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Consumer Loyalty in Fast-Food Restaurants in Saudi Arabia

By

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Abstract

This study assesses the loyalty behaviour of consumers in fast-food restaurants in Saudi Arabia by studying the antecedents and the consequences of loyalty behaviour. The sample consisted of 231 Saudis and non-Saudis living in Saudi Arabia. They were approached using the “snowball” technique. Participants were all over the age of eighteen, and they were customers of Al-Baik restaurants. Data was collected through a face-to-face questionnaire, and analyzed using SPSS software. Specifically, Cronbach’s Alpha test, Pearson correlation coefficient, Spearman correlation coefficient, and multiple regression analysis were used. Results show that significant relationships exist between the antecedents and the consequences of loyalty behaviour. It is also indicated that participants’ personalities and values were significantly related to the loyalty behaviour of consumers in Saudi Arabia. The major limitation of this study is that it was conducted in only one city, Jeddah. Therefore, additional research should be carried out in other cities with larger samples. The research results offer compelling evidence that Saudi loyalty behaviour differs from Western behaviour. Therefore, it suggests that international fast-food operators in Saudi Arabia should take local factors into account when formulating marketing strategies, such as the role of women and youth in Saudi society. This thesis makes a novel contribution to the literature, as it is the first to model the antecedents and the consequences of loyalty behaviour of consumers in a single study. It is also the first to study contributed to the literature to examine the relation between the Six Dimensional Achievement Motivation Scale (Jackson, Ahmed, and Heapy, 1976), Rokeach Value System (1973), and loyalty behaviour of consumers.

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Chapter 1: Introduction

It is obvious that the customer is the most essential element of any business looking to succeed in the market. Successful businesses must consistently satisfy and impress their customers in order to gain their trust and maintain good relationships with them. This will convert regular customers into loyal ones, ensuring the ongoing success of the business. According to Gee, Coates, and Nicholson (2008), global competition in the marketplace has increased. These authors specify that consumer loyalty is quickly becoming the market currency of the twenty-first century. In this way, for companies to increase profits and maintain sustainability in the market, they must focus on gaining customers' loyalty.

To survive in the marketplace, companies must implement a customer-centric vision that places the highest priority on customer retention; Gee, Coates, and Nicholson, (2008) explain that customer retention is a more successful strategy than acquiring new customers to replace defecting customers, as "it costs five times more to acquire a new customer than to retain an existing one" (p. 360). As such, customer loyalty can be viewed as essential, as "if customer loyalty is gained, profit will follow" (Gee, Coates, & Nicholson, 2008, p. 364). Consumer loyalty has a major impact on the profitability of a business, since it provides unique advantages. For instance, "loyal consumers cost less to serve; they will pay higher costs for a set of products; and they will act as word-of-mouth marketing agents for the company" (Gee, Coates, & Nicholson, 2008, p. 365).

Numerous academic studies have been conducted in the field of consumer loyalty, assessing various countries and types of businesses. For example, consumer loyalty has been examined in the retail, restaurant, airline, and banking sectors. However, very few loyalty studies have been conducted pertaining to fast-food restaurants, and none of this existing research addresses consumer loyalty to fast-food restaurants in Saudi Arabia. There are also no studies which develop and examine a model of antecedents and consequences of customer loyalty in one single study, nor any which verify the effects of customers' values and personalities on loyalty behaviour.

This study is the first to address both antecedents and consequences of loyalty; and also the first to relate the six dimensional achievement motivations scale by Jackson, Ahmed, and Heapy (1976) – and Rokeach (1979) terminal and instrumental values – to loyalty behaviour of consumers. Additionally, it is the first study to investigate consumer loyalty in the fast-food restaurant industry in the Kingdom of Saudi Arabia.

This research considers the case of fried chicken restaurants. Customers at the fast-food restaurant Al-Baik were chosen as the focus of this study for the following reasons:

- Al-Baik is a local restaurant that is reputedly popular in Saudi Arabia (El Baik Food Systems Company S.A., 2013).
- Al-Baik is the first restaurant in the market to introduce the “broast” chicken concept in Saudi Arabia (El Baik Food Systems Company S.A., 2013).
- Al-Baik maintains a reciprocal relationship with its customers, demonstrating a

readiness to listen to customers' suggestions and feedback. For instance, some of the foods offered on the restaurant's menu are based on customers' suggestions (El Baik Food Systems Company S.A., 2013).

Results of this research can be used by companies to facilitate an understanding of the behaviour of loyal consumers with regards to the fast-food market in Saudi Arabia, and properties of customer loyalty in general. These results can also be used to adjust the marketing strategies of foreign fast-food chains operating in Saudi Arabia. Lastly, this study may be taught as a case study in schools and universities in order to promote a deeper understanding of customer behaviour in the Saudi fast-food industry.

1.1 Research Problem

Few studies were found that examine consumer loyalty in the fast-food restaurant market. In particular, no studies were found that investigate customer loyalty in the fast-food restaurant industry in Saudi Arabia. Businesses operating in this specific industry in Saudi Arabia have limited knowledge regarding their consumers' loyalty behaviour. As a result, fast-food restaurants may serve their customers improperly due to insufficient knowledge about them.

This research studies the influence of restaurant attributes on consumer loyalty in the fast-food restaurant industry in Saudi Arabia. It also examines the contributing factors

that affect consumer loyalty, such as demographic variables, customer personality (by using the Six Dimensional Achievement Motivation Scale (Jackson, Ahmed, & Heapy (1976)), and customers' values (by using Rokeach values (Rokeach (1979)). Achievement motivation was chosen for this research because it has been shown that there is a relationship between achievement levels and customer behaviour (Gardner, 1972). This research investigates loyal customers' values because "values directly affect behaviour" (Meglino & Ravlin, 1998, p. 356). Rokeach values, in particular, were selected for this research since they are one of the few approaches that describe individuals' values (Meglino & Ravlin, 1998).

Applying generalizations from the findings of previous research to Saudi Arabia, where this study was carried out, may be both dangerous and potentially misleading (Khushman, Todman & Amin, 2009). The validity of such generalizations would likely be compromised by the unique characteristics of Saudi economic, socio-cultural, political, and legal climates (Siddiqui, 2008).

An exhaustive survey of the literature has indicated that, to date, no comprehensive study has been performed examining the antecedents and consequences used in this research. Likewise, no studies have been found examining either the relationship between achievement motivation and customer loyalty, or the relationship between Rokeach Values and customer loyalty. This research will analyze both relations and provide valuable information for the marketing field. Since no studies have been conducted in this field in Saudi Arabia specifically, this research would provide essential and useful

information for the Saudi market in general, and the fast-food restaurant industry in particular.

Chapter 2: Literature Review

2.1 Major Concepts of the Research

2.1.1.1 Consumer loyalty

Consumer loyalty is essential for any business seeking to maintain a high consumer retention rate. Customer loyalty is defined in numerous ways within the academic field (Gee, Coates, & Nicholson, 2008). Oliver (1999) defines loyalty as “a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behaviour” (p. 34). In modern businesses, customer loyalty is considered the crucial factor in profit progression and the basic measure of business-customer relationships (Li, 2010). Additionally, Adoyo et al. (2012) state that maintaining strong customer loyalty provides businesses with the advantages of maximizing organization profit, minimizing marketing costs, and increasing resistance among loyal consumers to competitive strategies implemented by competing businesses.

Loyalty consists of two components: behavioural loyalty and attitudinal loyalty. Ha and Jang (2010) suggest that “behavioural loyalty is associated with actual customer behaviours in consumption situations, which involves the measurement of past purchases or the probability of future purchase behaviour based on past purchase behaviours” (p. 522) and attitudinal loyalty “reflects the customer’s psychological disposition toward the same brand or organization, which is associated with a customer favourable attitude” (p.

522). Furthermore, loyalty is classified into four different phases: cognitive loyalty, affective loyalty, conative loyalty, and action loyalty (Oliver, 1999). Cognitive loyalty is the initial phase of loyalty and is associated with brand attributes. Brand attributes contribute to consumer preference for one brand over alternatives. The next phase is affective loyalty, which is related to the enjoyment of using a product or service, or attitudes toward the product or service that have developed through repeated, satisfying use. Conative loyalty is the third phase of loyalty. This phase, which is also called the behavioural intention stage, is affected by frequent occurrences of positive feelings toward the product or service in question. The last phase of loyalty is action loyalty, which is mainly concerned with transforming the previous phase of loyalty into readiness to purchase, and with solving any barriers that may impede a purchase. Purchasing action is an important result of engaging both of these concerns. If this engagement is repeated, it leads to the creation of action inertia, which encourages customers to repurchase and ignore any external information that may prevent this behaviour (Oliver, 1999).

Table 1: Loyalty phases

Stage	Identifying Marker	Vulnerabilities
Cognitive	Loyalty to information such as price, features, and so forth.	Actual or imagined better competitive features or price through communication (e.g., advertising) and vicarious or personal experience. Deterioration in brand features or price. Variety seeking and voluntary trial.
Affective	Loyalty to a liking: "I buy it because I like it."	Cognitively induced dissatisfaction. Enhanced liking for competitive brands, perhaps conveyed through imagery and association. Variety seeking and voluntary trial. Deteriorating performance.
Conative	Loyalty to an intention: "I'm committed to buying it."	Persuasive counterargumentative competitive messages. Induced trial (e.g., coupons, sampling, point-of-purchase promotions). Deteriorating performance.
Action	Loyalty to action inertia, coupled with the overcoming of obstacles.	Induced unavailability (e.g., stocklifts—purchasing the entire inventory of a competitor's product from a merchant). Increased obstacles generally. Deteriorating performance.

Source: (Oliver, 1999, p. 36)

2.1.2 Consumer loyalty in fast-food restaurants

In 2006, the international fast-food restaurant market increased by 4.8 percent, and the total number of transactions in this market reached \$80.3 billion (equivalent to \$102.4 billion in 2014). The rapid expansion of the international fast-food restaurant market indicates that lifestyles around the world have become increasingly busy, as people are living in fast-paced environments and working longer hours (Min & Min, 2013). Moreover, a significant number of housewives have joined the workforce, which keeps them busy and makes them unable to cook every day. Because of this busy lifestyle, almost a quarter of current modern families never dine together. As a result, people spend larger proportions of their budgets buying meals from fast-food restaurants (Min & Min, 2013). For instance, one study showed that "Americans nowadays spend more money on fast food than they do on higher education, personal computers, new cars,

movies, books, magazines, newspapers, videos and recorded music” and that “Americans spent \$148.6 billion on fast food and accounted for 64.8 percent of the fast food sales of the ten countries that consumed fast food most in the world” (Min & Min, 2013, p. 213). Koreans spent \$9.3 billion on fast food, an average of \$189 per person every year. Conversely, Americans spend \$492 yearly (Min & Min, 2013).

Though successful, fast-food restaurants typically operate on very low profit margins that fluctuate from 4 to 7 percent. A study indicates that this low profit margin is due to the increase in the prices of wholesale food, as well as the existence of price-sensitive customers. For instance, prices of wholesale food increased 7.6 percent in 2007, and 8.5 percent in 2008, while revenue that the United States generated in the fast-food restaurant market decreased by 4.7 percent in 2009. Similarly, sales in Korea’s fast food industry declined in 2008 (Min & Min, 2013). Moreover, the fast-food restaurant industry is increasingly facing strong competition due to saturation of the industry, in addition to the pressures of global economic recession. Thus, faced with this very slim profit margin and high competition, the success of fast-food restaurants relies on restaurants’ ability to retain customers (Min & Min, 2013).

Restaurants are able to retain customers and gain their loyalty by providing innovative services, and services aligned with customers’ values. Certainly, fast-food restaurants are more profitable when they have more customers (Min & Min, 2013), which means that it is essential for fast-food restaurants to ensure customer retention and loyalty in order to generate profit and maintain sustainable operations. Potential profits for fast-food

restaurants, as a result of maintaining high customer retention rates and low customer defection rates, are explained as follows: “a 2 percent increase in customer retention has the same effect on profits as cutting costs by 10 percent. Similarly, a 5 percent reduction in customer defection rate can increase profits by 25-125 percent” (Min & Min, 2013, p. 213).

2.1.3 Consumer loyalty in fast-food restaurants in developing countries

Saudi Arabia, which is the focus of this study, is considered to be one of the world's developing nations (The United Nations, 2012). According to Triandis and Gelfand (2012), developing countries score low in individualism, and instead are particularly collectivist. Because these countries have identical cultures, they have similar values, norms, and social behaviour. Therefore, this section describes the factors that impact customer loyalty in the fast-food restaurant industry in three developing countries: Malaysia, Pakistan, and India. In the Malaysian fast-food industry, product quality, customer satisfaction, and brand trust are the most important factors (Nezakati, Kuan, & Asgari, 2011). In Pakistan, brand name, brand social responsibility, product quality (including food and service quality), and brand knowledge have an indirect positive relationship with brand loyalty (Zia-ur-Rehman & Akhtar, 2011). In India, customers revisit fast-food restaurants and recommend them to others when they regularly receive great quality of service (Bhattacharya, Sengupta, & Mishra, 2011).

2.1.4 Background of the Kingdom of Saudi Arabia

2.1.4.1 Population, Language, and Religion

The Saudi population in 2010 totaled 29,195,895 million people (Central Department of Statistics and Information, 2010). The official spoken language in the Kingdom is Arabic, and the second most widely spoken language in urban areas is English (Royal Embassy of Saudi Arabia in Washington, DC, 2013). Islam is the official religion of Saudi Arabia (Central Department of Statistics and Information, 2010).

2.1.5 Customer loyalty in Saudi Arabia

Numerous studies, such as Eid (2011), have examined customer loyalty in Saudi Arabia's various markets, such as the e-commerce market, the insurance market, and the international dining restaurant market. Studies conducted in B2C e-commerce and insurance markets in Saudi Arabia showed that customer satisfaction is directly related to customer loyalty (Eid, 2011) and customer intention to repurchase in the future (Saaty, 2011). A study conducted on international dining restaurants in Saudi Arabia showed that there is a strong relationship between customer loyalty and the following attributes: restaurant atmosphere, exterior design, service quality, reputation, food quality, and food taste. With respect to demographic information, age, current occupation, and number of dependents strongly affect the loyalty of consumers (Tunsi, 2000).

2.1.6 Restaurant settings in Saudi Arabia

The restaurant industry is one of the Saudi Arabia's major industries. It includes fast-food restaurants, full-service restaurants, cafes and bars, home delivery services, and street kiosks. The three leading investors in this sizable market are: local restaurant chains, international franchises, and independent owners. International franchises include restaurants such as Subway and McDonald's, and an example of a local restaurant chain is Al-Baik (UK Essays, 2013).

Restaurants in Saudi Arabia are considered a major venue for entertainment due to the absence of movie theatres (UK Essays, 2013). In Saudi Arabia, 70 percent of the population is under the age of 30, which is an age group that enjoys spending time with friends for entertainment. This segment of the population prefers to dine in fast-food restaurants, cafes, or coffee shops, which enable gathering with friends and enjoying social life (Mousa, 2013).

By law, all restaurants in the Kingdom of Saudi Arabia are required to have two separate sections – the single male section and the family section – in order to abide by the religious and traditional customs within the country (UK Essays, 2013). The purpose of gender segregation practices in Saudi restaurants is to prevent men from seeing or sitting close to women to whom they are not related by birth or marriage (Murphy, 2009).

2.1.7 Fast-food restaurants in Saudi Arabia

Fast-food restaurants have only existed in Saudi Arabia for the last two decades. Even though they are quite new to Saudi society, people have begun to enjoy them. For several reasons, fast food restaurants have become the preference of Saudi citizens when dining out. Firstly, increases in income make it affordable for both individuals and families to eat out. Secondly, growth of the youth population, who enjoy eating at fast-food restaurants, increases the number of diners at restaurants. The lack of gathering places where young people can socialize with peers also makes fast-food restaurants attractive to Saudi youth. Additionally, lifestyle changes have led to an increase in the popularity of fast-food restaurants (for instance, since more women have joined the workforce, they have less time available to prepare food at home). Another reason is that Saudis travel more frequently than ever before, and many have been exposed to Western culture that serves many different kinds of food (Mousa, 2013). Another potential reason for the growth of the fast-food industry in Saudi Arabia is that there is a large number of single foreigners and expatriates who work in Saudi Arabia and who prefer to purchase their meals from fast-food restaurants rather than more traditional Saudi restaurants (Al-Zahrani & Hasan, 2008). This may be because the food served in fast-food restaurants is familiar, less expensive, and prepared quickly. These reasons have boosted the sales of the fast-food industry in Saudi Arabia. As a result, many business entrepreneurs have been encouraged to invest in fast-food restaurants because of the increase in the demand for this type of establishment (Al-Zahrani & Hasan, 2008).

Fast-food restaurants in Saudi Arabia are divided into two categories based on the food they sell: hamburger chain restaurants (such as McDonald's, Burger King, Hardee's, and Wendy's) and chicken chain restaurants (such as Al-Baik, Al Tazaj, Kentucky Fried Chicken, and Shish Express). Both categories of fast-food restaurants in Saudi Arabia are often open later and with longer hours than traditional restaurants, have a larger number of eat-in customers since each stay is shorter, and serve a large number of customers who prefer to purchase food and eat it elsewhere (Al-Zahrani & Hasan, 2008).

2.2 Concepts and Terms Related to the Research Problem

2.2.1 Satisfaction with restaurant attributes

A restaurant's attributes, including food quality, service quality, and physical environment, are the most essential elements of a fast-food restaurant (Ha & Jang, 2013). A study conducted by Ha and Jang (2013) demonstrated that consumers consider food, services, and dining environments when assessing the quality of a restaurant. Food quality is the most relevant factor in restaurant selection, as "food quality is critical for customer satisfaction and future behavioural intention" (Ha & Jang, 2013, p. 385). Examples of restaurant attributes associated with food quality are taste of food, freshness of food, menu variety, nutritious food, and presentation of food (Ramapuram & Batra, 2006). Service quality is defined as delivering a quality service that is aligned with customers' expectation (Polyorat & Sophonsiri, 2010). Service quality is an essential

element of quality management that has a major impact on consumer satisfaction and loyalty (Ha & Jang, 2013). Service quality consists of two dimensions: technical and functional. The former includes food provision and the latter is related to how the food is provided (Polyorat & Sophonsiri, 2010). Examples of restaurant attributes associated with service quality are speed of service, friendliness of staff, and attentiveness of staff (Ramapuram & Batra, 2006). The physical environment of a restaurant influences consumers' perceptions of their dining experience (Ha & Jang, 2013). Examples of restaurant attributes pertaining to the physical environment are appearance, cleanliness, and level of comfort (Ramapuram & Batra, 2006).

2.2.2 Satisfaction with restaurant attributes in developing countries

Malaysian consumers tend to be concerned with the food quality of fast-food restaurants. Malaysian working women in particular prefer to buy their meals from fast-food restaurants because of the restaurants' affordable prices, convenience, and rapid service (Nezakati, Kuan, & Asgari, 2011). A study conducted on consumers of fast food in India showed that satisfaction with price, greeting, food, drinks, and housekeeping are the key factors that encourage repeat visits. Satisfaction with these factors also results in customers recommending the restaurant to others more frequently (Bhattacharya, Sengupta, & Mishra, 2011). A study conducted in Turkey examining the factors affecting the consumption of fast food found that health concerns, food safety, price, and children's preferences have major influences on the frequency of purchasing fast food.

Concern over health issues, such as mad cow disease, plays an important role in the decision-making of customers in Turkey, as those concerned with food safety are less likely to purchase fast food. Also, customers who consider price as an important factor when dining out are less likely to purchase fast food. On the other hand, children's preferences have strong positive effects on the frequency of purchasing fast food in Turkey (Akbay, Tiryaki, & Gul, 2007). Lastly, A study comparing Chinese and Swiss consumers found that Chinese customers' perceptions of McDonald's food quality is higher than Swiss customers' perception (Etemad-Sajadi & Rizzuto, 2013).

2.2.3 Achievement motivation

The theory of achievement motivation states that achievement-associated characteristics can vary from person to person depending upon their value systems (Ahmed, 1978). To get a better understanding of individual motivation, it is important to examine value systems and expectations of outcomes as, when outcomes do not meet an individual's expectations, motivation levels will decrease (Ahmed & Jabes, 1995). Consequently, to evaluate and gain understanding of achievement motivation, Jackson, Ahmed, and Heapy (1976) developed the Six Dimensional Achievement Motivation Scale. These six dimensions are excellence, acquisitiveness, peer status, achievement via independence, expert status, and competitiveness (see Appendix 1 for more details regarding the Six Dimensional Achievement Motivation Scale).

Table 2: The Six Dimensional Achievement Scale

Dimension	Description
1. Excellence	• Does a good job and maintains high work standards.
2. Acquisitiveness	• Respects self-made rich persons and works hard to make money.
3. Peer status	• Cares what other think of his work and displays his work to others.
4. Achievement via independence	• Likes to be evaluated solely on his own performance and dislikes teamwork.
5. Expert status	• Depends upon the opinion of experts and measure himself against acknowledged experts' work.
6. Competitiveness	• Likes to be more successful than others.

Source: (Ahmed, 1990)

2.2.4 Rokeach values

The Rokeach Value System provides an in-depth description of an individual's value system; it has been heavily used in cross-cultural studies in order to enable generalizations beyond existing research (Ahmed, 1990). According to the Rokeach Value System, value is defined as "an enduring belief that a specific mode of conduct (instrumental values) or end-state of existence (terminal values) is preferable to an opposite mode of conduct or end-state of existence" (Ahmed, 1990, p. 16). Instrumental values are the core values that are stable in nature and hard to replace. They include personal characteristics and attributes of an individual's personality. Furthermore, instrumental values refer to desirable types of behaviour. Examples of instrumental values are honesty and ambition (Karve, 2011). Alternately, terminal values are related to preferable conditions of existence. They consist of the essential values that individuals work to achieve due to their belief that these values are a necessary part of life. Examples of terminal values are freedom, security, and a comfortable life (Karve, 2011). Table 3 shows a complete list of instrumental values and terminal values (Rokeach, 1973).

