3.64 (0.89)				
	The staff is dynamic and friendly in QSRs	0.733**	3.70 (0.80)				
Food quality	The QSRs serve fresh and properly cooked food	0.643**	3.50 (0.95)		0.775	0.524	0.790
	The QSRs serve delicious food	0.799**	3.81 (0.87)				
	The QSRs have a sufficient variety of choices on the menu	0.582**	3.66 (0.95)				
	The QSRs have practical and hygienic food packaging	0.751**	3.78 (0.86)				
Satisfaction	The choice to avail of the service in QSRs was a wise one	0.828**	3.70 (0.75)		0.761	0.598	0.815
	The availing of the service from QSRs was the right thing	0.790**	3.71 (0.71)				
	The facility provided in QSRs is exactly what is needed for this service	0.617**	3.52 (0.91)				

(*continued*)

Table 2.
Results of the measurement model

Latent variable	Dimension/Observed variable	Factor loadings	Mean (standard deviation)	R^2	Cronbach α	Average variance extracted	Composite reliability
Service value	Compared to the price paid to avail of this service, the overall ability of QSRs to satisfy my wants and needs is high	0.726**	3.55 (0.94)		0.807	0.592	0.813
	Compared to the time spent waiting to be served, the overall ability of QSRs to satisfy my wants and needs is high	0.800**	3.64 (0.89)				
	Compared to the efforts expended to avail of this service, the overall ability of QSRs to satisfy my wants and needs is high	0.783**	3.61 (0.79)				
Behavioral intentions	The probability that I will again avail of the services of QSRs is high	0.810**	3.88 (0.85)		0.837	0.614	0.826
	The likelihood that I would recommend the QSRs to a friend, relative or colleague is high	0,827**	3.80 (0.83)				
	If I had the opportunity to dine again, I would select the QSRs	0.747**	3.74 (0.84)				

Table 2.

Note(s): **$p < 0.01$ (two-tailed)

	CR	AVE	MSV	SV	SAT	SQ	BI
Service value (SV)	0.813	0.592	0.584	0.770*			
Satisfaction (SAT)	0.815	0.598	0.594	0.729	0.773*		
Service quality (SQ)	0.905	0.706	0.594	0.764	0.771	0.840*	
Behavioral intentions (BIs)	0.826	0.614	0.555	0.650	0.735	0.745	0.784*

Table 3.
Measures of Discriminant validity

Note(s): *Square root of AVE

4.2.5 Mediation effects. The mediation analysis was performed through bootstrapping and presented in Table 4. Firstly, the mediation of satisfaction of QSR perceptions between service value and behavioral intentions of the Gen Z customers was found to be weak and insignificant ($p = 0.163$) and so Hypothesis 6 was not supported. Hypothesis 8 finds support as the satisfaction perceptions of QSR mediates ($p = 0.014$) the linkage between service quality and behavioral intentions of Gen Z customers. As the direct path between the two variables is also significant, the mediation is complementary (Zhao *et al.*, 2010). Finally, the result of a trade-off perception (service value) as a mediator between service quality and behavioral intentions was insignificant ($p = 0.282$), thus rejecting Hypothesis 9.

Overall, in the Indian context, the above findings affirmed that service quality measured through QUICKSERV significantly influences the service value, satisfaction and behavioral intentions of Gen Z customers in India.