Table 3: Terminal and instrumental values

Instrumental Values	Terminal Values
Ambitious (hard-working, aspiring)	A world at peace (free of war and conflict)
Broad-minded (open-minded)	Family security (taking care of loved ones)
Capable (competent, effective)	Freedom (independence, free choice)
Cheerful (lighthearted, joyful)	Equality (brotherhood, equal opportunity for all)
Clean (neat, tidy)	Self-respect (self-esteem)
Courageous (standing up for one's beliefs)	Happiness (contentedness)
Forgiving (willing to pardon others)	Wisdom (mature understanding)
Helpful (working for welfare of others)	Salvation (saved, eternal life)
Honest (sincere, truthful)	True friendship (close companionship)
Imaginative (daring, creative)	A sense of accomplishment (a lasting contribution)
Independent (self-reliant, self-sufficient)	Inner harmony (freedom from inner conflict)
Intellectual (intelligent, reflective)	A comfortable life (a prosperous life)
Logical (consistent, rational)	Mature love (sexual and spiritual intimacy)
Loving (affectionate, tender)	A world of beauty (beauty of nature and the arts)
Obedient (dutiful, respectful)	Pleasure (an enjoyable leisurely life)
Polite (courteous, well-mannered)	Social recognition (respect, admiration)
Responsible (dependable, reliable)	An exciting life (a stimulating active life)
Self-controlled (restrained, self-disciplined)	

Source: (Rokeach, 1973)

Although the Rokeach Value System is commonly used in marketing studies, not all of its values appear directly associated with consumption. Therefore, many researchers have tried to adjust this system to be more appropriate to product consumption. The version of the Rokeach Value System used in this research is the one shortened to nine terminal values and nine instrumental values (Munson & McQuarrie, 1988). This compressed version better reflects the values related to consumption. This research uses two shortened lists of the Rokeach Value System. The nine terminal values include a comfortable life, an exciting life, a sense of accomplishment, equality, family security,

freedom, pleasure, self-respect, and social recognition. The nine instrumental values include ambition, broad-mindedness, capability, cheerfulness, imagination, independence, intellectualism, responsibility, and self-control.

Chapter 3: Al-Baik Restaurant

The first Al-Baik restaurant was opened in 1974 in the city of Jeddah, Saudi Arabia, during a time when there was a market niche for clean fast food at a modest price point. Al-Baik leads in the Saudi restaurant market, largely as a result of its fried chicken “broast.” Al-Baik’s menu is diverse and offers a variety of food. The main dishes include fried chicken, fried shrimp, chicken nuggets, and fish fillet, which are served on plates or as sandwiches. Al-Baik also serves side orders, salads, desserts, and beverages. In 2002, Al-Baik Xpress opened in food courts with a limited menu (El Baik Food Systems Company S.A., 2013). Al-Baik maintains a price structure which appears to positively influence the popularity of its restaurants among price-conscious consumers. For instance, a fried chicken meal, consisting of four pieces of chicken, French fries, a bun, and two garlic-dipping sauces, costs 12 Saudi Riyals (equivalent to US\$3.20) (El Baik Food Systems Company S.A., 2013).

Al-Baik operates in several cities in the western region of Saudi Arabia, including Jeddah, Makkah, Madinah, Taif, and Yanbu (Dosari, 2009). In the city of Jeddah, Al-Baik restaurants hold the largest market share and most consistent consumer loyalty among competing restaurants. Some of these competitors are internationally-renowned brands, such as McDonald’s, KFC, and Pizza Hut (Dosari, 2009). Al-Baik has been mentioned on CNN's travel website as one of eight foreign fast-food chains worth trying (O'Neill, 2011).

Al-Baik's efforts to provide rapid fast service, clean restaurant environments, and locations that are convenient for its customer base are part of a strategy to maintain positive relationships with its clientele. This strategy extends to offering certain menu items based on customers' suggestions (Dosari, 2009). The Al-Baik restaurant environment corresponds to Saudi culture, which tends to have separate restaurant entrances for gender segregation. One entrance is called the "singles entrance," which leads to the singles' section. This entrance is for single men or groups of men. The other entrance leads to the family section, and it is called the "family entrance." This section is for single women, groups of women, and married couples, with or without children (Murphy, 2009).

Chapter 4: Objectives and Research Questions and Hypotheses

This chapter explains the main objectives of this research. It also includes the research questions and hypotheses necessary to fulfill the objectives of the study. Lastly, a summary table is provided containing the hypotheses and research questions, each of which are classified based on how they were measured, and the pertinent results.

4.1 Research Objectives

To provide insight into the specific issues related to consequences of the loyalty behaviour of customers in Saudi Arabia. Three specific objectives of this research are:

- 1- To model antecedents and consequences of the loyalty behaviour of fast-food customers in Saudi Arabia.
- 2- To understand the relationship between customer loyalty and achievement motivation.
- 3- To understand the relationship between customer loyalty and Rokeach terminal and instrumental values.

4.2 Research Questions (Q) and Hypotheses Development (H):

In order to address the objectives of this research, four hypotheses and three research questions were developed. They are presented as follows:

4.2.1 Hypotheses development

Past research has found restaurant attributes to be significant factors affecting customer loyalty behaviour in the restaurant industry (Weiss, Feinstein, & Dalbor, 2004; Ramapuram & Batra, 2006). Therefore, the following hypotheses are proposed:

A study conducted on consumer choice and segmentation in the restaurant industry stated that restaurant atmosphere is the key factor in the final selection between restaurants offering similar types of food among three demographic segments: young, middle-aged, and older people (Auty, 1992). A study by Ryu (2005) stated that the quality of the physical environment is a significant factor that helps customers distinguish a restaurant from other competitors in the market. This study also showed that the enjoyment and excitement that result from the DINESCAPE (the physical environment) are the main elements of customer behavioural intention, including the likelihood of repeat visits and spreading positive word-of-mouth. Similarly, in a full-service restaurant, a pleasant restaurant atmosphere is an important attribute that is strongly related to customers' repeat purchase intentions (Harrington, Ottenbacher, & Way, 2013). Previous studies have shown that the quality of a restaurant's environment or atmosphere is a major attribute in predicting customers' intent to return to the restaurant (Weiss, Feinstein, & Dalbor, 2004; Ryu, 2005; Ryu, Lee, & Kim, 2012). In addition, a study conducted on international dining restaurants in Saudi Arabia found a positive relationship between restaurant atmosphere and customer loyalty. According to this study, consumers who select atmosphere as an important restaurant attribute in their decision-making show the

greatest loyalty (Tunsi, 2000). Research conducted by Harrington, Ottenbacher, and Way (2013) on quick-service restaurant choices has found that restaurants' setting, including the interior design of the restaurant, the restaurant's atmosphere, as well as the level of noise inside the restaurant, is the second highest factor influencing quick-service restaurant selection, particularly among older people and female customers (2013). Thus, based on the above evidence, the following hypothesis was proposed:

H1a: Restaurant atmosphere is positively associated with customer loyalty in fast-food restaurants. Specifically, more positive the perception of atmosphere of a fast-food restaurant, the greater is the loyalty towards that restaurant.

A study examining restaurant attributes and customer values found that frugal customers prefer to purchase their meals from fast-food restaurants; such customers consider the low prices of fast-food restaurants to be a very important attribute (Ha & Jang, 2013). Clark and Wood (1999), in a study of customer loyalty in the restaurant industry, indicated that the price of food is one of the five most common reasons for restaurant selection. A study conducted on the fast-food restaurant selections of college students found that the price/value attribute is one of the most important factors that influence college student decisions (Khan, 2003). Another study examining consumer perception of value (which was measured using three criteria: "This restaurant offered good value for the price," "The restaurant experience was worth the money," and "This restaurant provides me great value as compared to others") found a relation between perceived value and behaviour intention. This study indicated that the value of money spent, as perceived by the consumer, is a key element for customer satisfaction, which is a major

determinant of customer behaviour intent (Ryu, Lee, & Kim, 2012). Therefore, based on the above evidence, the following hypothesis was proposed:

H1b: Price consciousness is positively associated with customer loyalty in fast-food restaurants. Specifically, more positive the perception of price consciousness of a fast-food restaurant, the greater is the loyalty towards that restaurant.

In terms of quality of service, according to the service theory developed by the Nordic School of Service Marketing (NSSM), service quality has a direct effect on consumers' behavioral intent and the likelihood of repeat purchases (Keillor, Hult, & Kandemir, 2004). In addition, numerous studies have shown that service quality has a significant influence on consumers' intent to revisit the establishment (Baker, Parasuraman, Grewal, & Voss, 2002; Qu, 1997). Qin and Prybutok (2008) found that quality of service is the most influential factor that affects consumers' behavioural intent. Another study showed that service quality and customer satisfaction are the foundation for customer loyalty, as expressed by repeat visits and positive word-of-mouth (Ryu, Lee, & Kim, 2012). Further, one study on service encounters in eight countries discovered that in four of the countries (the United States, Germany, India, and Australia), customer behavioral intention in the fast-food restaurant industry is positively affected by the quality of service provided by the restaurants (Keillor, M. Hult, & Kandemir, 2004). Therefore, based on the above evidence, the following hypothesis was proposed:

H1c: Service quality is positively associated with customer loyalty in fast-food restaurants. Specifically, more positive the perception of service quality of a fast-food restaurant, the greater is the loyalty towards that restaurant.

Restaurant facilities in this research include those offering home delivery of food, a family section, and take-out food. A study examining customer loyalty in international restaurants in Saudi Arabia found that Saudi diners who consider home delivery service as an important restaurant attribute show a high level of loyalty. The study also revealed that the loyalty of Saudi consumers is highly influenced by the design of the restaurant. In particular, they value restaurants that provide private sections, as they tend to seek privacy when eating out with family or friends (Tunsi, 2000). Therefore, based on the above evidence, the following hypothesis was proposed:

H1d: Restaurant facilities are positively associated with customer loyalty in fast-food restaurants. Specifically, more positive the perception of facility of a fast-food restaurant, the greater is the loyalty towards that restaurant.

Studies show that consumer satisfaction with food quality is a strong predictor of customer intention to revisit the restaurant in the future (Weiss, Feinstein, & Dalbor, 2004; Qu, 1997). Food quality also has a major impact on a restaurant's public image, which in turn influences clients' overall satisfaction, and their behavioural intent, such as their willingness to return to the restaurant and an increased likelihood of favourable word-of-mouth referrals (Ryu, Lee, & Kim, 2012). A study conducted specifically on theme restaurants found that food quality has a considerable effect on predicting customers' intent to return (Weiss, Feinstein, & Dalbor, 2004). Similarly, it has been found that the quality of food in full-service restaurants is the most important factor impacting customer intent to repurchase as well as customer readiness to pay (Parsa,

Self, Gregory, & Dutta, 2012). A study on the service encounter in the fast-food restaurant industry in eight countries (Australia, China, Germany, India, Morocco, the Netherlands, Sweden, and the United States) found food quality to be the major influencing factor, having a positive impact on consumer behavioural intentions in all researched countries except the Netherlands and Sweden, where there was no relationship. Also, the result of the study showed that consumers consider food quality in fast-food restaurants the most crucial factor affecting the restaurant's total perceived quality (Keillor, Hult, & Kandemir, 2004). A study by Khan (2003) revealed that 82 percent of African American college student respondents considered the taste and the quality of beverages and food offered in fast-food restaurants to be an important attribute in terms of encouraging them to revisit the restaurant. In addition, the results of a study on the formation of consumer attitudes and intentions towards fast-food restaurants indicated that food quality has a powerful effect on customer satisfaction (Frank, 2012). Having highly satisfied customers results in an increase in the consumers' readiness to return to the restaurant (Parsa, Self, Gregory, & Dutta, 2012). Therefore, based on the above evidence, the following hypothesis was proposed:

H1e: Food quality is positively associated with customer loyalty in fast-food restaurants. Specifically, more positive the perception of food quality of a fast-food restaurant, the greater is the loyalty towards that restaurant.

A study conducted on quick-service restaurant selection found that the variety of items offered on a restaurant's menu is one important attribute in the fast-food restaurant industry (Harrington, Ottenbacher, & Way, 2013). A study examining customer loyalty

in specialty restaurant in Istanbul, Turkey, indicated that having a variety of menu items available is one of the key factors that enhances consumer loyalty (Dogdubay & Avcikurt, 2008). Another study conducted on customer loyalty and its effect on the image of fine-dining restaurants found that offering menu variety contributes to an increase in customer satisfaction, intent to re-visit, and likelihood of offering recommendations to other customers (Eliwa, 2006). Based on the above evidence, the following hypothesis was proposed:

H1f: Menu variety is positively associated with customer loyalty in fast-food restaurants. Specifically, the more positive the perception of menu variety of a fast-food restaurant, the greater is the loyalty towards that restaurant.

A study evaluating the importance of restaurant attributes and their influence on customer behaviour, willingness to return, and willingness to pay found that speed of service is the most important attribute in fast-food restaurants and has a positive relationship with customer loyalty (Parsa, Self, Gregory, & Dutta, 2012). Another study, conducted on college students examining their selection among different fast-food restaurants, found that students consider the speed of food delivery as an important attribute that has an influence on their intentional behaviour (Qin & Prybutok, 2008). The result of another study examining key attributes of quick-service restaurants indicated that restaurant attributes are categorized according to their importance level and that the speed of service in fast-food restaurants is considered a very important attribute (Harrington, Ottenbacher, & Way, 2013). Furthermore, the result of a study conducted on customer loyalty in international restaurants in Jeddah, Saudi Arabia,

found a positive relationship between the speed of service and customer loyalty (Tunsi, 2000). Thus, based on the above evidence, the following hypothesis was proposed:

H1g: Speed of food delivery is positively associated with customer loyalty in fast-food restaurants. Specifically, more positive the perception of speed of food delivery of a fast-food restaurant, the greater is the loyalty towards that restaurant.

A study assessing customer loyalty in quick-service and fast-casual restaurants found that restaurant location is one of the attributes that motivate customer to revisit (Rosenberger, Michelson, Holdowsky, & Hawkins, 2014). Similarly, Hyun (2010) found that a favourable location has a positive relationship with customer behaviour and customer satisfaction and also indicated the existence of a direct positive relationship between customer satisfaction and loyalty. This leads to an understanding that there is an indirect positive relationship between location and customer loyalty (Hyun, 2010). Therefore, based on the above evidence, the following hypothesis was proposed:

H1h: Restaurant location is positively associated with customer loyalty in fast-food restaurants. Specifically, more positive the perception of location of a fast-food restaurant, the greater is the loyalty towards that restaurant.

Different demographic variables, such as age, gender, and occupation have been reported as significant variables affecting customer loyalty (Ndubisi, 2006; Patterson, 2007).

With regards to age, numerous studies have shown that senior customers are more loyal than younger ones (Patterson, 2007; Lazarevic, 2012). Senior customers tend to be more

traditional and have a reduced willingness to try new products. Also, diminished mobility in later life limits brand selection of seniors (Patterson, 2007). A study conducted on the factors associated with customer loyalty for international-dining restaurants located in Jeddah, Saudi Arabia, showed that age has a major effect on consumer loyalty. It found that customers who are 35 and older showed more loyalty than customers who are under 35 years of age, and posited that the reason for this difference is that younger customers have a high level of willingness to try new restaurants (Tunsi, 2000). Furthermore, studies show that Generation X consumers (who are people born between 1961 and 1980) are more loyal than Generation Y consumers (people born between 1980 and 2000) (Gurau, 2012; Lazarevic, 2012). Also, these studies indicate that Generation Y customers are not considered a loyal segment, and their repeat purchases are not guaranteed. Generation X, on the other hand, is a loyal segment that shows a high commitment to specific brands (Lazarevic, 2012). Accordingly, the following hypothesis was proposed:

H2a: The age of customers is associated with loyalty toward fast-food restaurants. Customers who are from Generation X are more loyal to fast-food restaurants than customers who are from Generation Y.

In terms of gender differences, several studies find that female consumers are more loyal than male consumers within various industries (Ndubisi, 2006; Helgesen & Nettet, 2010). One study showed that female customers tend to make repeat purchases more often than male customers (Pan & Zinkhan, 2006). Furthermore, a study conducted on loyalty marketing and loyalty cards in Italy showed that in the case of loyalty card point

collection, women have a higher intent toward collecting points than men do (Cedrola & Memmo, 2010). In addition, a study conducted to evaluate the moderating role of gender on customer loyalty in full-service restaurants showed that men and women behave differently in terms of their loyalty. Because of the emotional attachment of women, female restaurant customers show more behavioural loyalty than male customers (Jin, Line, & Goh, 2013). Therefore, the following hypothesis was proposed:

H2b: The gender of customers is associated with loyalty toward fast-food restaurants. Female customers are more likely to be loyal toward fast-food restaurants than male customers.

Regarding customers' level of education, a study conducted on the in-depth profile of department-store shoppers found that frequent department-store customers (who shopped 25 times or more a year) are more educated than customers with less frequent visits (5 times a year) (Crask & Reynolds, 1978). Another study conducted on urban Romanian consumers examining the influence of demographics on brand loyalty indicated that repeat purchase intention is strong when customers have a high level of education (Ioan, 2009). Additionally, a study conducted on fast-food restaurant brands chain in Jordan, to investigate the relation between demographics and brand associations, showed that there is a positive relationship between customers' level of education and brand association. Customers with Graduate and Bachelor's degrees have a favourable relationship with brand associations of fast-food restaurants (Abu Daabes & Kharbat, 2013). As a result, the following hypothesis was proposed:

H2c: The level of education of customers is associated with loyalty toward fast-food restaurants. Customers with a Bachelor's degree or higher are more likely to be loyal to fast-food restaurants than customers with education levels below a Bachelor's degree.

There is a large number of foreign workers living in Saudi Arabia. They form 32 percent of the population, 56.5 percent of the working population, and 89 percent of employees in the private sector (De Bel-Air, 2014). In the last few decades, labour emigration has become an attractive option for citizens of some Arab and South East Asian countries due to unstable economic condition in their home countries (Kapiszewski, 2006). Foreigners come to Saudi Arabia from different countries in Asia and Africa, such as India, Bangladesh, Pakistan, Indonesia, Philippines, Yemen, Egypt, Sudan, Syria, and Ethiopia (De Bel-Air, 2014). As a result, these foreign workers often speak different languages, have different cultures, and exhibit different behaviours. Numerous studies have shown that consumers have different perceptions and behave differently based on their backgrounds and cultures (Etemad-Sajadi & Rizzuto, 2013; Min & Min, 2013; Seock & Lin, 2011). For instance, Foreign workers from India, who represent the majority of foreign workers in Saudi Arabia, have different religion, culture, and economic than Saudis. Indian people often come to Saudi Arabia because of the higher salaries and the perception of a superior workplace environment. For example, The GDP per capita in India is \$4,000, whereas in Saudi Arabia it is \$31,300 (Central Intelligence Agency, 2014). Asian foreign workers also have different cultures and backgrounds than Saudi citizens. Because of their difficult economic situation, they are inexpensive to hire,

easier to discharge, and believed to be more effective and dutiful (Kapiszewski, 2006). Saudis, on the other hand, prefer to work in the public sector because of its comparatively generous salaries, job security, short working hours, considerable social payments, and retirement benefits (Kapiszewski, 2006). Based on the above discussion, it is obvious that Saudis and non-Saudis living in Saudi Arabia have different culturally-mediated values, which leads one to expect that Saudis and non-Saudis could have different loyalty behaviour as well. Accordingly, the following hypothesis was proposed:

H2d: The nationality of customers is associated with loyalty toward fast-food restaurants. Saudi customers are more likely to be loyal to Al-Baik fast-food restaurants than non-Saudi customers.

Regarding customers' income level, previous studies have indicated that low-income consumers are more price sensitive than high-income consumers (Wakefield & Inman, 2003) and price-sensitive consumers are less loyal (Patterson, 2007). Therefore, high-income customers are more loyal than low-income customers (Patterson, 2007). Moreover, a study assessing customer loyalty in fine-dining restaurants stated that the higher a customer's income, the less switching behaviour is expected (Eliwa, 2006). For instance, high-income customers are willing to re-visit a familiar restaurant regardless of price differences, and tend to appreciate restaurants that offer a customer experience in line with their expectations of treatment. Once they find this kind of restaurant experience, high-income customers will show their loyalty through visiting regularly, referring the restaurant to others, and paying more for the service offered (Eliwa, 2006). Thus, the following hypothesis was proposed:

H2e: The income of customers is associated with loyalty towards fast-food restaurants. Customers with an income of 150,000 Saudi Riyals or higher are more likely to be loyal to fast-food restaurants than customers with an income of 149,000 Saudi Riyals or lower.

According to the theory of reasoned action, a person's intention to perform a particular behaviour ("behaviour intention") is predicted by a person's feeling towards the performance behaviour ("attitude"). The theory also states that the more positive a person's attitude is towards a behaviour, the higher their intention to perform the behaviour (Fishbein & Ajzen, 1975). A study that examined restaurant beef steak consumption using the theory of reasoned action found a significant effect of customers' attitudes on the behavioural intention (Crockett, 1997). Therefore, the following hypothesis was proposed:

H3: Customers' attitudes towards fast-food restaurants are associated with customers' behavior intention. Customers who have positive attitudes towards a fast-food restaurant have a higher behavior intention to visit that fast-food restaurant in the future.

According to the theory of planned behaviour, the performance of a particular behaviour is predicted by the intention to perform the behaviour (Ajzen, 2011). One study that examined the role of norms in explaining attitudes, intention, and consumption of fish in Vietnam by applying the reasoned action theory indicated that there is a direct relationship between customers' intention to consume and frequency of consumption

(Tuu, Olsen, Thao, & Anh, 2008). According to Oliver (1999), one of the factors that are necessary for true loyalty to exist is a customer's high level of intention to purchase the product compared with their level of intention for other choices. Thus, the following two hypotheses were proposed:

H4a: Customers' behavior intention is associated with behavioral loyalty. Specifically, the higher the level of behavior intention, the greater is the level of behavioral loyalty.

H4b: Customers' behavior intention is associated with attitudinal loyalty. Specifically, the higher the level of behavior intention, the greater is the level of attitudinal loyalty.

4.2.2 Research questions

In the following paragraphs, three research questions are proposed in order to provide direction to this research. According to the literature, these questions deal with achievement motivation and Rokeach's terminal and instrumental values. Since, this study is exploratory in nature; the research questions are broad rather than specific. The differences in achievement motivation and Rokeach values affect customers' recommendations, behaviour intention, behavioural loyalty, and attitudinal loyalty in the fast-food restaurant industry. These relationships are recognized in the research questions.

Personality is the main factor that influences the formation of certain attitudes. Individuals who have particular personality traits have particular attitudes that depend

upon their personality patterns (Ghorbani & Mousavi, 2014). An empirical study by Sharma and Sharma (2012) evaluating customers' personality and brand loyalty examined a personality trait called self-monitoring; high self-monitors use others' behaviour to guide their own, while low self-monitors use their personality attributes (such as their values and attitudes) to direct their behaviour. This study found that these two types of personalities vary with regard to their purchasing behaviour. The high self-monitors have a propensity to switch brands, while low self-monitors have consistent behaviours that correspond to their inner values, making them brand-loyal. As a result, high self-monitors are less likely to be brand loyal and low self-monitors are more likely to be brand loyal based on their personality traits (Sharma & Sharma, 2012). Additionally, research conducted on a sample of 150 consumers of Iran Khodro Industrial Group (a car manufacturer) in Isfahan, Iran, using a thirty-question questionnaire to examine the impact of customer personality on brand personality and brand loyalty (Ghorbani & Mousavi, 2014), found that brand identity, including excitement, competence, sincerity, and ruggedness, has a positive and significant relationship with brand loyalty. Furthermore, this study showed that some of the customers' personality traits have a positive and significant relationship with brand identity. A cross-cultural study examining personality and culture found a strong relationship between extrovert personalities and word-of-mouth promotion, which is a form of attitudinal loyalty (Mooradian & Scott Swan, 2006). This discussion of the literature led us to ask the following question:

RQ 1: Is the six dimensional achievement motivations scale by Jackson, Ahmed, and Heapy (1976) related to loyalty behavior of consumers?

Personal values have been used as predictors for consumer behaviour for many years, and they are considered as essential factors when making marketing decisions (Krystallis, Vassallo, & Chryssohoidis, 2012). A study conducted in eight European countries examining customer behaviour towards purchasing different products stated that based on the assumption of Schwartz's values theory (Schwartz, 2004), multiple customer segments with diverse value structures show varied purchasing behaviours towards different products. For instance, consumers who appreciate the values of universalism and benevolence, which include concern for others' interests and welfare, show a significant cluster of beliefs and buying behaviour towards organic food (Krystallis, Vassallo, & Chryssohoidis, 2012). A study conducted in different banks in Vietnam, testing personal values and customer loyalty in the service industry, found that specific personal values (peaceful life, social recognition, and social integration) are reliable predictors of customer loyalty towards a service (Thuy & Hau, 2010). This discussion of the literature led us to ask the following question:

RQ 2: Are Rokeach (1979) terminal values related to loyalty behavior of consumers?

A study by De Ruyter and Bloemer, (1999), evaluating consumer loyalty in extended service restaurants, showed that the relationship between customer satisfaction and customer loyalty in such locations is controlled by value attainment and positive mood, where value attainment explains the extent to which the perceived service experience is aligned with consumers' instrumental values. De Ruyter and Bloemer (1999) also found

that in the service industry, service is mostly geared to instrumental values. For example, credit card companies develop their services to align with values of independence, power, and security. Additionally, the study stated that when the service aligns with the customer's values, the customer will stay loyal even if not fully satisfied with the service. This loyalty occurs because value objectives are fulfilled or achieved during the delivery of service (De Ruyter & Bloemer, 1999). Lastly, a study on the effect of personal values on customer loyalty in the petrol retailing industry illustrated the positive relationship between customers' personal values and customer loyalty. The study used the following three value factors after factorizing the eighteen Rokeach instrumental values: the concept of "traditionalist," the importance of "socially acceptable behaviour," and the concept of "self-competence." The traditionalist value is positively related to behavioural loyalty (repeat visits), while the socially accepted behaviour value is positively related to attitudinal loyalty (commitment and word-of-mouth). Lastly, self-competent customers show their resistance to competitors' offers (Salciuviene, Auruskeviciene, & Lee, 2009). This discussion of the literature led us to ask the following question:

RQ 3: Are Rokeach (1979) instrumental values related to loyalty behavior of consumers?

4.3 Conceptual Framework

Figure 1: Conceptual framework

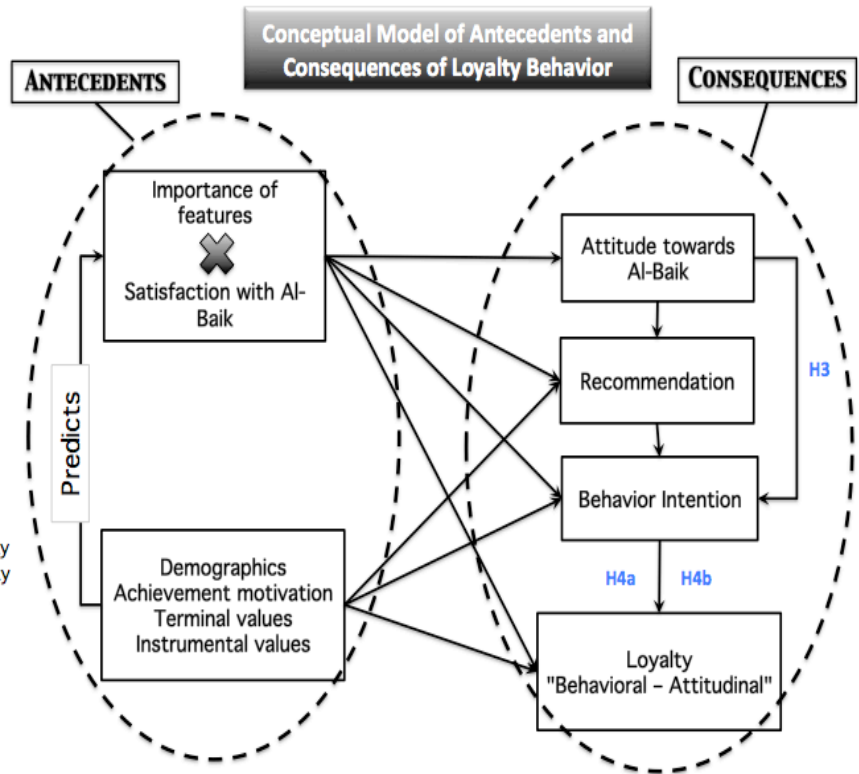
- H1a** Restaurant atmosphere
- H1b** Price consciousness
- H1c** Service quality
- H1d** Restaurant facilities
- H1e** Food quality
- H1f** Menu variety
- H1g** Speed of food delivery
- H1h** Location

- H2a** Age
- H2b** Gender
- H2c** Education
- H2d** Nationality
- H2e** Income

H3 Attitude towards Al-Baik with behavior intention

- H4a** Behavior intention with behavioral loyalty
- H4b** Behavior intention with attitudinal loyalty

- RQ1** Achievement motivation
- RQ2** Terminal values
- RQ3** Instrumental values



Chapter 5: Methodology

In this section, the research methodology is defined for the purpose of testing the research hypotheses.

5.1 Questionnaire

To test the hypotheses for this study, a survey questionnaire was designed to collect the required data. The survey consisted of six parts with questions focused on the following content: restaurant use behaviour, number of visits to fast-food restaurants and consumers attitudes toward fast-food restaurants, the effect of media on consumers' decisions, customers' demographic information, the achievement motivation scale, and the Rokeach terminal and instrumental value system.

Section I contained several questions dealing with restaurant use behaviour, such as questions regarding when consumers buy meals from fast-food restaurants. The other questions measured the level of importance of the attributes of fast-food restaurants and the level of satisfaction with the attributes of Al-Baik restaurants. Section II consisted of questions regarding the number of times that consumers had visited four specific fast-food restaurants (behaviour) as well as the number of times that the customers intended to visit these restaurants in the future (behaviour intention). Another question in this section dealt with the willingness of customers to recommend the four fast-food

restaurants to their friends or family (recommendations). The last two questions in Section II evaluated customers' attitudinal loyalty towards Al-Baik restaurants and the likelihood of customers to express loyalty. Section III included questions dealing with the role played by electronic and traditional media in restaurant selection. Section IV included questions about respondents' demographics, including their nationality, place of residence, level of education, age, gender, marital status, occupation, language, years lived outside Saudi Arabia, and level of income. Section V contained eighteen variables examining customers' motivation based on the Six Dimensional Achievement Motivation Scale (Jackson, Ahmed, & Heapy, 1976). Section VI included questions on customers' values based on Rokeach's (1979) terminal and instrumental value systems. A copy of the survey is provided in the appendix.

The survey was created in English (see Appendix 3). Because Arabic is the most commonly used language in Saudi Arabia, the survey was then translated into Arabic to ensure that the questionnaire would be completely understood by participants (see appendix 4). The Arabic and English versions of the questionnaire were compared in order to ensure their compatibility. Also, to ensure clarity of the questionnaire, Arabic surveys were pre-tested on seven Saudi people; and English surveys were pre-tested on seven non-Saudi English speakers. After that, minor changes were made to the questionnaire based on the feedback and comments received. Also, the pre-testing gave the researcher an indication of the time needed to complete the questionnaire. After translating, comparing, and pre-testing, the questionnaire was ready for the study's respondents.

5.2 Construct of Measures

- **Customer's loyalty behavior**

Customer loyalty in this research is measured based on four aspects, which are:

1. Recommendation: measured based on the number of times people recommended the fried chicken restaurant.
2. Behaviour intention: measured based on the frequency of expected future visits to Al-Baik restaurant.
3. Behavioural loyalty: measured based on the frequency of past purchases from Al-Baik restaurant.
4. Attitudinal loyalty: measured based on a scale consisting of five statements related to customer's attitude towards Al-Baik restaurants.

- **Satisfaction with restaurant atmosphere (H.1a)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurants' atmosphere. The attributes describing restaurant atmosphere were freshness, restaurant environment, cleanliness of the restaurant, and atmosphere in the restaurant.

- **Satisfaction with price consciousness (H.1b)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurants' price consciousness. The attributes describing price consciousness were serving portions, value for money spent, and price.

- **Satisfaction with service quality (H.1c)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurants' service quality, including friendliness of service.

- **Satisfaction with restaurant facilities (H.1d)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurants facilities. The attributes describing restaurant facilities were availability of take-out food, availability of family section, and home delivery of food.

- **Satisfaction with food quality (H.1e)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurants' food quality, including food taste.

- **Satisfaction with menu variety (H.1f)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurants' menu variety.

- **Satisfaction with speed of food delivery (H.1g)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurants' speed of food delivery.

- **Satisfaction with restaurant location (H.1h)**

A four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants was multiplied by a five-point Likert scale measuring the importance of fast-food restaurant location.

- **Consumers' age (H.2a)**

A numerical question was used to allow participants to write their exact age.

- **Consumers' gender (H.2b)**

A categorical question was used to let participants choose between "male" and "female."

- **Consumers' level of education (H.2c)**

A multiple-choice question was used to allow participants to select the most relevant level of education.

- **Consumers' nationality (H.2d)**

A categorical question was used to let participants choose between “Saudi” and “non-Saudi.”

- **Consumers' income (H.2e)**

A multiple-choice question was used to allow participants to select the most relevant income level in Saudi Riyal.

- **Customer attitude towards fast-food restaurants (H.3)**

Customer attitude towards Al-Baik fast-food restaurants was the result of multiplying a four-point Likert scale measuring the level of customer satisfaction towards Al-Baik restaurants by a five-point Likert scale measuring the level of customer satisfaction towards fried chicken restaurants in general.

- **Customer behavior intention towards fast-food restaurants (H.4a-H.4b)**

A seven multi-point scale was used to measure the frequency of expected future visits to Al-Baik restaurants.

- **Six dimensional achievement scale (RQ.1)**

Eighteen nine-point bipolar items were grouped into six achievement dimensions, as prescribed by Jackson, Ahmed, and Heapy (1976), namely excellence, acquisitiveness, status with peers, independence, status with experts, and competitiveness. The scale value of these scales ranged from 3 to 27.

- **Rokeach terminal value scale (RQ.2)**

The terminal values (goals or the most important things to attain in life) were ranked in order from one to nine, namely, a comfortable life, an exciting life, a sense of accomplishment, equality, freedom, pleasure, self-respect, and social recognition. In order to provide a cross validity for the Rokeach terminal values rank order scale and to provide an equivalent Likert measure for the multiple regression analysis, we also measured these values items using nine-point Likert scales. The Spearman correlation coefficients of the Rokeach terminal values rank order and Likert values were all statistically significant, which shows strong evidence for the construct validity (University of Regina, 2014). The validity test is added in Appendix 17.

- **Rokeach instrumental value scale (RQ.3)**

Instrumental values (characteristics or means to achieving ends) were ranked in order from one to nine. These values were: being ambitious, broad-minded, capable, cheerful, imaginative, independent, intellectual, responsible, and self-controlled. In order to provide a cross validity for the Rokeach instrumental values rank order scale and to provide an equivalent Likert measure for the multiple regression analysis, we also measured these values items using nine-point Likert scales. The Spearman

correlation coefficients of the Rokeach instrumental values rank order and Likert values were all statistically significant, which shows strong evidence for the construct validity (University of Regina, 2014). The validity test is added in Appendix 18.

5.3 Data Collection

The data was collected through a face-to-face questionnaire in order to make sure that people answered each question properly and to minimize the number of errors in the answers. Hard copies of both Arabic and English versions of the questionnaire were offered to participants, who could choose their language preference. The survey was approved by University of Ottawa research ethics and integrity board, and the certificate is provided in appendix 7.

Participants were contacted by way of the snowball sampling method. The distribution procedure started by giving paper-based surveys to different relatives, friends, and employees at a local hospital and teachers at governmental, private, and international schools in Saudi Arabia; each respondent gave a survey to another customer of Al-Baik restaurant whom he/she could easily contact. There were 231 complete responses from the 300 people who received the paper-based questionnaires. This research was conducted to reach Saudi and non-Saudi individuals who were above eighteen years old and who had differences in gender, marital, education, and income status, as well as different attitudes towards fast-food restaurants.

5.4 Preparing the Data for the Analysis

Each participant's survey was reviewed to ensure that all questions were answered. Surveys with uncompleted answers were excluded; as a result, 69 questionnaires were ignored. This omission reduced the number of sampled respondents from 300 to 231. Finally, the data was inserted into the SPSS program for analysis.

Four types of analysis were conducted using the SPSS program. They are Cronbach's Alpha test, Pearson correlation coefficient, Spearman correlation coefficient, and multiple regression analysis.

Chapter 6: Results

6.1 Respondents' General Profiles

Table 4: Sample profile

Achievement Dimensions ¹			Demographics	
	Mean	Rank	Nationality	
Excellence	20.2	1	Saudi	88%
Acquisitiveness	17.3	4	Not Saudi	12%
Status with peers	18.6	3	Education	
Independence	12.9	6	High school	18%
Status with experts	19.7	2	University degree	53%
Competitiveness	16.1	5	Graduate degree	10%
Rank Terminal Values ²			Post-graduate	3%
A comfortable life	4.2	3	Mean Age	32 years
An exciting life	5.8	8	Gender	
A sense of accomplishment	5.5	6	Male	45%
Equality	6.2	9	Female	55%
Family security	2.9	1	Marital Status	
Freedom	5.6	7	Single	42%
Pleasure	5.4	5	Married	53%
Self-respect	4.1	2	Divorced	4%
Social recognition	5.3	4	Widowed	1%
Rank Instrumental Values ²			Income	
Ambitious	4.1	2	Less than 50,000	17%
Broad-minded	5.8	8	50,000 – 99,999	23%
Capable	4.7	3	100,000 – 149,999	17%
Cheerful	5.3	6	150,000 – 199,999	14%
Imaginative	6.3	9	200,000 – 249,999	10%
Independent	4.8	4	250,000 – 299,999	5%
Intellectual	5.0	5	300,000 – 349,999	3%
Responsible	3.7	1	350,000 – 399,999	3%
Self-Controlled	5.3	6	400,000 and more	9%
Occupation			Lived Outside Saudi Arabia	
Level 1	13.4%		No	61.5%
Level 2	6.5%			
Level 3	1.7%			
Level 4	73.2%		Yes	38.5%
Level 5	3%			
Level 6	2.2%			

¹ Mean scale values range from 3 (low) to 27 (high); T test statistical significance: * $p < 0.05$, ** $p < 0.01$;
² Mean rank values range from 1 (high) to 9 (low).

As indicated in Table 4, the average age of the participants was 32 years old. Saudi respondents represented 88 percent of the sample, and 12 percent were non-Saudi. Twenty-four percent of the people interviewed were single, 35 percent were married, 4 percent were divorced, and 1 percent were widowed. Sixty-one percent of respondents stated that they had never lived outside Saudi Arabia, and 38.5 percent stated that they had spent a few years living outside Saudi Arabia. Eighteen percent of the respondents had a high school level of education, 53 percent had a Bachelor's degree, 10 percent had a Master's degree, and 3 percent had a Ph.D. Moreover, 73.2 percent of the interviewees worked at middle-level occupations, and 13.4 percent worked at in higher-level occupations (see appendix 5 for more details about occupation levels). Fifty-five percent of participants were female, and 45 percent were male. Forty percent of the respondents earned less than 100,000 Saudi Riyals per annum and 20 percent earned more than 250,000 Saudi Riyals (1 Canadian Dollar = 3.70 Saudi Riyals). Table 5 below explains how the sample in this research differs from the general Saudi population.

Results show that the concern for excellence dimension of the achievement motivation scale was the top personality feature for the participants, followed by status with experts. Achievement via independence was the lowest scored dimension. Family security was the most important terminal value held by respondents, followed by self-respect and a comfortable life. With regard to the instrumental values, being responsible was the highest value held by the participants, followed by being ambitious and capable.

Table 5: Normal Saudi population vs. research sample

	Saudi population	Research sample	Comments
Age	50% of Saudi Arabia's population is under 25 years (Arab News, 2013).	The average age of the sample is 32 years.	The proportion of youth in the sample is lower than in the population at large.
Income	The average income for Saudis per year is about 93,472 Saudi Riyals (equal to 27,365 Canadian Dollar) (Arab News, 2013).	Twenty three percent of the research sample earns an annual income of 50,000 to 99,999 Saudi Riyals.	The majority of respondents in this research have an income similar to the population at large.
Gender	Men in Saudi Arabia comprise about 54.4% of total population, while women account for about 45.6% of total population (Geoba, 2014).	In this sample, there are 45% male participants, and 55% female participants.	The proportion of male and female respondents in this research is at odds with the Saudi population as a whole, which has a greater proportion of men.
Nationality	According to the central department of statistics and information in Saudi Arabia, 30% of the total population in Saudi Arabia is comprised of foreigners (Central Department of Statistics and Information, 2013).	The sample of this research includes 88% Saudi participants and 12% foreign participants living in Saudi Arabia.	The proportion of non-Saudis in this sample is smaller than that of the population at large.

According to table 5, the sample of this research represents Saudis' income and slightly underrepresents the proportion of Saudi men. The sample also underrepresents Saudis' age and the number of non-Saudis living in Saudi Arabia. Therefore, the sample is somewhat different from Saudi population.

The sample of this research was compared to total Saudi population because there is no census for people who visit fast-food restaurants in Saudi Arabia. As a result, the comparison with the total population is an indicative comparison not definitive.

6.2 Description of Respondents' Behavior towards Fast-Food Restaurants

This section demonstrates participants' behaviour towards fast-food restaurants in Saudi Arabia. It outlines the consumers' buying occasions, their current behaviour, and their future behaviour intention. This section also illustrates the extent to which fast-food consumers recommended the restaurants to others as well as the media effect on their restaurant selection decisions. Table 6 shows the sample consumers' purchasing occasions. According to the mean scores, consumers prefer to buy their food from fried chicken restaurants when they want to eat at home, when they go on a picnic with family or friends, and sometimes when they invite family or friends to their house. In other words, customers prefer to pick up their food from a fried chicken restaurant rather than eating inside the dining area. The reason for that might be the limited number of Al-Baik restaurants that have a family section.

Table 6: Buying occasions

When do you buy food from fried chicken (broast) restaurants?			
	Standard deviation	Mean	Rank
When I need to eat at home	.49	1.61	1
When I go on a picnic with my family or friends	.48	1.37	2
When I eat out with family or friends	.45	1.28	3
When I invite people to my place	.45	1.28	3

When I am at work or school	.39	1.19	5
When I go shopping	.39	1.19	5

Tables 7, 8, and 9 show that the Al-Baik restaurants had the highest rank in regards to frequency of purchase, number of intended future visits, and number of recommendations, while KFC and Al Tazaj take the second or third places.

Table 7: Behavior (buying frequency)

Frequency of buying food from fried chicken restaurants			
	Standard deviation	Mean	Rank
Al-Baik	1.05	4.10	1
KFC	1.40	2.42	2
Altazaj	1.20	2.38	3
Ktaykit	.903	1.46	4

Table 8: Behavior intention (future buying intention)

Number of intended future visits to fried chicken restaurants			
	Standard deviation	Mean	Rank
Al-Baik	1.21	4.16	1
Altazaj	1.22	2.40	2
KFC	1.42	2.31	3
Ktaykit	1.11	1.56	4

Table 9: Recommendations

Number of times people recommended fried chicken restaurants			
	Standard deviation	Mean	Rank
Al-Baik	1.70	5.07	1
Altazaj	1.80	2.96	2
KFC	1.68	2.43	3
Ktaykit	1.28	1.69	4

Table 10 illustrates the media effect on restaurant selection. This table demonstrates that personal opinions of friends/family were the most important factor affecting the sample consumers' restaurant selection decisions, followed by visiting regular stores and shopping centres. Television advertisements and opinions of friends/family on Facebook are the third and fourth most importance factors, respectively. Therefore, our sample consumers were highly affected by family members' and friends' opinions, whereas social media, such as Twitter, YouTube, and Facebook, was not perceived to be as effective.

Table 10: Media effect

The effect of media on restaurant selection decision			
	Standard deviation	Mean	Rank
Personal opinions of friends/family	1.01	4.16	1
Visiting regular stores and shopping centers	1.09	3.66	2
Television advertisements	1.19	3.59	3
Opinions of friends/family on Facebook	1.27	3.40	4
Browsing Internet	1.30	3.31	5
Newspaper advertisements	1.21	2.99	6
Browsing store websites	1.15	2.94	7
Magazines advertisements	1.16	2.94	7
Browsing YouTube	1.27	2.83	9
Radio advertisements	1.23	2.76	10
Facebook advertisements	1.22	2.63	11
Browsing Facebook	1.20	2.61	12
Browsing Twitter	1.25	2.49	13

Chapter 7: Data Analysis and Results

The three following sections show results of the analysis. However, the results of hypothesis-testing are presented in a separate section that follows them. This is because testing hypotheses in this research requires results from both correlation and regression analysis.