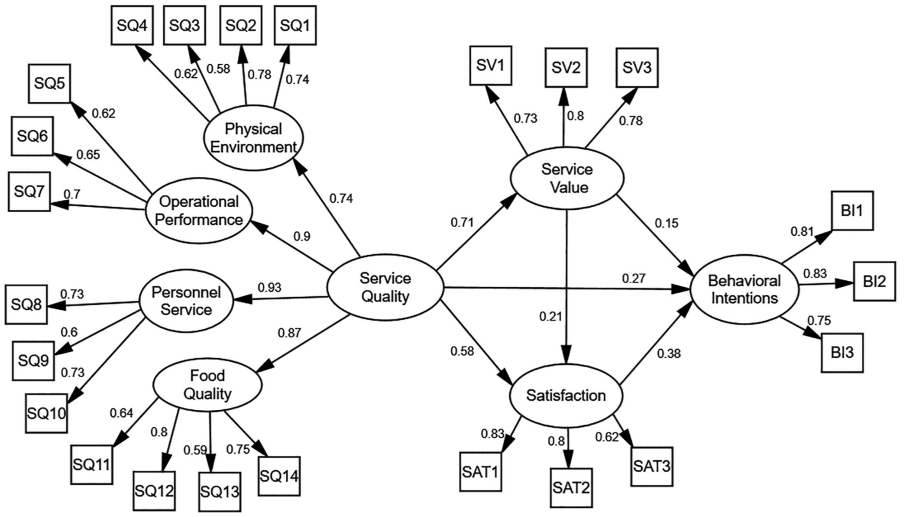

Figure 2.
Structural model showing parameter estimates

Impact	Outcome	Measures	*p* value
Direct effects			
H1. Service quality → Behavioral intentions	Support	Struc. Coeff. = 0.273; SE, 0.167; *t* = 2.049	0.040
		Indirect effects	
		Struc. Coeff = 0.379; SE, 0.165	0.010
		Total effects	
		Struc. Coeff = 0.652; SE, 0.089	0.001
H2. Service quality → Satisfaction	Support	Struc. Coeff. = 0.576; SE, 0.144; *t* = 4.569	0.001
H3. Service quality → Service value	Support	Struc. Coeff. = 0.705; SE, 0.139; *t* = 6.319	0.001
H4. Service value → Behavioral intentions	Reject	Struc. Coeff. = 0.145; SE, 0.109; *t = 1.337*	0.181
H5. Satisfaction → Behavioral intentions	Support	Struc. Coeff. = 0.380; SE, 0.129; *t = 3.242*	0.001
H7. Service value → Satisfaction	Reject	Struc. Coeff. = 0.213; SE, 0.10; *t* = 1.948	0.060
Mediation effects			
H6: Service value →Satisfaction → Behavioral intentions	Reject	Estm = 0.082; lower = −0.034; upper = 0.224	0.163
H8: Service quality → Satisfaction → Behavioral intentions	Support	Estm = 0.275; lower = 0.053; upper = 0.685	0.014
H9: Service quality → Service Value→ Behavioral intentions	Reject	Estm = 0.128; lower = −0.118; upper = 0.405	0.282

Note(s): Estm. Indicates estimate; Struc. Coeff., structural coefficient; SE indicates standard error

Table 4.
Results of hypotheses testing

5. Discussion

This study focused on the need to explore Gen Z as an ignored yet noteworthy customer in QSR and strived to answer the research questions. In India, from 2016 to 2020, the QSR business has grown by 17.27% with a target to reach INR 827.63 billion by the year 2025

(Businessware, 2021). According to the report, the growth of business in India is largely due to the growing eating out habits of students and young employees, rising disposable income and changing lifestyles. In addition, the report states that the trend is more evident in tier-one cities of India and Gen Z consumers across all economic classes. In the Indian scenario, there is a distinct consumer behavior among Gen Z that needs to be addressed by companies through customization of service value which echoes the changing times (Thangavel *et al.*, 2021). Consequently, it is suggested to concentrate only on Gen Z to reveal a new understanding of their psychological behavior influencing buying decisions (Persada *et al.*, 2021). This research applied the QUICKSERV scale in the Indian context to measure the intricate relationships between service quality, satisfaction, service value and behavioral intentions of Gen Z consumers in QSRs.

As such, this study in different states of India is expected to contribute to the extant literature on Gen Z consumer behavior. First, the research confirmed that service quality and satisfaction are the predictors of behavioral intentions of Gen Z customers and support the literature that service quality may not be the only criterion for enhancing consumers' behavioral intentions. Moreover, in this study, service value did not significantly influence the behavioral intentions of Gen Z customers. Second, the survey revealed that every dimension of QUICKSERV influenced ratings of overall service quality delivered by QSRs. Next, the findings suggest that only satisfaction mediates service quality and the behavioral intentions of Gen Z customers which is an extension of past studies. However, the role of service value as a mediator between service quality and satisfaction remains insignificant justifying the inconsistent role of this mediator. Again, the satisfaction perceptions of Gen Z customers could not mediate service value and behavioral intention significantly. Additionally, the service value of QSRs did not influence the satisfaction of Gen Z customers. Finally, the research applied QUICKSERV satisfactorily in the Indian context to measure the service quality of QSRs.