7.1 Factor Analysis

To prepare the data for the analysis, an exploratory factor analysis was carried out. The factor analysis was used to determine the underlying unobserved constructs in the sets of variables, in other words, to reduce the number of restaurant attributes, since there were seventeen attributes used in the questionnaire. To check the reliability between the items, factor loading should be greater than 0.5 (Hair, Black, Babin, Anderson, & Tatham, 2005). Therefore, all items that had factor loading lower than 0.5 were removed. All considered items had factor loading ranges between .615 and .890. Table 11 shows the scores for each of the remaining items that were used in the analysis.

Table 11: Factor analysis for the importance of restaurant attributes multiplied by satisfaction with Al-Baik restaurants

Rotated Component Matrix^a

	Component				
	1 Restaurant Atmosphere	2 Price Consciousness	3 Service Quality	4 Restaurant Facilities	5 Food Quality
Food quality	.162	.097	.052	.102	.806
Taste	.193	.143	.270	.021	.732
Freshness	.741	.116	-.207	.050	.236
Portion of servings	-.016	.741	-.077	.146	.283
Service quality	.184	.109	.834	.069	.164
Friendliness of service	.119	.161	.767	.210	.154
Value for money spent	.177	.824	.151	-.031	.096
Price	.133	.756	.244	.138	-.081
Restaurant environment	.615	.144	.329	.197	.074
Restaurant cleanliness	.646	-.046	.252	-.061	.360
Restaurant atmosphere	.631	.162	.267	.205	-.025
Availability of take-out food	.068	.110	.188	.646	.292
Availability of family section	.305	.026	.250	.623	-.193
Home delivery of food	.027	.098	-.026	.890	.049
Proportion of explained variance	29.38%	10.6%	10.28%	8%	7.23%

Total variance explained = 65.85%, Kaiser-Meyer-Olkin measure of sampling adequacy= .769, chi-square= 858.879, Bartlett's Test of Sphericity df = 91, significance = .000

Based on the factor analysis results, there are five scales, and each one of the scales includes different items. The first scale is restaurant atmosphere, and it includes freshness, restaurant environment, restaurant cleanliness, and restaurant atmosphere. The second scale is price consciousness, and it consists of portion of servings, value for money spent, and price. The third scale is service quality, and it contains service quality and friendliness of service. The fourth scale is called restaurant facilities, and it includes availability of take-out food, availability of family section, and home delivery of food. The last scale is named food quality, and it includes food quality and taste.

Names of all scales will be familiar for western readers, as these names are compatible with their perceptions, except for the fourth scale, which is restaurant facility. Many western people consider restaurant facility as an attribute related to the availability of kids' high chairs, or the availability of a baby changing table. However, this is not the case in Saudi Arabia. Saudis align excellence in restaurant facilities with the availability of a family section; if the restaurant does not offer a separate family section (areas where no single males are allowed), this is interpreted to mean that the restaurant is preventing some of its female customers from eating inside the restaurant. Therefore, the lack of a family section fails to facilitate the dining experience for some people in the Saudi community.

The final Cronbach's Alpha scores of the five scales based on the high loading items ranged from 0.6 to 0.7, which is considered an acceptable level of reliability for exploratory studies (Hassad, 2009). Table 12 summarizes the scores for each of the items that were used in the analysis.

Table 12: Reliability Statistics

	Scales	Cronbach's Alpha	Number of Items
1	Restaurant atmosphere	.67	4
2	Price consciousness	.72	3
3	Service quality	.74	2
4	Restaurant facilities	.64	3
5	Food quality	.66	2

As a result of the factor analysis application, the number of restaurant features multiplied by the customer satisfaction with Al-Baik restaurants resulted in a decrease in the number of attributes from seventeen to eight. The eight attributes consisted of five new attributes, which are restaurant atmosphere, price consciousness, service quality, restaurant facilities, and food quality, in addition to the three regular attributes (variety, speed of food delivery, and restaurant location) that were excluded from the factor analysis. The mean scores for all the scales based on factors were calculated in order to examine the relationships between the variables in this research. Mean scores for all variables related to the importance of features are presented in Table 13.

Table 13: Importance of fried chicken restaurants features multiplied by satisfaction with Al-Baik restaurants

Importance of fried chicken restaurants features multiplied by satisfaction with Al-Baik			
	Standard deviation	Mean	Rank
Food quality	2.81	17.72	1
Restaurant atmosphere	3.12	15.52	2
Service quality	3.76	14.72	3
Price consciousness	3.52	14.24	4
Speed of food delivery	4.77	14.02	5
Location	4.78	12.55	6
Menu variety	4.45	12.39	7
Restaurant facilities	3.99	9.03	8

Means scores in Table 13 indicate that food quality had the highest mean score (17.72) and was the most important fast-food restaurant attribute for Al-Baik consumers involved in this research, followed by restaurant atmosphere and service quality. According to the literature explained above, food quality is considered an important restaurant feature in other developing countries, including Malaysia (Nezakati, Kuan, &

Asgari, 2011), China (Etemad-Sajadi & Rizzuto, 2013), Pakistan (Zia-ur-Rehman & Akhtar, 2011), and India (Bhattacharya, Sengupta, & Mishra, 2011).

7.1.1 Summary of factor analysis

Based on the factor analysis performed, the number of restaurant attributes was reduced from seventeen to eight items. The remaining attributes were restaurant atmosphere, price consciousness, service quality, restaurant facilities, food quality, menu variety, speed of food delivery, and location. According to the means scores, food quality was the most important restaurant attribute for consumers in this study.

7.2 Correlation Analysis

Correlation analysis is used in this study to evaluate the strength of the relation between two variables (Aaker, Kumar, & Day, 2003). In this paper, the correlation analysis was used to measure the significant correlation of the importance of restaurant features with the demographics, achievement motivation, and values variables. The results shown in the tables are only those that were statistically significant. For Rokeach's terminal and instrumental values, Spearman correlation was used, whereas Pearson correlation was used for all other correlations.

Table 14: Significant correlation of importance of restaurant features with demographics, achievement motivation, and values antecedent variables

Explanatory Antecedent Variables	Satisfaction with Features of Fried Chicken Restaurant								Significant Correlations	
	Atmosphere	Price	Service	Facility	Quality	Variety	Delivery	Location	Number	Mean size
Education	.02	.06	.02	-.15*	-.02	-.07	.10	-.01	1	.15
Gender: M-F	-.02	-.11	.05	.25**	.08	.01	-.17*	.05	2	.21
Occupation	-.02	-.08	.06	.22**	-.08	-.02	-.06	.04	1	.22
Student or not	-.09	-.02	-.08	-.06	.05	-.03	.02	-.18**	1	.18
English language	.11	-.02	.12	.20**	.08	.17*	-.10	.07	2	.18
Other language	.27**	-.04	.19**	.11	-.04	.12	.07	.18**	3	.21
Income	-.21**	-.01	-.09	-.21**	-.00	-.16*	.12	-.05	3	.19
Acquisitiveness	.06	.19**	.08	-.07	.11	.04	.10	-.03	1	.19
Status with peers	.15*	.03	.12	.05	.08	.10	.05	.07	1	.15
Status with experts	.22**	.18**	.26**	.05	.09	.16*	.10	.06	4	.21
A comfortable life	-.17**	.04	.01	.01	-.01	.06	-.06	-.02	1	.17
Self-respect	.05	-.09	-.15*	-.01	-.03	-.14*	-.04	-.01	2	.15
Social recognition	-.07	-.15*	-.07	-.20**	-.06	-.17*	-.07	-.08	3	.17
Ambitious	-.03	.03	.08	.13	.08	-.03	.00	.16*	1	.16
Capable	-.12	-.00	-.13	-.15*	-.14*	.05	-.08	-.01	2	.15
Cheerful	.06	.06	.14*	.03	.09	.09	.05	.05	1	.14
Independent	.04	.02	.01	.01	.04	.15*	.08	-.09	1	.15
Number of significant correlations	5	3	4	7	1	6	1	3		
Mean size of significant correlations	.20	.17	.19	.20	.14	.16	.17	.17		

¹ Question: How important are the following features of a fried chicken restaurant to you? The scale value ranges from 1 (extremely not important at all) to 5 (very important). Please select the number that best reflects your level of satisfaction: *p< .05, **p< .01.

The first part of Table 14 presents the correlation coefficients of antecedents of loyalty behaviour and demographics. Demographic variables that have no significant correlations with these attributes were not presented in this table, because they have no evidence of relationship between the dependent and independent variables. The data indicate that other language and income were the strongest demographic variables, with three statistically significant correlations each and a mean size of .21 and .19,

respectively. The next significant variables were gender and English language, with two significant correlations each and a mean size of .21 and .18, respectively. The least significance variables in the demographics section were education, occupation, and student status, with one significant correlation each and a mean size of .15, .22, and .18, respectively.

This section also shows that there was a positive correlation between other language and the following restaurant attributes: restaurant atmosphere, service quality, and restaurant location. Customers who speak a language other than Arabic, English, and French are more likely to consider these restaurant attributes as important. In addition, there was a positive correlation between English language and the following restaurant attributes: restaurant facilities and menu variety. Customers who are English language speakers are more likely to consider these restaurant attributes as important. There was also a positive correlation between occupation and restaurant facilities. Customers with high-level occupations are more likely to consider restaurant facilities as an important restaurant attribute. Gender was positively correlated with restaurant facilities, and negatively correlated with speed of food delivery, which indicates that female customers are more likely to consider restaurant facilities as an important restaurant attribute, and less likely to consider speed of food delivery as an important restaurant attribute. There was a negative correlation between education and restaurant facilities. The higher the customers' level of education, the less likely he or she is to consider restaurant facilities as an important restaurant attribute. There was also a negative correlation between the variable which indicated whether or not a respondent was a student with restaurant location. Customers who are not students are less likely to consider restaurant location as

an important restaurant attribute. Finally, there was a negative correlation between income and the following restaurant attributes: restaurant atmosphere, restaurant facilities, and menu variety. The higher a customer's income, the less likely he or she is to consider these attributes as important ones. This unexpected finding is attributed to the cultural differences between Saudi Arabia and Western countries. Saudi Arabia has strong class-consciousness compared to Western countries. For instance, in Western countries, people from higher social class might take their children to a fast-food restaurant that is also visited by people of a more moderate socioeconomic station, such as McDonald's, whereas, in Saudi Arabia, most of people from high social class would refuse to take their children to a fast-food restaurant perceived as more "average," due to the belief that the restaurant is not commensurate with their social class. This is a possible reason why high-income customers in Saudi Arabia do not consider restaurant atmosphere, restaurant facilities, and menu variety of fast-food restaurants as important attributes.

The second part of Table 14 presents the correlation coefficients of antecedents of loyalty behaviour and the achievement dimensions. Achievement variables that have no significant correlations with these attributes were not presented in this table, because they show no evidence of relationship between the dependent and independent variables. Data indicated that status with experts was the strongest variable, with four significant correlations and mean sizes of .21 followed by status with peers and acquisitiveness, with one significant correlation each and a mean size of .15 and .19, respectively.

This section shows that there was a significant positive correlation between status with experts and the following restaurant attributes: restaurant atmosphere, price consciousness, service quality, and menu variety. The higher the customers score on status with experts, the more likely they are to consider these restaurant attributes as important. There was also a positive correlation between status with peers and restaurant atmosphere. The higher the customers score on status with peers, the more likely they are to consider the restaurant atmosphere as an important restaurant attributes. Lastly, there was a positive correlation between acquisitiveness and price consciousness. The higher the customers score on acquisitiveness, the more likely they are to consider price as an important restaurant attributes.

The third part of table 14 presents the correlation coefficients of antecedents of loyalty behaviour and the Rokeach Rank Terminal Values. Values' variables that have no significant correlations with these attributes were not presented in this table, because they show no evidence of relationship between the dependent and independent variables. It is indicated that, out of nine terminal values, social recognition was the strongest variable, with three significant correlations and a mean size of .17. The next important value was self-respect, with two significant correlations and a mean size of .15. A comfortable life was the least significant with one correlation and a mean size of .17.

The same section shows that there was a negative correlation between the value social recognition and the following restaurant attributes: price consciousness, restaurant facilities, and menu variety. The more the customers value social recognition, the less

likely they are to consider these restaurant attributes as important. There was also a negative correlation between the value self-respect and the following restaurant attributes: service quality and menu variety. The more the customers value self-respect, the less likely they are to consider these attributes as important. Finally, there was a negative correlation between the value named “a comfortable life” and restaurant atmosphere. The more the customers value a comfortable life, the less likely they are to consider restaurant atmosphere as an important restaurant attribute.

The last part of table 14 demonstrates the correlation coefficients of antecedents of loyalty behaviour and the Rokeach Rank Instrumental Values. Values’ variables that have no significant correlations with these attributes were not presented in this table, because they show no evidence of relationship between the dependent and independent variables. It is indicated that, out of nine instrumental values, capable was the strongest variable, with two significant correlations and a mean size of .15. Followed by ambitious, cheerful, and independent, with one significant correlation each and a mean size of .16, .14, and .15 respectively.

In this section, there was a negative correlation between capable and the following restaurant attributes: restaurant facilities and food quality. The more the customers value capability, the less likely they are to consider restaurant facilities and food quality as important restaurant attributes. There was also a positive correlation between ambitious and restaurant location. The more the customers value ambition, the more likely they are to consider restaurant location as an important restaurant attributes. Additionally, there

was a positive correlation between cheerful and service quality. The more the customers value cheerfulness, the more likely they are to consider service quality as an important restaurant attribute. Lastly. There was a positive correlation between independence and menu variety. The more the customers value independence, the more likely they are to consider menu variety as an important restaurant attribute.

7.2.1 Summary of correlation analysis of antecedents of loyalty behavior of consumers

Overall, as seen previously, demographic variables were the variables most correlated with the antecedents of consumers' loyalty behaviour with thirteen significant correlations. Rokeach Terminal Values and Achievement Motivation Dimensions followed with six significant correlations each, followed by the Rokeach Instrumental Values with five significant correlations.

7.3 Regression Analysis

Regression analysis is used in this paper to associate two or more variable, where variable X is the independent variable and variable Y is the dependent variable (Aaker, Kumar, & Day, 2003). The backward stepwise regression was chosen in order to avoid the drawbacks of forward stepwise regression (including the fact that each addition of a new variable could make one or more of the already-included variables non-significant) (Brant, 2004).

Table 15 includes eight dependent variables, which are restaurant atmosphere, price consciousness, service quality, restaurant facilities, food quality, menu variety, speed of food delivery, and restaurant location.

Table 15: Regression models of restaurant features: Beta of independent antecedent variables

Independent Antecedent Variables	Satisfaction with Features of Fried Chicken Restaurants								Enter	Size
	Atmosphere	Price	Service	Facility	Food Quality	Menu Variety	Delivery	Location		
Gender		-.12		.20**		-.15*	-.16*	.09	5	.14
Age	.11		.17*	.16*		.12	-.12		5	.14
Marital status (single or married)	-.16		-.11		-.14*				3	.14
Occupation	-.15*				-.12				2	.14
Partner occupation	.09					-.11			2	.1
Place of residence					-.12	-.16*		-.10	3	.13
Living outside KSA					-.15*				1	.15
Arabic language	.10		.13				.16*		3	.13
English language			.11		.14*	.20**	.14*		4	.15
Other language	.23**		.18**		-.13			.17*	4	.18
Income	-.23***		-.11	-.19**		-.19**	.14*		5	.17
Excellence						.12			1	.12
Acquisitiveness		.13*							1	.13
Status with peers	.13								1	.13
Independence	.11	.01							2	.06
Status with experts	.17*	.17*	.27***			.16*			4	.19
Competitiveness			.12						1	.12
An exciting life	-.12							-.10	2	.11
Accomplishment	-.09							-.13*	2	.11
Equality	-.16*	-.11			-.17**				3	.15
Family security				-.09			.10		2	.1
Freedom	-.16*								1	.16
Pleasure	-.15*	-.01			-.19**				3	.12
Self-respect	-.12	.09	.17**			.10			4	.12
Social recognition		.11		.13*		.15*	.12		4	.13
Ambitious			-.15*						1	.15
Broad-minded					.17*	.20**			2	.19
Capable	.11			.19**	.27***				3	.19
Cheerful			-.16*						1	.16
Imaginative	.12			.17*	.09			.16*	4	.14

Independent								.08	1	.08
Intellectual						.14*	.08		2	.11
Responsible			-.12		.23**			.13*	3	.16
Self-controlled				.14		.16*			2	.15
Number of Predictors	18	8	12	8	12	13	8	8		
	R² = .26, Adjusted R² = .20; F = 4.1, p < .0001;	R² = .12, Adjusted R² = .09; F = 3.7, p < .01;	R² = .21, Adjusted R² = .17; F = 5, p < .0001;	R² = .19, Adjusted R² = .16; F = 6.4, p < .0001;	R² = .18, Adjusted R² = .14; F = 4, p < .0001;	R² = .20, Adjusted R² = .15; F = 4.1, p < .0001;	R² = .20, Adjusted R² = .07; F = 3, p < .01;	R² = .16, Adjusted R² = .12; F = 4, p < .0001;		
Rank of Adjusted R2	1	7	2	3	5	4	8	6		

¹N=231; significance of beta weights: *p < .05, **p < .01, *** p < .0001

Correlation analysis cannot be used to describe a cause and effect relationship; to overcome this limitation, linear multiple regression was employed, as shown in table 15, to describe the association among the factors and to form a mathematical model (Aaker, Kumar, & Day, 2003).

To assess the predictive validity of the independent variables, table 15 presents the backward regression models of antecedents of consumers' loyalty behaviour for eight specific restaurant attributes with the following variables: demographic, Likert scale of terminal values, Likert scale of instrumental values, and achievement dimensions variables. The assumptions of linearity, independence of errors, homoscedasticity, unusual points, and normality of residuals were met. All the regression models' F Values ranged from 3 to 6.4, all with a p < .01, which means all the models are statistically significant. The researcher has also tested the collinearity of the data set by checking the tolerance and VIF values. Since all tolerance values were greater than 0.1 and the VIF values are less than 10, then the data set has no collinearity issues (Hair, Anderson, Tatham, & Black, 1995). Tables showing the Durbin-Watson values, outliers, and collinearity statistics of the data are all presented in Appendices 8 to 16.

The restaurant atmosphere's multiple regression model, with eighteen predictors, produced $R^2 = .26$, $F = 4.1$, $p < .0001$. As can be seen in table 15, other language and status with experts had significant positive regression weights, indicating that consumers who speak language other than Arabic, English, and French, and who scored high in the achievement motivation dimension "status with experts" are expected to consider restaurant atmosphere as an important restaurant feature, assuming all other variables held constant. Conversely, occupation, income, equality, freedom, and pleasure had significant negative regression weights, which indicate that consumers with higher occupation status, who earn high income, and who value equality, freedom, and pleasure, are expected to exhibit low attention to restaurant atmosphere. Finally, age, marital status, partner occupation, Arabic language, the achievement dimensions; status with peers and independence, the terminal values; an exciting life, a sense of accomplishment, and self-respect, and the instrumental values; capable and imaginative did not contribute to the multiple regression.

The price consciousness's multiple regression model, with eight predictors, produced $R^2 = .12$, $F = 3.7$, $p < .01$. As can be seen in table 15, the achievement dimensions; acquisitiveness and status with experts had significant positive regression weights, indicating that consumers who scored high in the achievement motivation dimensions acquisitiveness and status with experts are expected to consider price consciousness as an important restaurant feature, assuming all other variables held constant. Gender, the achievement dimension; independence, the terminal values; equality, pleasure, self-

respect, and social recognition, and the instrumental values; capable and imaginative did not contribute to the multiple regression.

The service quality's multiple regression model, with twelve predictors, produced $R^2 = .21$, $F = 5$, $p < .0001$. As can be seen in table 15, age, other language, the achievement dimension; status with experts, and the terminal value; self-respect had significant positive regression weights, indicating that adults consumers, who speak language other than Arabic, English, and French, who scored high in the achievement motivation dimension; status with experts, and who value self-respect are expected to consider service quality as an important restaurant feature, assuming all other variables held constant. The instrumental values; ambitious and cheerful had significant negative regression weights, which indicate that consumers who value ambition and cheerfulness are expected to exhibit low attention to service quality. Lastly, marital status, Arabic language, English language, income, the achievement dimension; competitiveness, and the instrumental value; responsible did not contribute to the multiple regression.

The restaurant facilities' multiple regression model, with eight predictors, produced $R^2 = .19$, $F = 6.4$, $p < .0001$. As can be seen in table 15, gender, age, the terminal value; social recognition, and the instrumental values; capable and imaginative had significant positive regression weights, indicating that adult female consumers, who value social recognition, capability, and imagination are expected to consider restaurant facilities as an important restaurant feature, assuming all other variables held constant. Income had significant negative regression weights, which indicate that consumers who earn high

income are expected to exhibit low attention to restaurant facilities. Finally, the terminal value family security did not contribute to the multiple regression.

The food quality's multiple regression model, with twelve predictors, produced $R^2 = .18$, $F = 4$, $p < .0001$. As can be seen in table 15, English language and the instrumental values; broad-minded, capable, and responsible had significant positive regression weights, indicating that consumers who speak English language, and who value broad-mindedness, capability, and responsibility are expected to consider food quality as an important restaurant feature, assuming all other variables held constant. However, marital status, living outside KSA, and the terminal values; equality and pleasure had significant negative regression weights, which indicate that married consumers, consumers who have lived outside KSA, and those who value equality and pleasure are expected to exhibit low attention to food quality. Finally, occupation, place of residence, other language, and the terminal value imaginative did not contribute to the multiple regression.

The menu variety's multiple regression model, with thirteen predictors, produced $R^2 = .20$, $F = 4.1$, $p < .0001$. As can be seen in table 15, English language, the achievement dimension; status with experts, the terminal value; social recognition, and the instrumental values; ambitious, intellectual, and self-controlled had significant positive regression weights, indicating that consumers who speak English language, who scored high on the achievement motivation dimension; status with experts, and who value social recognition, ambition, intellectualism, and self-control are expected to consider menu

variety as an important restaurant feature, assuming all other variables held constant. On the other hand, gender, place of residence, and income had significant negative regression weights, which indicate that female consumers, who live in cities other than Riyadh or Jeddah, and who earn high income are expected to exhibit low attention to menu variety. Lastly, age, partner occupation, the achievement dimension; concern for excellence, and the terminal value; self-respect did not contribute to the multiple regression.

The speed of food delivery's multiple regression model, with eight predictors, produced $R^2 = .20$, $F = 3$, $p < .01$. As can be seen in table 15, Arabic language, English language, and income had significant positive regression weights, indicating that consumers who speak English and Arabic languages and who earn high income are expected to consider speed of food delivery as an important restaurant feature, assuming all other variables held constant. Gender had significant negative regression weights, which indicate that female consumers are expected to exhibit low attention to speed of food delivery. Lastly, age, the terminal values; family security and social recognition, and the instrumental value; intellectual did not contribute to the multiple regression.

The restaurant location's multiple regression model, with eight predictors, produced $R^2 = .16$, $F = 4$, $p < .0001$. As can be seen in table 15, other language and the instrumental values; imaginative and responsible had significant positive regression weights, indicating that consumers who speak language other than Arabic, English, and French and who value imagination and responsibility are expected to consider restaurant

location as an important restaurant feature, assuming all other variables held constant. On the other hand, the terminal value; a sense of accomplishment had significant negative regression weights, which indicate that consumers who value a sense of accomplishment are expected to exhibit low attention to restaurant location. Lastly, gender, place of residence, the terminal value; an exciting life, and the instrumental value; independent did not contribute to the multiple regression.

7.3.1 Summary of regression analysis of antecedents of loyalty behavior of consumers

Based on the multiple regression analysis, it was found that demographics were the strongest predictors of the antecedents of consumers' loyalty behaviour with twenty significant beta weights. Rokeach instrumental values follow with twelve significant beta weights, then Rokeach terminal values with eight beta weights. The contribution of achievement dimensions as predictors was rather marginal with five beta weights. In comparing the results of the correlation analysis and the multiple regression analysis, it should be noted that demographics and Rokeach terminal and instrumental values performed more strongly in the regression equations, while the performance of achievement motivation dimensions was similar in both analysis.

7.4 Hypothesis Testing of Antecedents and Consequences of Loyalty Behavior of Consumers

In this section, all the hypotheses will be tested to ascertain whether any significant correlation or significant regression occurred between the restaurant attributes and

demographics variables with recommendations, behaviour intention, behavioural loyalty, and attitudinal loyalty. Additionally, the twelve research questions will be answered in this section.

7.4.1 Restaurant atmosphere (H_{1a})

Table 16: Restaurant atmosphere

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.03	.66	-.11	.14
Behavior intention	-.02	.78		
Behavioral loyalty	-.08	.25	-.16*	.04
Attitudinal loyalty	.19**	.00		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlations of restaurant atmosphere indicate that only one significant correlation existed, which was between restaurant atmosphere and attitudinal loyalty (.19) (significance level < 0.01). The multiple regression analysis shows that the importance of restaurant atmosphere was significantly related to customers' behavioural loyalty and the beta weight was (-.16) (significance level < 0.05). Therefore, customers who cared about restaurant atmosphere showed high attitudinal loyalty and spread positive word-of-mouth to others, since there was a significant relationship between the atmosphere and the attitudinal loyalty in the same direction as was hypothesized. Thus, Hypothesis 1 (a) was supported.

7.4.2 Price consciousness (H_{1b})

Table 17: Price consciousness

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.14*	.04	.08	.26
Behavior intention	.02	.76		
Behavioral loyalty	.07	.30	.09	.20
Attitudinal loyalty	.22**	.00		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The correlation analysis indicates that two positive significant correlations exist. The first significant correlation was between price consciousness and recommendations (.14) (significance level < 0.05). The second was between price consciousness and attitudinal loyalty (.22) (significance level < 0.01). Thus, customers who were concerned about price were those who were willing to recommend the restaurant to others and spread favourable word-of-mouth. These two significant correlations provide support for Hypothesis 1 (b).

7.4.3 Service quality (H_{1c})

Table 18: Service quality

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.07	.31		
Behavior intention	-.03	.62		
Behavioral loyalty	-.02	.79		
Attitudinal loyalty	.19**	.00		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show that a positive correlation occurred between service quality and attitudinal loyalty (.19) (significance level < 0.01). Customers who considered the quality of service provided by a fast-food restaurant as an important attribute showed a high attitudinal loyalty towards the restaurant. Thus, Hypothesis 1 (c) was supported.

7.4.4 Restaurant facilities (H_{1d})

Table 19: Restaurant facilities

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	-.10	.78		
Behavior intention	.03	.70		
Behavioral loyalty	.04	.55	.11	.12
Attitudinal loyalty	.03	.61		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

Based on the correlation and regression analysis, no significant results occurred. Thus, there was no support for Hypothesis 1 (d).

7.4.5 Food quality (H_{1e})

Table 20: Food quality

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.29***	.000	.32***	.000
Behavior intention	.18**	.01	.16*	.02
Behavioral loyalty	.09	.20	.12	.10
Attitudinal loyalty	.47***	.000	.43***	.000

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation and regression analysis show positive significant relationships between food quality and recommendation, behaviour intention, and attitudinal loyalty. There was a significant correlation between food quality and recommendations (.29) (significance level < 0.0001). Also, there was a significant correlation between food quality and behaviour intention (.18) (significance level < 0.01). Finally, there was a significant correlation between food quality and attitudinal loyalty (.47) (significance level < 0.0001). Based on the regression analysis, there was a significant relation between food quality and recommendation, and the beta weight was (.32) (significance level < 0.0001). There was a significant relation between food quality and behaviour intention, and the beta weight was (.16) (significance level < 0.05). Lastly, there was a significant relation between food quality and attitudinal loyalty, and the beta weight was (.43) (significance level < 0.0001). Thus, there was a strong support for Hypothesis 1 (e).

7.4.6 Menu variety (H_{1f})

Table 21: Menu variety

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.05	.42		
Behavior intention	.12	.06	.12	.07
Behavioral loyalty	.07	.31		
Attitudinal loyalty	.24***	.000	.11	.08

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show a positive significant correlation between menu variety and attitudinal loyalty (.24) (significance level < 0.0001). Therefore, there was support for Hypothesis 1 (f).

7.4.7 Speed of food delivery (H_{1g})

Table 22: Speed of food delivery

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.05	.42		
Behavior intention	.02	.77		
Behavioral loyalty	.01	.91		
Attitudinal loyalty	.09	.16		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

Based on the correlation and regression analysis, no significant results occurred. Thus, there was no support for Hypothesis 1 (g).

7.4.8 Location (H_{1h})

Table 23: Location

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	-.10	.15	-.12	.08
Behavior intention	-.20**	.00	-.24***	.000
Behavioral loyalty	-.14*	.04	-.16*	.02
Attitudinal loyalty	.04	.52		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

According to the correlation analysis, restaurant location was negatively related to behaviour intention (-.20) (significance level < 0.01) and behavioural loyalty (-.14)

(significance level < 0.05). The beta weight of behaviour intention was (-.24) (significance level < 0.0001) and the beta weight of behavioural loyalty was (-.16) (significance level < 0.05). Although these results were significant, they do not align with the significance hypothesized. Therefore, data addressing Hypothesis 1 (h) indicates that the relationship between restaurant location and consumer behaviour is the opposite direction of what was hypothesized. A potential reason for this conflict is that the locations of Al-Baik restaurants are not close enough to the customers who consider the location of the restaurant as an important restaurant attribute. Therefore, they showed low intention to visit the restaurants in the future, and the number of their past purchases from Al-Baik could likewise have been limited.

7.4.9 Age (H_{2a})

Table 24: Age

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	-.07	.28		
Behavior intention	-.15*	.03	-.16*	.03
Behavioral loyalty	-.17**	.01	-.17**	.01
Attitudinal loyalty	.01	.86		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

Based on the correlation analysis, a significant negative correlation occurred between age and behaviour intention (-.15) (significance level < 0.05), and between age and behavioural loyalty (-.17) (significance level < 0.01). Also, the results of the regression analysis indicated that two negative beta weights exist between age and behaviour intention (-.16) (significance level < 0.05), and between age and behavioural loyalty (-

.17) (significance level < 0.01). This means that younger customers showed higher levels of behaviour intention and behavioural loyalty than older customers. These results trend in the opposite direction than what was hypothesized. Therefore, data addressing Hypothesis 2 (a) indicates the opposite direction of what was hypothesized. The reason for this conflict could be that the sample was biased toward young people (the ages of 18 to 35 comprised 72.3% of all the respondents). It may also be the case that this research mainly considered one specific fast-food restaurant, and that the results were not generalized to all fast-food restaurants in Saudi Arabia. Another reason for this unexpected result could be that Al-Baik provides fast food, which is more popular among young consumers in Saudi Arabia than among more senior consumers. Seniors in Saudi Arabia tend to be very traditional, and may believe that fast food is not healthy, or that its taste is inferior, and may consider fast food restaurants to be establishments intended for youth. Finally, Al-Baik's prices may be more affordable for younger consumers.

7.4.10 Gender (H_{2b})

Table 25: Gender

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	-.06	.38	-.10	.10
Behavior intention	-.03	.62	-.15*	.04
Behavioral loyalty	-.06	.36	-.12	.07
Attitudinal loyalty	-.01	.83		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

According to the regression analysis, the beta weight of behaviour intention was (-.15) (significance level < 0.05). In this way, male consumers had higher behaviour intention

than females, which was different than what was hypothesized. Therefore, Hypothesis 2 (b) goes the opposite direction than it was hypothesized. The possible reason for this unexpected result is that Al-Baik restaurants have limited branches with family sections, while all branches have single sections, which are for men only. In this way, men have more options than women. They can dine inside the restaurant or they can purchase take-out to eat somewhere else, while women's options are often limited to take-out food. Therefore, the number of expected visits to Al-Baik restaurants by women is less than the number of expected visits by men.

7.4.11 Level of education (H_{2c})

Table 26: Education

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.10	.12		
Behavior intention	-.11	.08	-.08	.24
Behavioral loyalty	-.21**	.00	-.19**	.00
Attitudinal loyalty	-.00	.96		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

Results of correlations indicate that a negative significant correlation occurred between consumers' level of education and behavioural loyalty (-.21) (significance level < 0.01). The behaviour of consumers with a Bachelor's degree or higher was significantly different from others who had education levels below a Bachelor's degree. Customers who had a Bachelor's degree or higher showed less visit frequency than customers who had education levels below a Bachelor's degree. According to the results of regression analysis, the level of education was significantly related to customers' behavioural

loyalty (significance level < 0.01) and the beta weight was negative (-.19). Therefore, the higher the customer's education level, the less frequently the customer would visit the restaurant. These results showed a significant, but negative, relation between customers' education level and behavioural loyalty. Thus, Hypothesis 2 (c) trends in the opposite direction to what was hypothesized. One reason for this result could be that customers with lower levels of education earn less income than highly educated customers, and will be motivated to purchase lower-priced and more affordable foods. Another reason could be that customers with high education may avoid fast-food restaurants or limit their purchases from this kind of restaurant because they are aware that fast food is not healthy in general. So, while they might visit Al-Baik, their visits would be limited. Another potential reason is that highly-educated customers usually have more income than customers with less education, and they may prefer to buy their meals or dine at more upscale, dine-in restaurants.

7.4.12 Nationality (H_{2d})

Table 27: Nationality

Measure	Correlation	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	-.06	.40		
Behavior intention	-.15*	.02	-.16*	.02
Behavioral loyalty	-.16*	.02	-.17**	.01
Attitudinal loyalty	-.03	.70		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show a negative significant correlation between nationality and behaviour intention (-.15) (significance level < 0.05) and between

nationality and behavioural loyalty (-.16) (significance level < 0.05). The regression analysis indicates that there was a significant relationship between nationality and behaviour intention, and the weight was (-.16) (significance level < 0.05). Also, there was a significant relation between nationality and behavioural loyalty, and the beta weight was (-.17) (significance level < 0.01). This means non-Saudi customers showed higher behaviour intention and behavioural loyalty than Saudi customers. This result conflicts with what was hypothesized in this research. Thus, the data pertaining to Hypothesis 2 (d) trends opposite to the direction that was hypothesized. One reason may be that foreigners who work in Saudi Arabia gain less income than Saudi workers. Therefore, they may visit Al-Baik frequently because it offers affordable prices. The potential savings are commensurate with the frugal ethos of many foreign workers, and their financial objectives for staying and working in Saudi Arabia.

7.4.13 Income (H_{2e})

Table 28: Income

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Recommendation	.06	.38		
Behavior intention	-.10	.12		
Behavioral loyalty	-.10	.15		
Attitudinal loyalty	-.04	.59		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

Based on the correlation and regression analysis, no significant results occurred. Thus, there was no support for Hypothesis 2 (e).

7.4.14 Attitude towards Al-Baik with behavior intention (H₃)

Table 29: Attitude towards Al-Baik with behavior intention

Measure	Correlation Coefficient	Sig. ¹
Behavior intention	.02	.79

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show that no significant correlation occurred between behaviour intention and attitudes towards Al-Baik. Therefore, Hypothesis 3 was not supported.

7.4.15 Behavior intention with behavioral loyalty (H_{4a})

Table 30: Behavior intention with behavioral loyalty

Measure	Correlation Coefficient	Sig. ¹
Behavioral loyalty	.77***	.000

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show that a positive significant correlation occurred between behaviour intention and behavioural loyalty (.77) (significance level < 0.0001). Thus, Hypothesis 4 (a) was supported.

7.4.16 Behavior intention with attitudinal loyalty (H_{4b})

Table 31: Behavior intention with attitudinal loyalty

Measure	Correlation Coefficient	Sig. ¹
Attitudinal loyalty	.45***	.000

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show that a positive significant correlation occurred between behaviour intention and attitudinal loyalty (.45) (significance level < 0.0001). Thus, Hypothesis 4 (b) was supported.

7.4.17 Achievement motivation with loyalty behavior of consumers (Q1)

7.4.17.1 Achievement motivation with recommendation

Table 32: Achievement motivation with recommendation

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Concern for excellence	.18**	.01	.17**	.01
Acquisitiveness	-.03	.64	-.15*	.02
Status with peers	.14*	.04		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show a significant correlation between concern for excellence and recommendations (.18) (significance level < 0.01), and between status with peers and recommendations (.14) (significance level < 0.05). The regression analysis also indicates that concern for excellence and acquisitiveness were significantly related to recommendations. The beta weight for concern for excellence was (.17) (significance level < 0.01) and for acquisitiveness was (-.15) (significance level < 0.05). So, three personality traits were related to recommendations.

7.4.17.2 Achievement motivation with behavior intention

Table 33: Achievement motivation with behavior intention

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Acquisitiveness	-.12	.07	-.16*	.02

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the regression analysis indicate that acquisitiveness was significantly related to behaviour intention and the beta weight was (-.16) (significance level < 0.01).

7.4.17.3 Achievement motivation with behavioral loyalty

Table 34: Achievement motivation with behavioral loyalty

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Acquisitiveness	-.11	.10	-.13*	.04

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the regression analysis indicate that acquisitiveness was significantly related to behavioural loyalty and the beta weight was (-.13) (significance level < 0.01).

7.4.17.4 Achievement motivation with attitudinal loyalty

Table 35: Achievement motivation with attitudinal loyalty

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Acquisitiveness	-.09	.15	-.14*	.03

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the regression analysis indicate that acquisitiveness was significantly related to attitudinal loyalty and the beta weight was (-.14) (significance level < 0.01).

Based on the analysis results that were mentioned in the previous tables (table 32- table 35), there are significant relations exist between the six dimensional achievement motivations scale by Jackson, Ahmed, and Heapy (1976) and loyalty behaviour of consumers. Thus, the answer for question one was affirmative.

7.4.18 Terminal values with loyalty behavior of consumers (Q2)

7.4.18.1 Terminal values with behavior intention

Table 36: Terminal values with behavior intention

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
A sense of accomplishment	-.15**	.01	.17*	.02
Freedom	.14*	.03		
Social recognition	-.07	.32	.18**	.01

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show a significant correlation between a sense of accomplishment and behaviour intention (-.15) (significance level < 0.01) and between freedom and behaviour intention (.14) (significance level < 0.05). This means that a decrease in the ranking of the value a sense of accomplishment from 9 (least important) to 1 (most important) increased the customer behavioural intention, while an increase in the ranking of the freedom value from 1 (most important) to 9 (least important) increased customer behavioural intention. The regression analysis indicates that the sense of accomplishment and social recognition values were significantly related to behaviour

intention. The beta weight for the sense of accomplishment was (.17) (significance level < 0.05) and for social recognition was (.18) (significance level < 0.01). This means that an increase in the rating of the sense of accomplishment and social recognition values from 0 (not important at all) to 8 (very important) increased the behaviour intention.

7.4.18.2 Terminal values with behavioral loyalty

Table 37: Terminal values with behavioral loyalty

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
A sense of accomplishment	-.15*	.02	.16*	.02

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show a significant correlation between valuing a sense of accomplishment and behavioural loyalty (-.15) (significance level < 0.01). This means that the decrease in the ranking of the sense of accomplishment from 9 (least important) to 1 (most important) increased the customer behavioural loyalty. Regression analysis indicates that valuing a sense of accomplishment was significantly related to behavioural loyalty. The beta weight for the sense of accomplishment was (.16) (significance level < 0.01). This means that an increase in the rating of the sense of accomplishment from 0 (not important at all) to 8 (very important) increased the behavioural loyalty.

7.4.18.3 Terminal values with attitudinal loyalty

Table 38: Terminal values with attitudinal loyalty

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Family security	-.15*	.02		

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show that a negative significant correlation occurred between the terminal value family security and attitudinal loyalty (-.15) (significance level < 0.05).

Based on the analysis results that were mentioned in the previous tables (table 36- table 38), there are significant relations exist between Rokeach (1979) terminal values and loyalty behaviour of consumers. Therefore, the answer for question two was affirmative.

7.4.19 Instrumental values with loyalty behavior of consumers (Q3)

7.4.19.1 Instrumental values with behavior intention

Table 39: Instrumental values with behavior intention

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Capable	-.04	.56	.17*	.03
Intellectual	.13*	.04		
Self-controlled	-.07	.31	.23**	.01

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

The results of the correlation analysis show that the instrumental value of being intellectual was significantly correlated with behaviour intention (.13) (significance level < 0.05). Also, the regression analysis shows a significant relation between the value

capable and behaviour intention (.17) (significance level < 0.05) and between the value self-controlled and behaviour intention (.23) (significance level < 0.01).

7.4.19.2 Instrumental values with attitudinal loyalty

Table 40: Instrumental values with attitudinal loyalty

Measure	Correlation Coefficient	Sig. ¹	Standardized Coefficient Beta Weight β	Sig. ¹
Broad-minded	-.03	.69	.16*	.02
Capable	-.10	.15	.17**	.01
Responsible	-.07	.32	.17*	.02

*Significant at < .05, **Significant at < .01, ***Significant at < .0001; ¹Actual significance.

According to the results of the regression analysis, three significant relations exist. There was a significant relation between the instrumental value of being broad-minded and attitudinal loyalty, and the beta weight was (.16) (significance level < 0.05). Also, there was a significant relation between the instrumental value of being capable and attitudinal loyalty, and the beta weight was (.17) (significance level < 0.01). Finally, there was a significant relation between valuing being responsible and attitudinal loyalty, and the beta weight was (.17) (significance level < 0.05).

Based on the analysis results that were mentioned in the previous tables (table 39 and table 40), there are significant relations exist between Rokeach (1979) instrumental values and loyalty behaviour of consumers. As a result, the answer for question three was affirmative.

7.4.20 Summary

The table below summarizes all the results dealing with the antecedents and the consequences of loyalty behaviour of consumers.

Table 41: Results

Hypotheses/research questions		Results
	Antecedents of loyalty behavior	
Hypothesis (1 a)	Restaurant atmosphere / Loyalty behavior	Supported
Hypothesis (1 b)	Price consciousness / Loyalty behavior	Supported
Hypothesis (1 c)	Service quality / Loyalty behavior	Supported
Hypothesis (1 d)	Restaurant facilities / Loyalty behavior	Not supported
Hypothesis (1 e)	Food quality / Loyalty behavior	Supported
Hypothesis (1 f)	Menu variety / Loyalty behavior	Supported
Hypothesis (1 g)	Speed of food delivery / Loyalty behavior	Not supported
Hypothesis (1 h)	Location / Loyalty behavior	Opposite direction
Hypothesis (2 a)	Age / Loyalty behavior	Opposite direction
Hypothesis (2 b)	Gender / Loyalty behavior	Opposite direction
Hypothesis (2 c)	Level of education / Loyalty behavior	Opposite direction
Hypothesis (2 d)	Nationality / Loyalty behavior	Opposite direction
Hypothesis (2 e)	Income / Loyalty behavior	Not supported
	Consequences of loyalty behavior	
Hypothesis (3)	Attitude towards Al-Baik / Behavior intention	Not supported
Hypothesis (4 a)	Behavior intention / Behavioral loyalty	Supported
Hypothesis (4 b)	Behavior intention / Attitudinal loyalty	Supported
	Antecedents of loyalty behavior	
Research question (1)	Achievement motivation / Loyalty behavior	Positive
Research question (2)	Terminal values / Loyalty behavior	Positive
Research question (3)	Instrumental values / Loyalty behavior	Positive

Based on the results mentioned in the above table, hypotheses (1a) restaurant atmosphere with loyalty, (1b) price consciousness with loyalty, (1c) service quality with loyalty, (1e) food quality with loyalty, (1f) menu variety with loyalty, (4a) behaviour intention with behavioural loyalty, and (4b) behaviour intention with attitudinal loyalty were supported.

Hypotheses (1d) restaurant facilities with loyalty, (1g) speed of food delivery with loyalty, and (2e) income with loyalty were not supported, while, hypotheses (1h) location with loyalty, (2a) age with Loyalty, (2b) gender with Loyalty, (2c) level of education with loyalty, (2d) nationality with loyalty showed results opposite to what had been hypothesized. Additionally, the answers for the three research questions were affirmative: (1) achievement motivation with loyalty behaviour, (2) terminal values with loyalty behaviour, and (3) instrumental values with loyalty behaviour.

7.5 Discussion

Based on the previous analysis, attitudinal loyalty was significantly related to the following restaurant attributes: restaurant atmosphere, price consciousness, service quality, food quality, and menu variety. An increase in the importance of these attributes increased the customers' attitudinal loyalty and their willingness to spread positive word-of-mouth about the restaurant, which is similar to the findings of previous studies (Ryu, 2005; Ryu, Lee, & Kim, 2012; Eliwa, 2006).

Recommendations were significantly related to food quality and price consciousness. Customers who liked the quality of food, particularly the taste, and who appreciated the price of the food, showed more willingness to recommend the restaurant to others. Behaviour intention had a significant relationship with food quality and restaurant location. Customers who thought favourably of the quality of food had a high intention to revisit the restaurant in the future. This confirms the findings of previous studies

(Weiss, Feinstein, & Dalbor, 2004; Parsa, Self, Gregory, & Dutta, 2012; Khan, 2003). Customers who were concerned about the location of the restaurant showed low behavioural loyalty and low behaviour intention to visit the restaurant in the future.