5.1 Theoretical implications

The results of the survey support the theory regarding the presence of the four dimensions of QUICKSERV and reaffirm the need for a hierarchical factor structure to accurately describe the intricacies of service quality perceptions. Next, the *Multi-Attribute Attitude Model* supports the findings for hotel recruiters in this study, wherein service quality is considered a cognitive construct whereas satisfaction and behavioral intentions are measured as an affective and a conative construct with a proposed causal sequence: cognition (service quality) influencing affect (satisfaction) leading to conation (behavioral intentions). In measuring Gen Z customers' perceptions, a similarly significant relationship is observed between these three variables. Intriguingly, the *Means-End Theory* is not supported in the study as the positive trade-off of the "get" component (service quality) over the "give" component (sacrifice), was weak to trigger the behavioral intentions of these customers. In other words, the resulting service value of QSRs is insignificant as perceived by Gen Z to favorably influence their behavioral intentions. Also, it is seen that the direct relationship between service quality and behavioral intentions is significant but weak which suggests that Gen Z customers are less loyal to the brands. The findings of the study are in line with Duncan's (2018) findings where he asserts that Gen Z not only demonstrates less loyalty but is also insensitive towards service value than previous generations.

5.2 Managerial implications

Positive significant relationships remain between service quality with satisfaction and the service value of Gen Z customers. As such, the QSR administrators should strive to enhance service quality in terms of the QUICKSERV dimensions for the overall satisfaction and

service value of these customers. A concern that is revealed in this study is a weak significant relationship between service quality and behavioral intentions of Gen Z customers in QSRs. As lesser loyalty of Gen Z consumers may trigger switching intentions (Duncan, 2018), the management of QSRs should take initiatives to ensure greater customer loyalty through repeat visits and spreading positive word of mouth. More offers and coupons with other loyalty programs may be developed to strengthen their behavioral intentions and minimize Gen Z switching to other brands and outlets. Although satisfaction further influences their behavioral intentions, Gen Z customers do not perceive the service value offered in QSRs. As such, leadership in QSRs should devise suitable strategies to reduce the perceptions of sacrifice among Gen Z customers by offering better value for money, time and effort to avail of the services. Also, it is noted that the dimension "personnel service" has the maximum variance of 86.2% in the service quality construct as perceived by Gen Z suggesting that pleasant attitude, good grooming and friendliness among QSR employees are highly valued by them. Also, the present research included the "operational performance" construct which was ignored in past studies. Interestingly, the dimension contributed to an 80.2% variance in the overall service quality construct. This reveals that Gen Z appreciates proper service time, attention and well-trained employees in their dining experience. This finding would surely enlighten the practitioners and academicians about the importance of this variable in measuring the service quality of QSRs. On the other hand, the physical environment in terms of décor, paintings and exteriors of QSRs is least perceived by them to be important in enhancing overall service quality. In this study, the service value offered by QSRs contributed to strong value perception. However, it is interesting to note that an even stronger perception of sacrifice among Gen Z, may have negated the positive service quality perceptions, leading to a resulting weak insignificant relationship between service value and behavioral intentions. An implication of this outcome should drive the QSR administrators to initiate efforts to lower sacrifice perceptions among Gen Z customers so that the net enhanced service value can then significantly influence their behavioral intentions. This could mean more budget meals, reduced waiting time and less effort for Gen Z customers to avail of the service in these restaurants. According to Prebensen and Xie (2017), engaging customers with employees through value co-creation should be encouraged. As such, Gen Z customers may be encouraged to customize their meals according to their budget and time at disposal with minimum effort to decrease their perceptions of sacrifice, leading to a stronger linkage between service value and behavioral intentions.

5.3 Limitations and future research directions

Future research could address some of the limitations of the present study. First, the study was limited to Gen Z customers of five reputed QSR chains in Indian tier-one cities. Future research should include Gen Z from other cities that will not only provide greater insights into Gen Z consumer behavior in QSRs but also a higher sample size would better represent the wider population in the country. Future studies may investigate the insignificant relationships of service value with satisfaction and behavioral intentions. One way could be to carry out comparative research with other consumers in QSRs and measure the service value perceptions. The other way would be to consider the sacrifice construct in the forthcoming study and understand how money, time, and effort is influencing the latent variable. Moreover, the inclusion of a separate sacrifice construct in the said study may enable us to explicitly compare the relative effect of sacrifices and service quality perceptions on the service value of Gen Z customers in QSRs. Finally, studies on QSR can include other variables in consumer behavior such as influencer characteristics, customer emotions and self-construal that may further enlighten the inconsistent relationship between service value with satisfaction and behavioral intentions.