With regards to demographics, young consumers (Generation Y) showed more behaviour intention to visit the restaurant in the future than older consumers (Generation X), and they also showed higher behavioural loyalty than older consumers. This contrasted with Western studies showing that Generation X consumers are more loyal than Generation Y consumers (Patterson, 2007; Lazarevic, 2012; Gurau, 2012). Also, these findings are the opposite of those put forth in a study conducted on Saudi consumers fourteen years ago, which stated that older customers visit international restaurants in Jeddah, Saudi Arabia, more than younger ones (Tunsi, 2000). One reason for this could be a change in Saudi behaviour. Another reason could be that the sample of this study was biased toward young people (the ages of 18 to 35 comprised 72.3% of all the respondents). These results could attributed to the fact that this research considered one specific restaurant, Al-Baik, as a case study, and the results were not generalized to all fast-food restaurants in Saudi Arabia. The type of food provided by the Al-Baik – fast food – may also be a salient factor, as young consumers prefer to eat fast food more than senior consumers, who tend to believe that fast food is not healthy. Finally, younger consumers may visit Al-Baik more frequently than older consumers due to Al-Baik's prices, which are lower than many full-service restaurants.

The analysis indicates that male consumers showed more behaviour intention than women did. Moreover, male consumers cared about the restaurant features, namely, speed of food delivery more than women did. On the other hand, Al-Baik's female consumers cared about the restaurant facilities, including availability of take-out food, availability of a family section, and home delivery of food more than men did. A possible reason for this result is related to Saudi culture. Customers of Al-Baik appear to prefer to pick up their food and eat it elsewhere, such as at home or at a picnic, rather than eating inside the restaurant, as indicated in the table 6. It is primarily men who purchase food from this quick-service restaurant. As a result, male consumers cared about the speed of food delivery because they were waiting in line to pick it up themselves. Women, on the other hand, cared more about restaurant facilities, as women in Saudi Arabia are not allowed to drive, and public transportation is very limited and inaccessible. So, when women do not have a driver, the only way they can order food from a restaurant is through a home delivery service.

Additionally, the results of correlation and regression analyses show that the higher the customers' education level, the lower their behavioural loyalty and frequency of buying from Al-Baik restaurants. This result was different than what has been discovered by other studies of the restaurant and department store industries, which found that the visit frequency of customers with high education level is higher than those with lower education (Crask & Reynolds, 1978; Ioan, 2009; Abu Daabes & Kharbat, 2013). One reason for this correlation could be that customers with lower levels of education earn less income than highly educated customers, and they are more likely to make frugal

dining decisions. Another reason could be that customers with high education may avoid fast-food restaurants or limit their purchases from this kind of restaurant because they know that fast food is not healthy in general. Another potential reason is that highly educated customers usually have more income than customers with less education, and they may prefer to buy their meals or dine more upscale or costly restaurants.

The analysis results indicate that non-Saudis who live in Saudi Arabia showed more behaviour intention and behavioural loyalty than Saudi consumers did. These results may be related to the lower levels of income of foreign workers as compared to Saudi citizens. Foreign workers may visit Al-Biak more frequently because it offers comparatively inexpensive food, which would enable these individuals to save money and send it to their families abroad.

It is also indicated that customers' attitude towards Al-Baik restaurants was not significantly correlated with behaviour intention. There was a weak relation between customers' attitude towards the service and their behavioural intention to revisit the restaurant. This means that the theory of reasoned action (Fishbein & Ajzen, 1975) was not relevant in this study. The reason for the absence of a significant relationship between customers' attitude towards Al-Baik restaurants and their behavioural intention might be explained by the nature of Saudi culture, which is a collectivist society (Hofstede, 1984) wherein people focus on conforming to group norms and seeking social acceptance (Opoku, 2012). A key feature of Saudi collectivist culture is that Saudis tend to live in groups (family or friends) with strong ties. Thus, when it comes to restaurant

selection, the decision is made based on a group of customers' opinions, rather than on those of an individual customer. This is congruent with what has been found by Opoku (2012): that the product purchase decision among young consumers in Saudi Arabia is highly influenced by the normative influence, which is the tendency to conform to others' positive expectations. On the other hand, behaviour intention had a significant relation with attitudinal loyalty and behavioural loyalty. Customers who had a high intention to revisit the restaurant in the future had a high visit frequency and high willingness to spread favourable word-of-mouth about the restaurant.

The analysis also indicates that the achievement motivation of acquisitiveness was able to predict behaviour intention, behavioural loyalty, attitudinal loyalty, and the likelihood of making recommendations. Consumers who had an acquisitive personality had a low behaviour intention to visit the restaurant in the future, less willingness to recommend the restaurant to others, low visit frequency, and less willingness to spread positive word-of-mouth about the restaurant. A likely reason for this relationship is that this type of personality is eager to acquire and to possess money or material objects. Consequently, people with acquisitive personalities visit Al-Baik less frequently than people with other prominent personality traits because they tend to be cautious when spending their money, and value economic gain. As a result, their loyalty towards the restaurant is very low. On the other hand, achievement motivation, specifically concern for excellence and status with peers, had a positive relationship with recommendations. Customers who emphasized a concern for excellence and their status with peers had a high degree of readiness to recommend the restaurant to others.

Regarding Rokeach's terminal values, the analysis offers compelling evidence that customers who appreciated a sense of accomplishment show high behavioural intention and behavioural loyalty towards the Al-Baik. Customers who considered freedom as the least important value showed high behavioural intention to visit the restaurant in the future. Valuing social recognition also affected behaviour intention, where customers who found social recognition as a very important terminal value showed high behavioural intention. Finally, customers who valued family security showed high attitudinal loyalty towards the restaurant. According to Rokeach's instrumental values, customers who valued being capable and self-controlled showed high behavioural intention, whereas customers who valued being intellectual showed low intention to revisit the restaurant. Additionally, participants who considered the values of being broad-minded, capable, and responsible as very important showed high attitudinal loyalty towards the restaurant.

Chapter 8: Limitations, Conclusions, Implications, and Future Research

8.1 Limitations

The major limitation of this research is that it was carried out in a single Saudi city with a limited sample of Saudi Arabian and foreign customers. Future studies should seek larger probability-based sample sizes of respondents across Saudi Arabia. The second limitation of this study is that it did not complement hard data with in-depth qualitative studies to further probe certain issues, such as how and why the respondents develop loyalty towards a particular brand of fast-food. Qualitative studies are particularly desirable in order to shed light on several surprising results, which displayed trends opposite of what had been hypothesized based on largely Western literature. Another limitation of this research is that the researcher did not take into consideration the multidimensional measures of the restaurant location variable. Therefore, restaurant location in this research was treated as a one-dimensional measure.

The sample size of 231 participants was modest and, as such, limited the number of significant relationships in the study, making it difficult to generalize the results. There is also a lack of prior research on customer loyalty in fast-food restaurants in Saudi Arabia, as a result of which this study was exploratory. Since the data was collected through face-to-face questionnaires, there is the potential for bias in the answers. Additionally, because the researcher was female, it was much easier for her to contact female

participants than male participants, as Saudi culture tends to segregate by gender. Because of this, there was a greater number of female than male participants in the study.

8.2 Conclusions

The Saudi fast-food restaurant industry has grown rapidly since the 1990s. In the last two decades, Saudi consumers have increased the frequency with which they buy meals from these restaurants due to changes in lifestyle, education, and consumption patterns. The main objective of the research was to evaluate the behaviour of loyal consumers in Saudi Arabia, assess the relationship between loyalty behaviour and achievement motivation, and determine the relationship between loyalty behaviour and Rokeach values. The data used in the study were collected through face-to-face questionnaires in Jeddah, Saudi Arabia. Factor analysis, correlation analysis, and regression analysis were used.

After modelling the antecedents and consequences of loyalty behaviour of consumers in fast-food restaurants in Saudi Arabia, it was found that (A) there were significant relationships between antecedents of loyalty behaviour, such as food quality and menu variety, and their consequences; (B) there were significant relationships between achievement motivation and satisfaction with restaurant features, and between achievement motivation and loyalty; (C) there were significant relationships between Rokeach values and satisfaction with restaurant features, and between Rokeach values and loyalty. This was the first study in Saudi Arabia or elsewhere to find these results.

As was hypothesized, the findings of this study indicate that restaurant attributes have significant relations with loyalty behaviour of consumers in Saudi Arabia. For example, food quality is significantly related to loyalty behaviour, and this conforms to what has been discovered in other studies in the literature (Parsa, Self, Gregory, & Dutta, 2012; Ryu, Lee, & Kim, 2012; Weiss, Feinstein, & Dalbor, 2004; Qu, 1997). Additionally, price consciousness is significantly related to loyalty behaviour, and this corresponds to what has been found in several studies in the literature (Ryu, Lee, & Kim, 2012; Khan, 2003). Results of this study also indicate that behaviour intention is significantly related to behavioural loyalty and attitudinal loyalty, and this likewise supports what has been documented elsewhere in the literature (Tuu, Olsen, Thao, & Anh, 2008; Oliver 1999).

In conclusion, based on the results of hypotheses two, which were mainly indicating the opposite of what had been hypothesized, it was found that the behaviour of Saudi customers is somewhat different from behaviours of Western consumers documented in the literature. For instance, young Saudi customers showed more loyalty than older customers, which is opposite to what has been found in Western countries (Gurau, 2012; Lazarevic, 2012). Customers with lower levels of education showed more loyalty than highly-educated ones, which also conflicts with what has been found in other studies (Ioan, 2009; Abu Daabes & Kharbat, 2013). Also, male Saudi customers showed more loyalty than female customers, which is, again, different than what has been discovered in Western countries (Ndubisi, 2006; Pan & Zinkhan, 2006; Helgesen & Nettet, 2010). Non-Saudis living in Saudi Arabia showed more loyalty than Saudis, which is in contrast to what has been found in other studies (Kapiszewski, 2006; Etemad-Sajadi & Rizzuto,

2013). Also, there is evidence that Saudi collectivist culture has an influence on customer behaviour. For example, the positive relationship between customer attitude and the intention to perform the behaviours explained in the theory of reasoned action (Fishbein & Ajzen, 1975) is not supported in this research. This is likely because most Saudi consumer selections are based on the aggregate decisions of a social group, such as family or friends, rather than individual choices and opinions.

8.3 Implications

In this section, several recommendations are provided for the fast-food restaurant industry, the fried chicken restaurant industry, Al-Baik restaurants, and the academic field.

Results provided in the current study should be taken into consideration by fast-food restaurants in Saudi Arabia when formulating marketing strategies for the purpose of promoting consumption. The main contribution of this study is that it sheds light on factors that may allow fast-food restaurants to predict directions and future fluctuations in the market, develop efficient marketing program strategies, and improve services provided to consumers. Marketing strategies of fast-food restaurants in Saudi Arabia should focus on demographic characteristics of consumers, including age, gender, education level, and nationality. In addition, these restaurants should improve restaurant features, including the take-out facilities, availability of the family section, home

delivery of food, service quality, friendliness of service, freshness of food, restaurant environment, cleanliness of the restaurant, and atmosphere inside the restaurant.

Saudi loyalty behaviour is different from Western behaviour. Therefore, it is clear that before successful Western marketing and promotional strategies and tactics are applied to Saudi Arabia, they need to be tested and adapted. Islamic religious customs in Saudi Arabia and the role of women in Saudi society also present special challenges, as does the role of Saudi youth. Another factor that separates the Saudi fast-food ecosystem from its Western counterpart is the presence of low-wage foreign workers, who now comprise about a third of the Saudi population. Their loyalty behaviour is different from that of Saudi nationals. All these factors need to be taken into account by international fast-food operators in Saudi Arabia.

The relationship between the attitude towards a behaviour and behaviour intention should be taken into consideration as well, as it appears to be different than what was demonstrated in the theory of reasoned action (Fishbein & Ajzen, 1975).

This research also showed that in addition to traditional demographic variables used to segment loyalty behaviour, achievement dimensions (such as acquisitiveness, concern for excellence, status with peers) and Rokeach values (such as sense of accomplishment, family security, and social recognition) also explain loyalty behaviour in Saudi Arabia. In this way, national and international operators may collect this additional psychographic data from their customers to better understand their behaviour and

generate loyalty to appropriate marketing and programmes in general, and promotional programmes in particular.

Fried chicken “broast” restaurants could use the information available in the study in order to gain insight into customer behaviour towards the leading restaurant in the Saudi market, Al-Baik. The information will also help fried chicken restaurants adjust their marketing strategies in order to boost their sales and increase profits. Based on the respondents’ behaviour towards fast-food restaurants in Saudi Arabia, it was determined that Al-Baik is the leader in the market followed closely by KFC and Al Tazaj. Therefore, in order for Al-Baik to maintain its place in the market and distinguish itself from competitors, it should direct attention toward restaurant features, including the take-out facilities, the availability of the family section, convenience of home delivery, as well as speed of the food delivery.

According to media effects on restaurant selection decisions, Al-Baik should ensure customer satisfaction, as customers appear to be highly affected by others’ opinions when selecting a restaurant. Al-Baik also should advertise in shopping centres using billboards, or banners. Finally, the Al-Baik restaurant is encouraged to make TV advertisements, which effectively attract Saudi consumers.

This research can be used for teaching purposes. For instance, Saudi universities can use this research to teach their students how consumers in the fast-food industry in Saudi Arabia behave. Also, this study can be taught in Western countries, such as Canada, to

explain varying consumer behaviour from nation to nation. For example, Saudi consumers place emphasis on food quality, such as the taste of food, as do consumers in other developing countries, including Malaysia (Nezakati, Kuan, & Asgari, 2011), China (Etemad-Sajadi & Rizzuto, 2013), Pakistan (Zia-ur-Rehman & Akhtar, 2011), and India (Bhattacharya, Sengupta, & Mishra, 2011).

8.4 Future Research

This study has implications for future research. Firstly, the antecedents and the consequences represented in the model of this research could be replicated in studies conducted in other countries. Secondly, the role of the Six Dimensional Achievement Scale (Jackson, Ahmed, and Heapy, 1976) and Rokeach (1979) terminal and instrumental values in explaining loyalty behaviour in Saudi Arabia should to be verified in other countries in order to determine whether these findings can be generalized beyond Saudi Arabia.

This research could also be performed in other cities in Saudi Arabia with a random sample, and in relation to multiple fast-food restaurants in order to generalize the results to the entire fast-food industry in Saudi Arabia. Online surveys also can be used to collect data instead of face-to-face questionnaires to attract a different range of respondents, such as businesspeople and young consumers. Other restaurant attributes can be added to this study, such as Wi-Fi accessibility, car parking convenience, and kids' meal availability. Also, to gain a better understanding of the function of the fast-

food industry in different nations, future research could compare the Saudi fast-food industry with the fast-food industry in Western countries.

Additionally, it is recommended that the study be carried out a study on a probabilistic sample of the Saudi population who express loyalty towards more than one fast-food restaurant. This can be preceded by exploratory focus group studies to determine the most appropriate study variables. Also, in-depth studies should be carried out with fast-food customers in Saudi Arabia to assess the reasons for their loyalty behaviour.

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Appendices

Appendix 1: Trait description of high scores on Six Dimensional Achievement Scale

The trait description of the high scorer on the personality variables is provided below:

Excellence: does a good job; works hard to win; maintains high work standards; assures that the finished product looks good; spends extra time to improve the quality of the final product; concentrates effort on one job; sticks with a difficult task; works hard to achieve high standards; corrects every detail; aims for perfection; tries hard to do well; work comes before all else.

Acquisitiveness: values high-paying job; respects self-made rich persons; works hard to make money; seeks out opportunities to become rich; salary is very important; relates performance to salary paid.

Peer Status: values what people think of oneself; works hard for a popular teacher; cares what others think of one's work; likes publicity about one's work; works to impress friends; displays work to others; likes efforts to be appreciated; demonstrates abilities to others.

Achievement vs. Independence: likes to be evaluated solely on one's own performance; dislikes team work; depends on one's own efforts to get ahead; likes working alone; likes

rewards based on initiative; takes personal responsibility for success; enjoys the challenge of a new job; likes special bonuses for outstanding performance.

Expert Status: depends upon the opinion of experts; measures oneself against acknowledged experts' work; seeks high regard from superiors; anticipates criticisms of experts; achieves respect of renowned authority; works closely with superiors; learns from teachers.

Competitiveness: likes to be more successful than others; is annoyed when passed on highways; enjoys competitive games; admires those who fought their way to the top; believes in survival of the fittest; enjoys the struggle for power; enjoys intense rivalry among business executives; likes heated arguments; like playing sports with someone better.

Appendix 2: Geographical location of Saudi Arabia

The Kingdom of Saudi Arabia is located in the southwest corner of Asia. The Kingdom is at the intersection of Europe, Asia, and Africa. It is surrounded by the Red Sea to the west; Yemen and Oman to the south; the Arabian Gulf and the United Arab Emirates and Qatar to the east; and Jordan, Iraq, and Kuwait to the north. Saudi Arabia's Red Sea coastline stretches about 1,760 kilometers (1,100 miles), while its Arabian Gulf coastline stretches about 560 kilometers (350 miles) (Central Department of Statistics and Information, 2010).

Provinces and Major Cities

The Kingdom of Saudi Arabia is divided into 13 provinces, and each province has a capital city (Royal Embassy of Saudi Arabia in Washington, DC, 2013).



Figure 2: Map of Saudi Arabia

Table 42: Saudi provinces and their capital cities

Province Name	Capital City
Al-Baha	Al-Baha
Al-Jouf	Sakakah
Asir	Abha
Eastern	Dammam
Hail	Hail
Jizan	Jizan
Madinah	Madinah
Makkah	Makkah
Najran	Najran
Northern Borders	Ar'ar
Qassim	Buraidah
Riyadh	Riyadh
Tabuk	Tabuk

Source: Royal Embassy of Saudi Arabia in Washington, DC (2013)

There are five major cities in the Kingdom, which are Riyadh, Makkah, Madinah, Jeddah, and Dammam (Central Department of Statistics and Information, 2010).

Riyadh

Riyadh is the capital of Saudi Arabia. It is located in the central province and it is the high-tech center of modern Saudi Arabia. Moreover, it houses the headquarters of the Gulf Cooperation Council (GCC) (Central Department of Statistics and Information, 2010). The following six countries are members of the Cooperation Council: the United Arab Emirates, the State of Bahrain, the Kingdom of Saudi Arabia, the Sultanate of Oman, the State of Qatar, and the State of Kuwait (Cooperation Council for the Arab States of the Gulf, 2012). The main objectives of this Council are:

- To facilitate cooperation between all members to reach unity;
- To expand areas of coordination between peoples in various fields;
- To create similar regulations in various fields, such as economic and financial affairs, customs and communications, and education and culture;
- “To stimulate scientific and technological progress in the fields of industry, mining, agriculture, water and animal resources; to establish scientific research; to establish joint ventures and encourage cooperation by the private sector for the good of their peoples” (Cooperation Council for the Arab States of the Gulf, 2012).

Makkah

Makkah is a holy city where the Prophet Muhammad was born. Also, it is the main point for Hajj, the Islamic pilgrimage in which almost two million Muslims from around the world walk every year (Central Department of Statistics and Information, 2010).

Madinah

Madinah is another holy city, and it is where the Prophet Muhammad immigrated to and lived (Central Department of Statistics and Information, 2010).

Jeddah

Jeddah is a major city located in the western region of the Kingdom, along the eastern coast of the Red Sea. It is the commercial capital of Saudi Arabia, and operates as an access point to the rest of the Kingdom (Central Department of Statistics and Information, 2010).

Dammam

Dammam is located in the Eastern Province of the Kingdom. It houses the Emirates of the Eastern Province. There are also many branches of different ministries and governmental organizations. Additionally, it has the largest port in the Arab Gulf, which is called Dammam Port (Central Department of Statistics and Information, 2010).

Appendix 3: English questionnaire

Saudi Consumer's Evaluation of Fried Chicken (Broast) Restaurants in the Kingdom of Saudi Arabia

The following questionnaire has been designed to explore your general attitudes and feelings regarding your fried chicken restaurant selection behavior and your personal characteristics. It is carried out solely for academic purposes for a Master's degree thesis.

Thank you for accepting to participate in this study.

Section I

Listed below are questions dealing with your restaurant use behavior.

1. When do you buy food in a fried chicken (broast) restaurant? You may choose more than one answer.

- When I am at work or school.
- When I go shopping.
- When I eat out with family or friends.
- When I need to eat at home.
- When I invite people to my place.
- When I go on a picnic with my family or friends.

2. How important are the following features of a fried chicken (broast) restaurant to you? The scale value ranges from 1 extremely not important at all to 5 very important. Please select the number that best reflects your level of satisfaction.

	Not important at all	A little bit important	Somewhat important	Important	Very important
Food quality	1	2	3	4	5
Taste	1	2	3	4	5
Freshness	1	2	3	4	5
Menu variety	1	2	3	4	5
Portion of servings	1	2	3	4	5
Service quality	1	2	3	4	5
Friendliness of service	1	2	3	4	5
Speed of food delivery	1	2	3	4	5
Value for money spent	1	2	3	4	5
Price	1	2	3	4	5
Location	1	2	3	4	5
Restaurant environment	1	2	3	4	5
Cleanliness of the restaurant	1	2	3	4	5
Atmosphere in the restaurant	1	2	3	4	5
Facility for taking out food	1	2	3	4	5
Availability of family section	1	2	3	4	5
Home delivery of food	1	2	3	4	5

3. Now, please tell us how satisfied you are with the following features of the Al-Baik fried chicken restaurant? The scale value ranges from 1 (extremely dissatisfied) to 4 (extremely satisfied). Please select the number that best reflects your level of satisfaction.

	Extremely dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Extremely satisfied
Food quality	1	2	3	4
Taste	1	2	3	4
Freshness	1	2	3	4
Menu variety	1	2	3	4
Portion of Servings	1	2	3	4
Service quality	1	2	3	4
Friendliness of service	1	2	3	4
Speed of food delivery	1	2	3	4
Value for money spent	1	2	3	4
Price	1	2	3	4
Location	1	2	3	4
Restaurant environment	1	2	3	4
Cleanliness of the restaurant	1	2	3	4
Atmosphere in the restaurant	1	2	3	4
Facility for taking out food	1	2	3	4
Availability of family section	1	2	3	4
Home delivery of food	1	2	3	4

Section II

4. Listed below are a series of statements related purchase food in a fried chicken (broast) restaurant? Could you please tell us, on a scale of 1 to 7 how often do you buy food in each of the fried chicken (broast) restaurants shown below? The scale values are:

- (1) Never
- (2) At least once a year
- (3) Several times a year
- (4) At least once a month
- (5) At least once a week
- (6) Several times a week
- (7) Almost Daily

K.F.C _____
Al-Baik _____
Ktaykit _____
Al Tazaj _____

5. Thinking about your future food purchases from the above restaurants, could you please tell us, on a scale of 1 to 7, how often you intend to buy food from these restaurants? The scale values are:

- (1) Never
- (2) At least once a year
- (3) Several times a year
- (4) At least once a month
- (5) At least once a week
- (6) Several times a week
- (7) Almost Daily

K.F.C _____
Al-Baik _____
Ktaykit _____
Al Tazaj _____

6. Can you please tell us how often you recommend these fried chicken restaurants to your friends and family members? The scale value ranges from 1 (never) to 7 (very much). Please select the number that best reflects the strength of recommendation.

- (1) Never recommend
- (2) Rarely recommend
- (3) Recommend somewhat

- (4) Recommend from time to time
- (5) Recommend often
- (6) Recommend very often
- (7) Very much recommend

K.F.C _____
 Al-Baik _____
 Ktaykit _____
 Al Tazaj _____

7. Listed below are a series of statements related to your attitude towards the Al-Baik restaurant. Could you please tell us, on a scale of 1 to 7, how likely the following statements are for you. The scale values are:

- (1) Not likely at all
- (2) Not likely
- (3) Less likely
- (4) Neither “not likely” nor “likely”
- (5) Somewhat likely
- (6) Likely
- (7) Very likely

- I say positive things about the Al-Baik restaurant to other people.

- I recommend the Al-Baik restaurant to someone who seeks my advice.

- I encourage friends and relatives to buy food at the Al-Baik restaurant.

- I consider Al-Baik to be my first choice when I want to eat at a fried chicken restaurant (broast).

- I expect to visit Al-Baik to purchase food items in next few days.

8. Listed below is a list of statements dealing with your general feelings about restaurants. If you strongly agree, circle Strongly Agree. If you agree with the statement, circle Agree. If you disagree, circle Disagree. If you strongly disagree, circle Strongly Disagree.

STATEMENT		Strongly Disagree	Disagree	Agree	Strongly Disagree
1	I would wait for others rather than try a new restaurant	○	○	○	○

	myself.				
2	I would rather stick to well-known restaurants when purchasing food.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	I rarely introduce new restaurants to my friend and family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	I rarely take chances by buying food from unfamiliar restaurants even if it means sacrificing variety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section III

This section is designed to determine your general opinions regarding the role played by media in your restaurant selection decision. Please circle the appropriate number indicating your feelings towards media effects on your decision.

1. How effective do you feel are at using different sources to find information before you decide to go to a restaurant to purchase food? Please select the appropriate level of effectiveness.

	Very Ineffective	Ineffective	Neutral	Effective	Very Effective
Browsing Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Browsing Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Browsing YouTube	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Browsing the Internet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Radio advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspaper advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Magazines advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Television advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opinions of friends/family					

on Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal opinions of friends/family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Browsing stores' websites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting regular stores and shopping centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section IV

Listed below are questions dealing with your personal profile.

- Are you a Saudi?

- Yes
- No

- Where in Saudi Arabia do you live at present?

- Riyadh
- Jeddah
- Makkah
- Madinah
- Qasim
- Other city _____ (Please specify)
- I do not live in Saudi Arabia.

- What is your level of education?

- Less than high school
- High school
- Technical college
- Some university education
- University degree (Bachelor's degree)
- Graduate degree (Master's degree)
- Postgraduate degree (PhD degree)
- Other _____ (Please specify)

- What is your age? _____.

- What is your sex?

- Male
- Female

- What is your marital status?

- Single

- Married
- Divorced
- Widowed

- What is your occupation? (If not working, what was your last occupation. If a student, where do you study)

- IF MARRIED: What is your wife's or husband's occupation? (If not working, what was her or his last occupation?).

- What languages do you speak? You may check more than one.

- Arabic
- English
- French
- Other (please specify) _____

- Have you lived outside Saudi Arabia?

- Never
- For less than one year
- For one to two years
- For two to five years
- For five years or more

- What is your yearly family income in Saudi Riyals? Include your income and the income of all of your family living with you.

- Less than 50,000
- 50,000 - 99,999
- 100,000 - 149,999
- 150,000 - 199,999
- 200,000 - 249,999
- 250,000 - 299,999
- 300,000 - 349,999
- 350,000 - 399,999
- 400,000 or more

Section V

Rate yourself on the following dimensions by circling the number closest to the position that best describes you. FOR EXAMPLE:

FAT 1 2 3 4 5 6 7 8 9 THIN

HONEST 1 2 3 4 5 6 7 8 9
 DISHONEST

(This person felt he was neither fat nor thin and circled the dimension midpoint, 5. He also felt he was a fairly honest person and circled 3).

A	Perfection-oriented	1	2	3	4	5	6	7	8	9	Unconcerned with perfection
B	Trust experts	1	2	3	4	5	6	7	8	9	Skeptical of authority
C	Prefer to work with others	1	2	3	4	5	6	7	8	9	Prefer to do things alone
D	Not group-oriented	1	2	3	4	5	6	7	8	9	Group oriented
E	Very money conscious	1	2	3	4	5	6	7	8	9	Not money conscious at all
F	Little respect for authority	1	2	3	4	5	6	7	8	9	Respect for authority
G	Competitive	1	2	3	4	5	6	7	8	9	Non-competitive
H	Do not focus on excellence	1	2	3	4	5	6	7	8	9	Strive for excellence
I	Like to be in charge	1	2	3	4	5	6	7	8	9	Like to share responsibility
J	Not at all conscious of economic gain	1	2	3	4	5	6	7	8	9	Very conscious of economic gain
K	Easy going	1	2	3	4	5	6	7	8	9	Like to strive against others
L	Approval seeking	1	2	3	4	5	6	7	8	9	Indifferent to approval of others
M	Do not value quality highly	1	2	3	4	5	6	7	8	9	Quality minded
N	Like to remain in the background	1	2	3	4	5	6	7	8	9	Like to surpass others
O	Not popular	1	2	3	4	5	6	7	8	9	Popular

P	Favor incentive systems of pay	1	2	3	4	5	6	7	8	9	Favor regular pay increases
Q	Enjoy the company of experts	1	2	3	4	5	6	7	8	9	Dislike the company of experts
R	Rarely think about being wealthy	1	2	3	4	5	6	7	8	9	Wealth is my measure of success

Section VI

Listed below are nine terminal values from the Rokeach Value System.
Terminal values: goals or the most important things to attain in your life.

FIRST (A). Rank how important the values are to you personally: 1 = most important terminal value >> 9 = least important terminal value. There is NO right or wrong; this is simply a prioritizing of your own value system.

<i>List of the Nine Terminal Values</i>	<i>Rank Order</i> <i>1 (most) to 9 (least) important</i>
1 (most) to 9 (least) important	1= Value ranked most important, 2= Second most important, 3= Third most important, 4= Fourth most important, 5= Value ranked in the middle ... 9= Value ranked least important
A comfortable life (a prosperous life)	
An exciting life (a stimulating, active life)	
A sense of accomplishment (lasting contribution)	
Equality (brotherhood, equal opportunity)	
Family security (taking care of loved ones)	
Freedom (independence, free choice)	
Pleasure (an enjoyable, leisurely life)	

Self-respect (self-esteem)	
Social recognition (respect, admiration)	

SECOND (B). Rate the level of importance you place on the values you just ranked. Please write in a number that best describes your feelings as to how important the Terminal value is in your life. Number 8 indicates that the value is very important to you, 0 indicates that the value is not important to you at all.

LIST OF NINE TERMINAL VALUES	Rate the terminal values 8 to 0. (Number 8 indicates that the value is very important to you, 0 indicates that the value is not important to you at all).								
	8	7	6	5	4	3	2	1	0
A comfortable life (a prosperous life)									
An exciting life (a stimulating, active life)									
A sense of accomplishment (lasting contribution)									
Equality (brotherhood, equal opportunity)									
Family security (taking care of loved ones)									
Freedom (independence, free choice)									
Pleasure (an enjoyable, leisurely life)									
Self-respect (self-esteem)									
Social recognition (respect, admiration)									

Listed below are nine instrumental values in Rokeach value system. Instrumental values: characteristics or means to achieving your ends

FIRST (A). Rank how important the values are to you personally: 1 = most important instrumental value >> 9 = least important instrumental value. There is

NO right or wrong; this is simply a prioritizing of your own value system.

List of the Nine Instrumental Values 1 (most) to 9 (least) important	Rank Order 1 (most) to 9 (least) important 1= Value ranked most important, 2= Second most important, 3= Third most important, 4= Fourth most important, 5= Value ranked in the middle ... 9= Value ranked least important
Ambitious (hard-working, aspiring)	
Broad-minded (open-minded)	
Capable (competent, effective)	
Cheerful (lighthearted, joyful)	
Imaginative (daring, creative)	
Independent (self-reliant, self-sufficient)	
Intellectual (intelligent, reflective)	
Responsible (dependable, reliable)	
Self-Controlled (restrained, self-disciplined)	

SECOND (B). Rate the level of importance you place on the values you just ranked. Please write in a number that best describes your feelings as to how important the instrumental value is in your life. Number 8 indicates that the value is very important to you, 0 indicates that the value is not important to you at all.

LIST OF NINE INSTRUMENTAL VALUES	Rate the instrumental values 8 to 0. (Number 8 indicates that the value is very important to you, 0 indicates that the value is not important to you at all).								
Ambitious (hard-working, aspiring)	8	7	6	5	4	3	2	1	0
Broad-minded (open-minded)	8	7	6	5	4	3	2	1	0

Capable (competent, effective)	8	7	6	5	4	3	2	1	0
Cheerful (lighthearted, joyful)	8	7	6	5	4	3	2	1	0
Imaginative (daring, creative)	8	7	6	5	4	3	2	1	0
Independent (self-reliant, self-sufficient)	8	7	6	5	4	3	2	1	0
Intellectual (intelligent, reflective)	8	7	6	5	4	3	2	1	0
Responsible (dependable, reliable)	8	7	6	5	4	3	2	1	0
Self-controlled (restrained, self-disciplined)	8	7	6	5	4	3	2	1	0

- Did you like this questionnaire?

Yes

No

Don't Know

- Why?

- Do you have any additional comments about this questionnaire?

THANK YOU VERY MUCH FOR COMPLETING THIS QUESTIONNAIRE

Appendix 4: Arabic questionnaire

استبيان يوضح تقييم المستهلك السعودي لمطاعم الدجاج المقلي (البروست) بالمملكة العربية السعودية تم تصميم الاستبيان التالي لكي يتيح لك إبداء موقفك و رأيك تجاه مطاعم البروست بناءً على سلوكك و صفاتك الشخصية كمستهلك
وقد صُمم هذا الاستبيان لأغراض أكاديمية فقط ، للحصول على درجة رسالة الماجستير
أشركم على موافقتكم في المشاركة في هذه الدراسة

القسم الأول

- الأسئلة المذكورة أدناه تتعلق بسلوكك كمستهلك أثناء تعاملك مع مطعمك
1. متى تفضل شراء وجبتك من مطاعم الدجاج المقلي (البروست) ؟ يمكنك اختيار أكثر من إجابة واحدة
 - أثناء التواجد في العمل / المدرسة / الجامعة
 - أثناء التسوق
 - عند الخروج مع الأهل والأصدقاء لتناول الطعام في المطعم
 - عند الأكل في المنزل
 - عند دعوة الأهل أو الأصدقاء لمنزلي
 - عند الخروج في نزهة أو رحلة مع الأهل أو الأصدقاء

2. ما مدى أهمية خصائص مطعم الدجاج المقلي (البروست) التالية إليك؟ مقياس القيم يتدرج من 1 (غير مهم إطلاقاً) إلى 5 (مهم جداً). الرجاء اختيار الرقم الذي يعكس مستوى رضاك

مهم جداً	مهم	مهم إلى حد ما	مهم قليلاً	غير مهم إطلاقاً	
5	4	3	2	1	جودة الطعام
5	4	3	2	1	نكهة الطعام
5	4	3	2	1	طازجية الطعام
5	4	3	2	1	تنوع قائمة الطعام
5	4	3	2	1	حصة الطعام (حجم الوجبة)
5	4	3	2	1	جودة الخدمة
5	4	3	2	1	لطف الخدمة
5	4	3	2	1	سرعة تقديم الطعام
5	4	3	2	1	قيمة الوجبة بالنسبة لسعرها

5	4	3	2	1	السعر
5	4	3	2	1	موقع المطعم
5	4	3	2	1	بيئة المطعم
5	4	3	2	1	نظافة المطعم
5	4	3	2	1	الأجواء داخل المطعم
5	4	3	2	1	تسهيلات الطلبات الخارجية
5	4	3	2	1	توفر قسم عائلات
5	4	3	2	1	توصيل الطلبات للمنازل

3. الآن . أخبرنا عن مدى رضاك عن الخصائص التالية لمطعم البيك؟ مقياس القيم يتدرج من 1 (غير راض إطلاقاً) إلى 4 (راض جداً). الرجاء إختيار الرقم الذي يعكس مستوى رضاك

راض جداً	راض بعض الشيء	غير راض بعض الشيء	غير راض إطلاقاً	
4	3	2	1	جودة الطعام
4	3	2	1	نكهة الطعام
4	3	2	1	طازجية الطعام
4	3	2	1	تنوع قائمة الطعام
4	3	2	1	حصة الطعام (حجم الوجبة)
4	3	2	1	جودة الخدمة
4	3	2	1	لطف الخدمة
4	3	2	1	سرعة تقديم الطعام
4	3	2	1	قيمة الوجبة بالنسبة لسعرها
4	3	2	1	السعر
4	3	2	1	موقع المطعم
4	3	2	1	بيئة المطعم

4	3	2	1	نظافة المطعم
4	3	2	1	الأجواء داخل المطعم
4	3	2	1	تسهيلات الطلبات الخارجية
4	3	2	1	توفر قسم عائلات
4	3	2	1	توصيل الطلبات للمنازل

القسم الثاني

4. القائمة أدناه تحتوي على مجموعة من العبارات المتعلقة بشراء الطعام من مطاعم الدجاج المقلي (البروست) ؟ الرجاء اخبارنا عن طريق الاجابة بالمقياس المتدرج من 1 إلى 7 عن عدد المرات التي تشتري فيها الطعام من مطاعم الدجاج المقلي (البروست) المدرجة في الأسفل ؟
مقياس القيم هو:

- (1) مطلقاً
- (2) على الأقل مرة في السنة
- (3) عدة مرات في السنة
- (4) على الأقل مرة في الشهر
- (5) على الأقل مرة في الأسبوع
- (6) عدة مرات في الأسبوع
- (7) يومياً تقريباً

_____ كنتاكي
_____ البيك
_____ كيتيكت
_____ الطازج

5. من حيث التفكير في شرائك المستقبلي من مطاعم الدجاج المقلي (البروست) المذكورة سابقاً ، الرجاء اخبارنا عن طريق الاجابة بالمقياس المتدرج من 1 إلى 7 عن عدد المرات التي تنوي فيها شراء الطعام من تلك المطاعم؟

مقياس القيم هو:

- (1) مطلقاً
- (2) على الأقل مرة في السنة
- (3) عدة مرات في السنة
- (4) على الأقل مرة في الشهر
- (5) على الأقل مرة في الأسبوع
- (6) عدة مرات في الأسبوع
- (7) يومياً تقريباً

_____ كنتاكي
_____ البيك
_____ كيتيكت
_____ الطازج

6. الرجاء إخبارنا بعدد المرات التي توصي بهذه المطاعم لأحد أقرابك أو أصدقائك؟ مقياس القيم يتدرج من 1 (مطلقاً) إلى 7 (كثيراً)

الرجاء إختيار الرقم الأنسب الذي يعكس قوة توصيتك

- (1) لا أوصي به مطلقاً
- (2) أوصي به نادراً
- (3) أوصي به قليلاً
- (4) أوصي به من وقت لآخر
- (5) أوصي به أحياناً
- (6) أوصي به في كثير من الأحيان
- (7) أوصي به كثير جداً

_____ كنتاكي
_____ البيك
_____ كيتيكت
_____ الطازج

7. القائمة أدناه تحتوي على مجموعة من العبارات المتعلقة بموقف المستهلك تجاه مطعم البيك. الرجاء إخبارنا عن طريق الإجابة بالمقياس المتدرج من 1 إلى 7 عن مدى صحة الجمل التالية:
مقياس القيم هو:

- (1) غير صحيحة إطلاقاً
- (2) غير صحيحة
- (3) قليلة الصحة
- (4) ليست "غير صحيحة" ولا "صحيحة"
- (5) بعض الشيء صحيحة
- (6) صحيحة
- (7) صحيحة تماماً

- أقول أشياء إيجابية عن مطعم البيك للناس الآخرين
- أوصي بمطعم البيك للشخص الذي يطلب توصيتي
- أشجع الأقراب والأصدقاء على شراء الطعام من مطعم البيك
- اعتبر مطعم البيك الخيار الأول عندما أريد أن اتناول الدجاج المقلي (البروست)

• أتوقع زيارة مطعم البيك لشراء الدجاج المقلي في الأيام القليلة المقبلة

8. القائمة أدناه تحتوي على مجموعة من العبارات المتعلقة بشعورك تجاه نفسك. إذا كنت موافق بشدة، ضع دائرة تحت أوافق بشدة. و إذا كنت موافق على الجملة، ضع دائرة تحت أوافق. و إذا كنت غير موافق، ضع دائرة تحت لا أوافق، و إذا كنت غير موافق بشدة، ضع دائرة تحت لا أوافق بشدة.

العبارة	لا أوافق بشدة	لا أوافق	أوافق	أوافق بشدة
1 أنتظر الناس الآخرين كي يجربوا أي مطعم جديد، بدلاً من أن أجربه بنفسى	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 أفضل أن اتمسك بمطعم معروف عند شراني الطعام	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 نادراً ما أوصى بالمطاعم الجديدة والأطعمة التي يقدموها لأحد أقاربي أو أصدقائي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 نادراً ما أشتري الطعام من مطاعم غير معروفة حتى لو كان لديهم تنوع أكثر في قائمة الطعام	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

القسم الثالث

هذا الجزء من الاستبيان صمم ليتيح لك إبداء رأيك بشكل عام على الدور الذي تتخذه وسائل الإعلام في التأثير على قرارك في إختيار المطاعم. الرجاء ضع دائرة حول الرقم الأنسب الذي يشير إلى شعورك تجاه أثر وسائل الإعلام على قرارك

1. ما مدى فاعلية المصادر التالية برأيك من حيث تقديم المعلومات قبل أن تتخذ قرارك للذهاب إلى مطعم لشراء الطعام؟ الرجاء إختيار الخيار الأفضل

غير فاعلة جداً	غير فاعلة	محايد	فعالة	فاعلة جداً	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تصفح تويتر

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تصفح الفيس بوك
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تصفح اليوتيوب
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تصفح الإنترنت
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	إعلانات الراديو
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	إعلانات الجرائد
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	إعلانات المجلات
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	إعلانات التلفزيون
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	إعلانات الفيس بوك
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	آراء الأهل/الأصدقاء في الفيس بوك
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	آراء الأهل/الأصدقاء الشخصية
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تصفح المواقع التجارية من خلال الإنترنت
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	زيارة المحلات التجارية و مراكز التسوق

القسم الرابع

القائمة أدناه تتكون من مجموعة من الأسئلة المتعلقة بمعلوماتك الشخصية

1. هل أنت سعودي الجنسية؟

نعم

لا

2. ماهي المدينة التي تسكنها في المملكة العربية السعودية حالياً؟

الرياض

جدة

مكة المكرمة

المدينة المنورة

القصيم

مدينة أخرى _____ (الرجاء تحديد اسم مدينتك)

لا أسكن في المملكة العربية السعودية

3. ما هو مستواك التعليمي؟

أدنى من الثانوية العامة

الثانوية العامة

كلية تقنية

بعض الدراسات الجامعية

درجة البكالوريوس

درجة الماجستير

درجة الدكتوراة

أخرى _____ (الرجاء تحديد الدرجة العلمية)

4. كم عمرك؟ _____ سنة

5. ما هو جنسك؟

ذكر

أنثى

6. ما هي حالتك الإجتماعية؟

أعزب

متزوج

مطلق

أرمل

7. ما هي وظيفتك؟ (إذا كنت لا تعمل حالياً، ما هي وظيفتك السابقة؟. وإذا كنت طالب، أذكر اسم المؤسسة التعليمية التي تدرس بها)

8. إذا كنت متزوج: ما هي وظيفة زوجك/ زوجتك؟ (إذا كان لا يعمل/لا تعمل حالياً، ماهي الوظيفة السابقة؟)

9. ما هي اللغات التي تتحدثها؟ الرجاء اختيار اللغة التي تتحدثها (بإمكانك اختيار أكثر من لغة واحدة)

العربية

الإنجليزية

الفرنسية

أخرى _____ (الرجاء تحديد اللغة)

10. هل سبق لك العيش خارج المملكة العربية السعودية؟

- إطلاقاً
- أقل من سنة
- من سنة إلى سنتين
- من سنتين إلى خمسة سنوات
- خمسة سنوات وأكثر

11. كم يبلغ الدخل السنوي للأسرة ؟ (دخلك ودخل أفراد الأسرة التي تسكن معك) الرجاء اختيار الفئة المناسبة التي تمثل دخلك بالريال السعودي سنوياً

- أقل من 50,000
- 50,000 – 99,999
- 100,000 – 149,999
- 150,000 – 199,999
- 200,000 – 249,999
- 250,000 – 299,999
- 300,000 – 349,999
- 350,000 – 399,999
- 400,000 و أكثر

القسم الخامس

قيم نفسك على الأبعاد التالية بوضع دائرة حول الرقم الأقرب إلى الموضوع الذي يمثلك بشكل افضل مثال على ذلك:

سمين	1	2	3	4	5	6	7	8	9	نحيل
صادق	1	2	3	4	5	6	7	8	9	مخادع

هذا الشخص شعر أنه ليس نحيل وليس سمين، فقام باختيار الرقم المتوسط 5. وأيضاً شعر أنه شخص صادق بشكل مقبول، فقام باختيار الرقم 3.