Another limitation of this study was the purposive sampling used in the face-to-face survey. As the employees of the QSRs and the research associates were selecting the customers as potential respondents based on their perception, the element of researcher bias cannot be ignored. As such due to their subjective assumptions, they may have not included respondents who were otherwise willing to participate. On the contrary, much time was spent approaching and explaining to consumers who were not willing to be respondents. Hence, a lot of time was consumed in the process of data collection. As such, the representation of a larger sample for analysis through responses from the leading five chains of QSRs in eight tier-one cities was far from the expectation and was limited in size.

Nevertheless, against the background of rising Gen Z customers in the country, this study was an attempt to extend the application of QUICKSERV in the Indian context. The study endeavors to inform the QSR administrators about the significance of maintaining service quality benchmarks and establishing suitable monitoring, support and feedback mechanisms for QSR chains to recognize the perceptions of Gen Z customers.

References

Awang, Z. (2012), *A Handbook on Structural Equation Modeling Using AMOS*, UniversitiTeknologi MARA Publication, London.

Batra, R., Ramaswamy, V., Alden, D.L., Steenkamp, J.B.E. and Ramachander, S. (2000), "Effects of brand local and nonlocal origin on consumer attitudes in developing countries", *Journal of Consumer Psychology*, Vol. 9 No. 2, pp. 83-95.

Businessware (2021), "India quick service restaurant (QSR) market report-2021", available at: https://www.businesswire.com/news/home/20210907005564/en/India-Quick-Service-Restaurant-QSR-Market-Report-2021—ResearchAndMarkets.com (accessed 13 September 2021).

Cao, Y. and Kim, K. (2015), "How do customers perceive service quality in differently structured fast-food restaurants?", *Journal of Hospitality Marketing and Management*, Vol. 24 No. 1, pp. 99-117.

Chen, C.F. (2008), "Investigating structural relationships between service quality, perceived value, satisfaction, and behavioral intentions for air passengers: evidence from Taiwan", *Transportation Research A: Policy and Practice*, Vol. 42 No. 4, pp. 709-717.

Chen, C.F. and Chen, F.S. (2010), "Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists", *Tourism Management*, Vol. 31 No. 1, pp. 29-35.

Choi, H., Joung, H.W., Choi, E.K. and Kim, H.S. (2022), "Understanding vegetarian customers: the effects of restaurant attributes on customer satisfaction and behavioral intentions", *Journal of Foodservice Business Research*, Vol. 25 No. 3, pp. 353-376.

Cronin, J.J.J., Brady, M.K. and Hult, G.T.M. (2000), "Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments", *Journal of Retailing*, Vol. 76 No. 2, pp. 193-218.

Dhiman, R., Chand, P. and Gupta, S. (2018), "Behavioural aspects influencing decision to purchase apparel amongst young Indian consumers", *FIIB Business Review*, Vol. 7 No. 3, pp. 188-200.

Duncan, M. (2018), "How to win gen Z in the restaurant business", available at: https://www.qsrmagazine.com/reports/how-win-gen-z-restaurant-business (accessed on 05 November 2021).

Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50, doi:10.1177/002224378101800104.

Francis, T. and Hoefel, F. (2018), "True gen': generation Z and its implications for companies", available at: https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gengeneration-z-and-its-implications-for-companies

Gera, R., Mittal, S., Batra, D.K. and Prasad, B. (2017), "Evaluating the effects of service quality, customer satisfaction, and service value on behavioral intentions with life insurance customers

in India", *International Journal of Service Science, Management, Engineering, and Technology (IJSSMET)*, Vol. 8 No. 3, pp. 1-20.

Ghorbanzadeh, D., Shabbir, M.S., Mahmood, A. and Kazemi, E. (2021), "Investigating the role of experience quality in predicting destination image, perceived value, satisfaction, and behavioral intentions: a case of war tourism", *Current Issues in Tourism*, Vol. 24 No. 21, pp. 3090-3106.

Ghosh, P. and Jhamb, D. (2021), "How is the influence of hotel internship service quality a measurable factor in student interns' behavioral intentions? Mediating role of interns' satisfaction", *Journal of Teaching in Travel and Tourism*, Vol. 21 No. 3, pp. 1-22.

Ghosh, P., Jhamb, D. and Yu, L. (2022), "Faculty behavioral intentions in hospitality education: effect of service quality, service value, sacrifice, and satisfaction", *Journal of Hospitality and Tourism Education*, pp. 1-17.

Gligor, D.M., Holcomb, M.C. and Feizabadi, J. (2016), "An exploration of the strategic antecedents of firm supply chain agility: the role of a firm's orientations", *International Journal of Production Economics*, Vol. 179, pp. 24-34, doi: 10.1016/j.ijpe.2016.05.008.

Gummesson, E. (2014), "Productivity, quality and relationship marketing in service operations: a revisit in a new service paradigm", *International Journal of Contemporary Hospitality Management*, Vol. 26 No. 5, pp. 656-662.

Gutfreund, J. (2016), "Move over, Millennials: generation Z is changing the consumer landscape", *Journal of Brand Strategy*, Vol. 5 No. 3, pp. 245-249.

Habibi, A. and Rasoolimanesh, S.M. (2021), "Experience and service quality on perceived value and behavioral intention: moderating effect of perceived risk and fee", *Journal of Quality Assurance in Hospitality and Tourism*, Vol. 22 No. 6, pp. 711-737.

Haddouche, H. and Salomone, C. (2018), "Generation Z and the tourist experience: tourist stories and use of social networks", *Journal of Tourism Futures*, Vol. 4 No. 1, pp. 69-79.

Hair, J.F., Babin, B.J., Anderson, R.E. and Black, W.C. (2018), *Multivariate Data Analysis*, 8th ed., Cengage India, New Delhi.

Hume, M. and Mort, G.S. (2010), "The consequence of appraisal emotion, service quality, perceived value and customer satisfaction on repurchase intent in the performing arts", *Journal of Services Marketing*, Vol. 24 No. 2, pp. 170-182.

Jalilvand, M.R., Salimipour, S., Elyasi, M. and Mohammadi, M. (2017), "Factors influencing word of mouth behavior in the restaurant industry", *Marketing Intelligence and Planning*, Vol. 35 No. 1, pp. 81-110.

Kim, H.J., Park, J., Kim, M. and Ryu, K. (2013), "Does perceived restaurant food healthiness matter? Its influence on value, satisfaction and revisit intentions in restaurant operations in South Korea", *International Journal of Hospitality Management*, Vol. 33 No. 1, pp. 397-405.

Kukanja, M. and Planinc, T. (2020), "Toward cost-effective service excellence: exploring the relationship between managers' perceptions of quality and the operational efficiency and profitability of restaurants", *Quality Management Journal*, Taylor and Francis, Vol. 27 No. 2, pp. 95-105.

Kyriazos, T.A. (2018), "Applied psychometrics: sample size and sample power considerations in factor analysis (EFA, CFA) and SEM in general", *Psychology*, Vol. 9 No. 8, pp. 2207-2230.

Ledden, L., Kalafatis, S.P. and Mathioudakis, A. (2011), "The idiosyncratic behavior of service quality, value, satisfaction, and intention to recommend in higher education: an empirical examination", *Journal of Marketing Management*, Vol. 27 Nos 11-12, pp. 1232-1260, doi: 10.1080/0267257X.2011.611117.

Lock, S. (2021), "Brand value of the 10 most valuable quick service restaurant brands worldwide in 2021", available at: https://www.statista.com/statistics/273057/value-of-the-most-valuable-fast-food-brands-worldwide/ (accessed 24 October 2021).

Lu, L. and Chi, C.G. (2018), "An examination of the perceived value of organic dining", *International Journal of Contemporary Hospitality Management*, Vol. 30 No. 8, pp. 2826-2844.

Markovi, C.S., Segari, C.K. and Raspor, S. (2010), "Does restaurant performance meet customers' expectations? An assessment of restaurant service quality using a modified DINESERV approach", *Tourism and Hospitality Management*, Vol. 16 No. 2, pp. 181-195.