أ	مهتم بالكمال	1	2	3	4	5	6	7	8	9	غير مهتم بالكمال
ب	تثق في الخبراء	1	2	3	4	5	6	7	8	9	تشكك في الخبراء (استخدامهم الخاطي للصلاحيات)
ت	تفضل العمل مع الآخرين	1	2	3	4	5	6	7	8	9	تفضل القيام بالعمل بمفردك
ث	لا تفضل التواجد ضمن مجموعة	1	2	3	4	5	6	7	8	9	تفضل التواجد ضمن مجموعة

ج	واع جداً في صرف المال (موفر)	1	2	3	4	5	6	7	8	9	غير وواع في صرف المال (مفرط)
ح	احترامي للسلطة قليل	1	2	3	4	5	6	7	8	9	أحترم السلطة
خ	تنافسي	1	2	3	4	5	6	7	8	9	غير تنافسي
د	لا أركز على التمييز	1	2	3	4	5	6	7	8	9	أسعى بجهد إلى التمييز
ذ	أحب أن اتحمل المسؤولية كاملة بمفردي	1	2	3	4	5	6	7	8	9	أحب أن أتقاسم المسؤولية مع الآخرين
ر	غير وواع إطلاقاً بالمكسب الإقتصادي	1	2	3	4	5	6	7	8	9	واع جداً بالمكسب الإقتصادي
ز	شخصية سهلة	1	2	3	4	5	6	7	8	9	شخصية تحب أن تكون ضد الآخرين
س	أحب أن أحصل على الموافقة	1	2	3	4	5	6	7	8	9	غير مبال في الحصول على موافقة الآخرين
ش	أعتبر الجودة أمر ليس له أهمية عالية	1	2	3	4	5	6	7	8	9	أعتبر الجودة أمر ذو أهمية
ص	أفضل البقاء في الخلفية	1	2	3	4	5	6	7	8	9	أحب أن أتفوق على الآخرين
ض	ليس لدي شعبية	1	2	3	4	5	6	7	8	9	لدي شعبية
ط	أفضل نظام الحوافز المشجع للأداء المتميز بالإضافة إلى الراتب الأساسي	1	2	3	4	5	6	7	8	9	أفضل نظام الرواتب العادية بشكل منتظم
ظ	أستمتع برفقة الأشخاص الذين لديهم خبرات	1	2	3	4	5	6	7	8	9	لا أحب أن أرافق الأشخاص الذين لديهم خبرات
ع	نادراً ما أفكر في أن أكون ثري	1	2	3	4	5	6	7	8	9	الثراء هو مقياس نجاحي

القسم السادس

القائمة أدناه تتكون من 9 قيم نهائية ضمن نظام قيم روكيتش.
القيم النهائية: عبارة عن الأهداف أو أهم الأشياء التي تسعى للوصول إليها في حياتك.

أولاً (أ): رتب القيم على مدى أهميتها بالنسبة إليك شخصياً: 1 = قيمة نهائية مهمة جداً <<< 9 = قيمة نهائية قليلة الأهمية. لا توجد إجابة صحيحة أو خاطئة، هذا القسم يهتم بترتيب نظام القيم لديك فقط .

قائمة القيم النهائية التسعة 1 (أكثر) إلى 9 (أقل) أهمية	ضع الترتيب المناسب 1 (أكثر) إلى 9 (أقل) أهمية 1 = القيمة هي الأكثر أهمية 2 = القيمة هي ثاني أكثر أهمية 3 = القيمة هي ثالث أكثر أهمية 4 = القيمة هي رابع أهمية 5 = القيمة هي الوسطى، وهكذا 9 = القيمة هي الأقل أهمية
حياة مريحة (حياة مزدهرة)	
حياة مثيرة (حياة محفزة، نشطة)	
الشعور بالإنجاز (مساهمة دائمة)	
المساواة (الأخوة، الفرص المتساوية)	
أمن الأسرة (رعاية الأحباب)	
الحرية (الإستقلالية، حرية الاختيار)	
السرور (حياة ممتعة، عذبة)	
إحترام النفس (إحترام الذات)	
التقدير الإجتماعي (الإحترام، الإعجاب)	

ثانياً (ب): صنّف مستوى الأهمية الذي قمت بوضعه على القيم السابقة التي قمت بترتيبها. الرجاء كتابة الرقم الذي يصف شعورك بشكل أفضل تجاه مدى أهمية القيم النهائية في حياتك.

الرقم 8 يشير إلى أن القيمة مهمة جداً بالنسبة لك، الرقم 0 يشير إلى أن القيمة غير مهمة بالنسبة لك إطلاقاً.

قائمة القيم النهائية التسعة	تصنيف القيم النهائية من 8 إلى 0 (الرقم 8 يشير إلى أن القيمة مهمة جداً بالنسبة لك، الرقم 0 يشير إلى أن القيمة غير مهمة بالنسبة لك إطلاقاً)
حياة مريحة (حياة مزدهرة)	
حياة مثيرة (حياة محفزة، نشطة)	
الشعور بالإنجاز (مساهمة دائمة)	
المساواة (الأخوة، الفرص المتساوية)	
أمن الأسرة (رعاية الأحباب)	
الحرية (الإستقلالية، حرية الاختيار)	

										السُرور (حياة ممتعة، عذبة)
										إحترام النفس (إحترام الذات)
										التقدير الإجتماعي (الإحترام، الإعجاب)

القائمة أدناه تتكون من 9 قيم مساهمة ضمن نظام قيم روكيتش.
القيم المساهمة: عبارة عن الخصائص والوسائل لتحقيق غاياتك.

أولاً (أ): رتب القيم على مدى أهميتها بالنسبة إليك شخصياً: 1 = قيمة مساهمة مهمة جداً <<< 9 = قيمة مساهمة قليلة الأهمية. لا توجد إجابة صحيحة أو خاطئة، هذا القسم يهتم بترتيب نظام القيم لديك فقط.

قائمة القيم المساهمة التسعة	ضع الترتيب المناسب
1 (أكثر) إلى 9 (أقل) أهمية	1 (أكثر) إلى 9 (أقل) أهمية
	1 = القيمة هي الأكثر أهمية
	2 = القيمة هي ثاني أكثر أهمية
	3 = القيمة هي ثالث أكثر أهمية
	4 = القيمة هي رابع أهمية
	5 = القيمة هي الوسطى، وهكذا
	9 = القيمة هي الأقل أهمية
طموح (العمل الجاد، الرغبة)	
منحدر التفكير (منفتح العقل)	
قادر (مؤهل، فعال)	
مبتهج (مرح القلب، سعيد)	
خيالي (جريء، إبداعي)	
مستقل (الإعتماد على النفس، مكتف ذاتياً)	
مفكر (ذكي، متأمل)	
ذو مسؤولية (يعتمد عليه، جدير بالثقة)	
السيطرة على النفس (الكبح، إنضباط النفس)	

ثانياً (ب): صنّف مستوى الأهمية الذي قمت بوضعه على القيم السابقة التي قمت بترتيبها. الرجاء كتابة الرقم الذي يصف شعورك بشكل أفضل تجاه مدى أهمية القيم المساهمة في حياتك.

الرقم 8 يشير إلى أن القيمة مهمة جداً بالنسبة لك، الرقم 0 يشير إلى أن القيمة غير مهمة بالنسبة لك إطلاقاً.

قائمة القيم المساهمة التسعة	تصنيف القيم المساهمة من 8 إلى 0
	(الرقم 8 يشير إلى أن القيمة مهمة جداً بالنسبة لك، الرقم 0 يشير إلى أن القيمة غير مهمة بالنسبة لك إطلاقاً)
طموح (العمل الجاد، الرغبة)	
منحدر التفكير (منفتح العقل)	
قادر (مؤهل، فعال)	
مبتهج (مرح القلب، سعيد)	

									خيالي (جريء، إبداعي)
									مستقل (الإعتماد على النفس، مكتف ذاتياً)
									مفكر (ذكي، متأمل)
									ذو مسؤولية (يعتمد عليه، جدير بالثقة)
									السيطرة على النفس (الكبح، إنضباط النفس)

هل أعجبك هذا الإستبيان؟

نعم

لا

لا أعرف

لماذا؟

هل لديك أي تعليقات إضافية حول هذا الإستبيان؟

شكراً جزيلاً على إكمال تعبئة هذا الإستبيان

Appendix 5: Occupation levels

List of job levels based on Saudi socio-economic prestige

Level 1:

- Medical doctors
- Engineers (includes chemical engineers works in ARAMCO the oil company)
- Consultants
- Senior management positions
- Managers of large entities (private, public, universities)
- Ambassadors/ministers/mayors/members of the Consultative Assembly of Saudi Arabia

Level 2:

- Designers (architects/interior designers/ photographers/ graphic designers/fashion designers)
- Artists
- Military
- Universities professors
- Aviation Positions
- Lawyers/Judges
- High-paying construction jobs (contractors/supervisors)
- Professional occupations in business and finance
- Marketing researchers

Level 3:

- Banking: Customer services and tellers
- Managers of small-medium entities
- Other researchers/scientists

Level 4:

- Teachers
- Colleges professors
- Police officers/national guards/coastal guards/Firefighters
- Medium-lower level employees (private, public sectors)
- Journalists/media people
- Real estate brokers
- Students
- Housewives

Level 5:

- Technicians/aircrafts mechanics
- Nurses
- Librarians

Level 6: (there are very few Saudis who hold these positions):

- Wait staff and busboys
- Cashiers
- Security guards
- Plumbers/carpenters/mechanists/electricians
- Taxi cab drivers
- Factory workers/other workers

Appendix 6: Key for scoring six dimensional achievement scale

Positive	Concern for Excellence	Negative
8 - V97 13 - V102	$V97 + V102 + (10 - V90)$	1 - V90
Positive	Acquisitiveness	Negative
10 - V99 18 - V107	$V99 + V107 + (10 - V94)$	5 - V94
Positive	Status with Peers	Negative
4 - V93 15 - V104	$V93 + V104 + (10 - V101)$	12 - V101
Positive	Achievement via Independence	Negative
3 - V92 16 - V105	$V92 + V105 + (10 - V98)$	9 - V98
Positive	Status with Experts	Negative
6 - V95	$V95 + (10 - V91) + (10 - V106)$	2 - V91 17 - V106
Positive	Competitiveness	Negative
11 - V100 14 - V103	$V100 + V103 + (10 - V96)$	7 - V96

Example: To drive a respondent's score on the Concern for Excellence you add the above mentioned three items in the following fashion: Item 8 + Item 13 + (10 - Item 1).

Negative items should be added as (10 - Score on Negative Item)

Appendix 7: Ethics approval notice

File Number: 10-13-02

Date (mm/dd/yyyy): 11/19/2013



Université d'Ottawa
Bureau d'éthique et d'intégrité de la recherche

University of Ottawa
Office of Research Ethics and Integrity

Ethics Approval Notice **Social Science and Humanities REB**

Principal Investigator / Supervisor / Co-investigator(s) / Student(s)

<u>First Name</u>	<u>Last Name</u>	<u>Affiliation</u>	<u>Role</u>
Sadrudin	Ahmed	School of Management / School of	Supervisor
Sulafah	Bukhari	School of Management / School of	Student Researcher

File Number: 10-13-02

Type of Project: Master's Thesis

Title: Consumer Loyalty in Fast-Food Restaurants in Saudi Arabia

Approval Date (mm/dd/yyyy)	Expiry Date (mm/dd/yyyy)	Approval Type
11/19/2013	11/18/2014	Ia

(Ia: Approval, Ib: Approval for initial stage only)

Special Conditions / Comments:

N/A

1

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Université d'Ottawa
Bureau d'éthique et d'intégrité de la recherche

University of Ottawa
Office of Research Ethics and Integrity

This is to confirm that the University of Ottawa Research Ethics Board identified above, which operates in accordance with the Tri-Council Policy Statement and other applicable laws and regulations in Ontario, has examined and approved the application for ethical approval for the above named research project as of the Ethics Approval Date indicated for the period above and subject to the conditions listed the section above entitled "Special Conditions / Comments".

During the course of the study the protocol may not be modified without prior written approval from the REB except when necessary to remove participants from immediate endangerment or when the modification(s) pertain to only administrative or logistical components of the study (e.g. change of telephone number). Investigators must also promptly alert the REB of any changes which increase the risk to participant(s), any changes which considerably affect the conduct of the project, all unanticipated and harmful events that occur, and new information that may negatively affect the conduct of the project and safety of the participant(s). Modifications to the project, information/consent documentation, and/or recruitment documentation, should be submitted to this office for approval using the "Modification to research project" form available at: <http://www.research.uottawa.ca/ethics/forms.html>.

Please submit an annual status report to the Protocol Officer four weeks before the above-referenced expiry date to either close the file or request a renewal of ethics approval. This document can be found at: <http://www.research.uottawa.ca/ethics/forms.html>.

If you have any questions, please do not hesitate to contact the Ethics Office at extension 5387 or by e-mail at: ethics@uOttawa.ca.

Kim Thompson
Protocol Officer for Ethics in Research
For Barbara Graves, Chair of the Social Sciences and Humanities REB

Appendix 8: Multiple Regression: Durbin-Watson values, Outliers

Dependent variables	Durbin-Watson	Outliers
Restaurant atmosphere	1.69	1
Price consciousness	2.02	1
Service quality	1.91	No outliers
Restaurant facilities	1.97	2
Food quality	1.89	1
Menu variety	1.89	No outliers
Speed of food delivery	2.01	No outliers
Restaurant location	1.79	No outliers

Appendix 9: Multiple regression model of restaurant atmosphere: Collinearity statistics

Restaurant atmosphere: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
21	V78	.65	1.55
	V80	.47	2.13
	V82	.83	1.20
	V83	.57	1.74
	V84	.82	1.22
	V87	.77	1.29
	V89	.82	1.22
	V147	.78	1.28
	V148	.85	1.17
	V149	.76	1.32
	V118	.68	1.47
	V119	.79	1.27
	V120	.79	1.27
	V122	.83	1.21
	V123	.70	1.43
	V124	.71	1.41
	V137	.91	1.10
	V139	.81	1.23

Appendix 10: Multiple regression model of Price consciousness: Collinearity statistics

Price consciousness: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
31	V79	.92	1.09
	V146	.92	1.09
	V148	.92	1.08
	V149	.88	1.14
	V120	.88	1.14
	V123	.92	1.09
	V124	.92	1.08
	V125	.93	1.08

Appendix 11: Multiple regression model of service quality: Collinearity statistics

Service quality: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
27	V78	.65	1.54
	V80	.65	1.53
	V84	.84	1.19
	V85	.85	1.18
	V87	.81	1.24
	V89	.86	1.16
	V149	.95	1.05
	V150	.93	1.08
	V124	.97	1.03
	V135	.93	1.08
	V138	.85	1.17
	V142	.85	1.17

Appendix 12: Multiple regression model of restaurant facilities: Collinearity statistics

Restaurant facilities: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
31	V78	.95	1.06
	V79	.91	1.10
	V89	.96	1.05
	V121	.92	1.08
	V125	.96	1.04
	V137	.84	1.20
	V139	.83	1.21
	V143	.74	1.35

Appendix 13: Multiple regression of food quality: Collinearity statistics

Food quality: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
27	V76	.96	1.04
	V80	.86	1.16
	V82	.87	1.15
	V85	.81	1.23
	V87	.86	1.16
	V88	.80	1.25
	V120	.90	1.12
	V123	.90	1.12
	V136	.82	1.22
	V137	.89	1.13
	V139	.78	1.29
	V142	.69	1.45

Appendix 14: Multiple regression model of menu variety: Collinearity statistics

Menu variety: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
26	V76	.95	1.05
	V78	.79	1.27
	V79	.80	1.24
	V83	.77	1.30
	V85	.75	1.33
	V89	.88	1.14
	V145	.74	1.36
	V149	.83	1.20
	V124	.88	1.13
	V125	.92	1.08
	V136	.81	1.23
	V141	.92	1.09
	V143	.77	1.31

Appendix 15: Multiple regression model of speed of food delivery: Collinearity statistics

Speed of food delivery: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
31	V78	.96	1.04
	V79	.96	1.04
	V84	.84	1.20
	V87	.83	1.21
	V89	.93	1.08
	V121	.97	1.04
	V125	.96	1.04
	V141	.98	1.02

Appendix 16: Multiple regression model of restaurant location: Collinearity statistics

Speed of food delivery: Model	Independent Variables	Collinearity Statistics	
		Tolerance	VIF
29	V75	.91	1.10
	V76	.96	1.04
	V79	.96	1.04
	V81	.95	1.05
	V87	.91	1.10
	V118	.93	1.07
	V119	.95	1.05
	V139	.92	1.09
	V140	.94	1.06
	V141	.95	1.06

**Appendix 17: Rokeach terminal values rank to 9-point Likert construct validation
Spearman's correlation of the Rokeach terminal values rank & rate**

		Rank terminal values								
		A comfortable life	An exciting life	A sense of accomplishment	Equality	Family security	Freedom	Pleasure	Self-respect	Social recognition
Rate terminal values	A comfortable life	-1**								
	An exciting life		-1**							
	A sense of accomplishment			-1**						
	Equality				-1**					
	Family security					-1**				
	Freedom						-1**			
	Pleasure							-1**		
	Self-respect								-1**	
	Social recognition									-1**

In order to check the accuracy of Rokeach terminal value scale is to calculate the correlation between the rating and ranking order, for each value. If they both significantly correlate, then it is an evidence of the Rokeach Scale validity. A Spearman's correlation was run to assess the relationship between the Rokeach rank terminal values and Rokeach rate terminal values' variables. Preliminary analyses showed that the relationship is linear with all variables, normally distributed, and there were no outliers.

Appendix 18: Rokeach instrumental values rank to 9-point Likert construct validation Spearman's correlation of the Rokeach instrumental values rank & rate

		Rank instrumental values								
		Ambitious	Broad-minded	Capable	Cheerful	Imaginative	Independent	Intellectual	Responsible	Self-controlled
Rate instrumental values	Ambitious	-1**								
	Broad-minded		-1**							
	Capable			-1**						
	Cheerful				-1**					
	Imaginative					-1**				
	Independent						-1**			
	Intellectual							-1**		
	Responsible								-1**	
	Self-controlled									-1**

In order to check the accuracy of Rokeach instrumental value scale is to calculate the correlation between the rating and ranking order, for each value. If they both significantly correlate, then it is an evidence of the Rokeach Scale validity. A Spearman's correlation was run to assess the relationship between the Rokeach rank instrumental values and Rokeach rate instrumental values' variables. Preliminary analyses showed that the relationship is linear with all variables, normally distributed, and there were no outliers.

Appendix 19: Correlation of behavioral loyalty with nationality, level of education, age, and the sense of accomplishment

Independent Variables	Correlation Coefficient
Demographics	
Saudi or not	-.16*
Education	-.21**
Age	-.17**
Terminal Values	
A sense of accomplishment	-.15*

Statistical significance level: *p< .05; **p< .01

Results in the above table show that there was a low negative correlation (-0.16) between nationality and behavior. That means that foreigners involved in this study visited Al-Baik restaurants more than Saudis did (significance level < 0.05). Education had a negative correlation (-.21) with behavior. This means that respondents with higher levels of education visited Al-Baik restaurants less frequently (significance level < 0.01). Furthermore, age was negatively correlated with the behavior variable (-0.17). This means that younger respondents visited Al-Baik more frequently than older people (significance level < 0.01). Sense of accomplishment had a negative correlation (0.15) with behavior (significance level < 0.05). This means that when the importance level of the sense of accomplishment increased, visit frequency increased.

Appendix 20: Regression model of behavioral loyalty with demographics, achievement motivation, terminal values, and instrumental values

Independent Variables	Beta Weight β	Sig. ¹	Collinearity Statistics	
			Tolerance	VIF
Demographics				
Nationality	-.17	.06	.97	1.03
Place of residence	-.09	.13	.98	1.02
Education	-.19**	.00	.94	1.06
Age	-.17**	.01	.93	1.08
Gender	-.12	.07	.94	1.06
Achievement Motivation				
Acquisitiveness	-.13*	.04	.93	1.08
Terminal Values				
A sense of accomplishment (lasting contribution)	.16*	.02	.87	1.15
Social recognition (respect, admiration)	.11	.09	.90	1.12
Instrumental Values				
Ambitious (hard-working, aspiring)	.12	.07	.94	1.06
Sample size	231			

$R^2 = .171$; adjusted $R^2 = .137$; $F = 5.5$, $p < .0001$; * $p < .05$; ** $p < .01$; ¹Actual significance.

As can be seen in the above table, education was significantly related to behavior and the beta weight was (-.19) (significance level < 0.01). Age was also significantly related to behavior and the beta weight was (-.17) (significance level < 0.01). Furthermore, the acquisitiveness personality trait was significantly related to behavior and the beta weight was (-.13) (significance level < 0.05). Moreover, the sense of accomplishment terminal value was significantly related to behavior and the beta weight was (0.16) (significance level < 0.05).

Appendix 21: Correlation of purchasing occasions with demographics

	Occasion 1 When I am at work or school	Occasion 2 When I go shopping	Occasion 3 When I eat out with family or friends	Occasion 4 When I need to eat at home	Occasion 5 When I invite people to my place	Occasion 6 When I go on a picnic with my family or friends
Nationality	-.142*		-.226**			
Place of living						
Education						
Age						-.132*
Gender			-.165*			
Marital status	-.155*				-.142*	-.153*
Student or not						
Occupation				-.191**		
Income	.130*					

*p < .05; **p < .01

Based on the results mentioned in the above table, there was a significant negative correlation between nationality and occasion one and two. It means that non-Saudis living in Saudi Arabia are more likely to purchase their meals from Al-Baik restaurants when they are at work or school and when they eat out with their family or friends. Additionally, there was a significant negative correlation between age and occasion six. The younger the consumers, the more likely they are to purchase from Al-Baik restaurants when they go on a picnic with their family or friends. Gender is negatively correlated with occasion 3, which indicates those men are more likely to purchase from Al-Baik when they eat out with their family or friends. There is also negative correlations between marital status and occasion one, five, and six. Single consumers are more likely to purchase their meals from Al-Baik when they are at work or school, when

they invite people to their homes, and when they go on a picnic with their family or friends. Occupation has a significant negative correlation with occasion four. Customers with low-level occupations are more likely to purchase their meals from Al-Baik when they want to eat at home. Lastly, income has a significant positive correlation with occasion one. High-income customers are more likely to buy their meals from Al-Baik restaurants when they are at work or school.