Mathe-Soulek, K., Slevitch, L. and Dallinger, I. (2015), "Applying mixed methods to identify what drives quick-service restaurant's customer satisfaction at the unit-level", *International Journal of Hospitality Management*, Elsevier, Vol. 50, pp. 46-54.

Mendocilla, M., Miravitlles Matamoros, P. and Matute, J. (2021), "QUICKSERV: a service quality assessment tool for the quick-service restaurant industry", *British Food Journal*, Vol. 123 No. 13, pp. 241-259, doi: 10.1108/BFJ-12-2020-1108.

Namin, A. (2017), "Revisiting customers' perception of service quality in fast food restaurants", *Journal of Retailing and Consumer Services*, Vol. 34, pp. 70-81.

NCR (2021), "Traditional table service versus digitized dining: how different generations define the modern dining experience", available at: https://www.ncr.com/blogs/restaurants/generations-defining-modern-dining (accessed 15 September 2021).

NPD (2019), "Gen Z's are getting older and making their mark on restaurants and eating trends", available at: https://www.npd.com/news/press-releases/2019/gen-zs-are-getting-older-and-making-their-mark-on-restaurants-and-eating-trends/ (accessed on 24 October 2021).

O'Hara, C. (2018), "How gen Z will change the restaurant industry", available at: https://www.qsrmagazine.com/outside-insights/how-gen-z-will-change-restaurant-industry (accessed 10 September 2021).

Parasuraman, A., Zeithaml, V.A. and Berry, L. (1988), "SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality", *Journal of Retailing*, Vol. 64 No. 1, pp. 12-40.

Park, J. and Jang, S.S. (2014), "Why do customers switch? More satiated or less satisfied", *International Journal of Hospitality Management*, Vol. 37, pp. 159-170.

Paul, J. and Dhiman, R. (2021), "Three decades of export competitiveness literature: systematic review, synthesis and future research agenda", *International Marketing Review*, Vol. 38 No. 5, pp. 1082-1111.

Persada, S.F., Dalimunte, I., Nadlifatin, R., Miraja, B.A., Redi, A.A.N.P., Prasetyo, Y.T., Chin, J. and Lin, S.C. (2021), "Revealing the behavior intention of tech-savvy generation Z to use electronic wallet usage: a theory of planned behaviour based measurement", *International Journal of Business and Society*, Vol. 22 No. 1, pp. 213-226.

Pihlström, M. and Brush, G.J. (2008), "Comparing the perceived value of information and entertainment mobile services", *Psychology and Marketing*, Vol. 25 No. 8, pp. 732-755.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903, doi: 10.1037/0021-9010.88.5.879.

Polas, M.R.H., Raju, V., Hossen, S.M., Karim, A.M. and Tabash, M.I. (2020), "Customer's revisit intention: empirical evidence on Gen-Z from Bangladesh towards halal restaurants", *Journal of Public Affairs*, Vol. 22 No. 3, e2572, doi: 10.1002/pa.2572.

Prebensen, N.K. and Xie, J. (2017), "Efficacy of co-creation and mastering on perceived value and satisfaction in tourists' consumption", *Tourism Management*, Vol. 60, pp. 166-176.

Priporas, C.V., Stylos, N. and Fotiadis, A.K. (2017), "Generation Z consumers' expectations of interactions in smart retailing: a future agenda", *Computers in Human Behavior*, Vol. 77, pp. 374-381.

Pura, M. (2005), "Linking perceived value and loyalty in location-based mobile services", *Managing Service Quality*, Vol. 15 No. 6, pp. 509-538.

Qin, H. and Prybutok, V.R. (2008), "Determinants of customer-perceived service quality in fast-food restaurants and their relationship to customer satisfaction and behavioral intentions", *Quality Management Journal*, Vol. 15 No. 2, pp. 35-50.

Raajpoot, N.A. (2002), "Tangserv", *Journal of Foodservice Business Research*, Vol. 5 No. 2, pp. 109-127.

Research and Markets (2021), "Fast food and quick service restaurant market: global industry trends, share, size, growth, opportunity and forecast 2021-2026", available at: https://www.researchandmarkets.com/r/vouypx (accessed 10 September 2021).

Richardson, S., Lefrid, M., Jahani, S., Munyon, M.D. and Rasoolimanesh, S.M. (2019), "Effect of dining experience on future intention in quick service restaurants", *British Food Journal*, Vol. 121 No. 11, pp. 2620-2636.

Ryu, K. and Jang, S. (2008), "DINESCAPE: a scale for customers' perception of dining environments", *Journal of Foodservice Business Research*, Vol. 11 No. 1, pp. 2-22.

Segmanta (2021), "The appetite of 2020: gen Z and millennials on fast food", available at: https://segmanta.com/blog/gen-z-millennials-on-fast-food (accessed 12 October 2021).

Slack, N.J., Singh, G., Ali, J., Lata, R., Mudaliar, K. and Swamy, Y. (2020), "Influence of fast-food restaurant service quality and its dimensions on customer perceived value, satisfaction and behavioral intentions", *British Food Journal*, Vol. 123 No. 4, pp. 1324-1344.

Stevens, P., Knutson, B. and Patton, M. (1995), "DINESERV: a tool for measuring service quality in restaurants", *The Cornell Hotel and Restaurant Administration Quarterly*, Vol. 36 No. 2, pp. 56-60.

Swimberghe, K.R. and Wooldridge, B.R. (2014), "Drivers of customer relationships in quick-service restaurants: the role of corporate social responsibility", *Cornell Hospitality Quarterly*, Vol. 55 No. 4, pp. 354-364.

Tempesta, M. (2019), "How restaurants can identify and engage with generation Z", available at: https://www.qsrmagazine.com/outside-insights/how-restaurants-can-identify-and-engage-generation-z (accessed 12 October 2021).

Thangavel, P., Pathak, P. and Chandra, B. (2021), "Millennials and Generation Z: a generational cohort analysis of Indian consumers", *Benchmarking: An International Journal*, Vol. 28 No. 7, pp. 2157-2177, doi: 10.1108/BIJ-01-2020-0050.

Tuncer, I., Unusan, C. and Cobanoglu, C. (2020), "Service quality, perceived value and customer satisfaction on behavioral intention in restaurants: an integrated structural model", *Journal of Quality Assurance in Hospitality and Tourism*, Vol. 22 No. 4, pp. 447-475.

United Nations World Tourism Organization (UNWTO) (2011), "The power of youth travel", available at: http://cf.cdn.unwto.org/sites/all/files/pdf/amreports_vol2_thepowerofyouthtourism_eng_lw.pdf

Vishal, P. and Sheth, V. (2021), "QSR sector thematic", *The India QSR Story: Slice & Bite*, available at: https://nirmalbang.com

Vision Critical (2016), "The everything guide to generation Z", available at: https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf

Widianti, T., Sumaedi, S., Bakti, I.G.M.Y., Rakhmawati, T., Astrini, N.J. and Yarmen, M. (2015), "Factors influencing the behavioral intention of public transport passengers", *International Journal of Quality and Reliability Management*, Vol. 32 No. 7, pp. 666-692, doi: 10.1108/IJQRM-01-2013-0002.

Wiedmann, K.P., Hennigs, N. and Siebels, A. (2007), "Measuring consumers' luxury value perception:a cross-cultural framework", *Academy of Marketing Science Review*, Vol. 7 No. 7, pp. 333-361.

Wilkie, W.L. (1986), *Consumer Behavior*, Wiley, New York.

Wu, H.C. and Mohi, Z. (2015), "Assessment of service quality in the fast-food restaurant", *Journal of Foodservice Business Research*, Vol. 18 No. 4, pp. 358-388.

Zauner, A., Koller, M. and Hatak, I. (2015), "Customer perceived value—conceptualization and avenues for future research", *Cogent Psychology*, Vol. 2 No. 1, 1061782, doi: 10.1080/23311908.2015.1061782.

Zeithaml, V.A. (1988), "Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence", *Journal of Marketing*, Vol. 52 No. 3, pp. 2-22, doi: 10.1177/002224298805200302.

Zhao, X., Lynch, J.G. and Chen, Q. (2010), "Reconsidering baron and kenny: myths and truths about mediation analysis", *Journal of Consumer Research*, Vol. 37 No. 2, pp. 197-206.

Further reading

Peterson, H. (2014), "Millenials are old news – here's everything you should know about Generation Z", *Business Insider* (accessed 10 January 2022).

Corresponding author

Pratik Ghosh can be contacted at: callpratikghosh@yahoo.co.in