

А. Таубаев, д-р экон. наук,  
 Б. Доскалиева, д-р экон. наук, проф.  
 Карагандинский экономический университет Казпотребсоюза, Караганда, Республика Казахстан,  
 С. Аженов, канд. экон. наук, доц.  
 Карагандинской Академии Болашак, Караганда, Республика Казахстан

## РОЛЬ СОЦИАЛЬНО-ПРЕДПРИНИМАТЕЛЬСКИХ КОРПОРАЦИЙ В КАЗАХСТАНЕ В РАЗВИТИИ МЕХАНИЗМОВ ГОСУДАРСТВЕННО-ЧАСТНОГО ПАРТНЕРСТВА

*В статье рассмотрены особенности создания и функционирования в Казахстане специализированных институтов государственно-частного партнерства – социально-предпринимательских корпорации. На основе изучения зарубежного опыта создания аналогичных организаций, определены преимущества и проблемы их функционирования. Казахстанская модель социально-предпринимательской корпорации создается как корпорация некоммерческого типа, однако призвана решать задачи извлечения прибыли и инвестирования в социально-экономическое развитие регионов. В данной статье рассмотрены показатели функционирования социально-предпринимательской корпорации "Сарыарка" Карагандинской области, определены динамика и структура ее инвестиционного портфеля, определены основные проблемы.*

*Ключевые слова: государственно-частное партнерство, региональные институты государственно-частного партнерства, социально-предпринимательские корпорации.*

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Bulletin of Taras Shevchenko National University of Kyiv. Economics, 2016; 6(183): 22-26

UDC 339.372

JEL: M31

DOI: <http://dx.doi.org/10.17721/1728-2667.2016/183-6/4>

A. Mittal, Professor  
 Chitkara University, Punjab, India

## THE INFLUENCE OF WAITING TIME SATISFACTION ON CUSTOMER LOYALTY TOWARDS MULTI-STAGE SERVICES IN A FULL-SERVICE RESTAURANT: EVIDENCE FROM INDIA

*Research shows waiting time in services is an important source of service evaluation by the customer. In fact, time is one component of the total 'cost' that the customer bears and cost is a core component of the perceived cost-benefit equation that the customer uses to evaluate her or his sustained patronage of a particular service. In most services, customers consider waiting as a waste of time. However, from the customer perspective, in the case of a full-service restaurant, waiting is expected and sometimes desirable also. Prior research, mainly in the west, suggests that when customers think that a wait for service is too long, they become less satisfied with overall service quality. Based on a research setting in a full-scale restaurant in India, this paper seeks answers to two research questions: First, what are the determinants of overall waiting-time satisfaction and second, what is the influence of waiting-time satisfaction on customer loyalty.*

**Key Words:** Customer Loyalty, Waiting Time Satisfaction, Services Management.

### INTRODUCTION

According to one estimate thirty seven billion hours were spent by Americans waiting to avail of services, during which time "they fret, fidget, and scowl." Such studies of customer frustration with waiting are well described in academic literature (Giebelhausen et al., 2011; Galdwell, 1993). Similar situations are not uncommon in other parts of the world. Another study suggests that the average person waits for twenty months in an eighty year lifetime (Wielenga, 1997; Lovelock and Wirtz, 2004). A little unfair perhaps, research also shows

that customers usually think they waited longer than they actually did (Chernow, 1981). According to van Riel et al. (2012) measuring customer satisfaction in a retail environment without accounting for various waits provides incomplete results. McGuire (2010) in a study of the relationship between perceived wait duration (PWD) and customer satisfaction pointed out that keeping customers busy or occupied, results in decreased boredom and a more positive evaluation of the wait experience.

In another study on customer evaluations of service offshoring, Forman, Thelen and Shapiro (2015) found that

customer loyalty towards domestic service providers will decrease if they are asked to wait longer and if overseas service providers provided better quality services much quicker. This is despite the fact that customers in general are opposed to offshoring of services (Forman et al., 2015). Buyer's cost for product or service acquisition includes several types of costs in addition to the monetary cost of acquisition. 'Time' is one such cost. Whatever the type of 'cost' it may be, customers eventually buy those products and services as long as the benefits outweigh the cost(s) of acquisition. However, service customers tend to view waiting as a waste of their time mainly because it is seen as an unwarranted 'cost'. With changing lifestyles, customers seem increasingly less tolerant of having to wait. (Katz et al., 1991). When customers perceive the wait duration to be too long, it influences their evaluation of the overall service quality in a negative way, which subsequently reduces customer loyalty or re-patronage intent and recommend intention (Davis and Vollmann, 1990; Davis, 1991; Taylor, 1994; Lee and Lambert, 2005)

This research looks at customer waiting time in a full-service restaurant set-up. It is hypothesized that due to the nature of a full-service restaurant where waiting time delays (real or perceived) may bring about changes in the service delivery process, customers may consider waiting-time as an important determinant of service evaluation. However, it is also important to note that the issue at hand is not waiting time but waiting time delays – either real or perceived. This research seeks to understand how customer wait experience influences customer loyalty in a full-service setting in an emerging market such as India.

#### **PURPOSE OF THE STUDY**

This study seeks answers to two research questions, firstly, which aspects of the satisfaction with customer waiting time in a full service setting are important predictors of customer loyalty and second, how are individual wait stages associated with different measures of customer loyalty. A chain full-service restaurant popular in north India but specializing in South Indian cuisine was the selected unit of analysis. It is important to note that customers expect (and even desire) some waiting time at different stages of being served in a full-service restaurant. Trained management students collected data by administering a structured questionnaire to 150 respondents who had just exited after having their meals at different branches of this restaurant at three different locations in north India. A total of one hundred ten (110) complete usable questionnaires were received for further analysis.

#### **CONCEPTUALIZATION**

##### *Satisfaction with Waiting Time*

An important feature of services is that they are perishable, which means they can't be stored. However, restaurants can create an inventory of food though even they are unable to store the entire restaurant service experience (Hoffman and Bateson, 2006). This characteristic is called 'service perishability' and is a source of various challenges for service providers. Matching demand and supply at all times is a major challenge and delays in providing the services – especially when demand fluctuates – maybe seen as a source of dissatisfaction by consumers. According to Bielen and Demoulin (2007) the 'delay' or 'waiting time' can either be real or objective (Davis and Vollman, 1990; Katz et al., 1991; Taylor, 1994) or could be perceived or estimated (Pruyn and Smidts,

1998). According to Durrande-Moreau (1999) in terms of the cognitive aspect, 'wait' may be evaluated as being or not being acceptable, tolerable and reasonable. Another dimension to the wait is the affective aspect where the which captures emotional responses to waiting such as pleasure, happiness, frustration and so on (Taylor, 1994; Pruyn and Smidts, 1998).

Hensley and Sulek (2007) described how multi-stage waits occur in a service set-up such as a full-service restaurant. They mention three levels of service waits, where customers may need to wait for unequal durations: first are *service-entry waits*: waiting time before getting seated; second are categorized as *in-service waits*: waiting for food to arrive; and the third are *service-exit waits*: waiting for the bill, payment and change.

##### *Customer Loyalty*

Dick and Basu (1994) define loyalty as "the strength of the relationship between an individual's relative attitude and repeat patronage." They add that customer loyalty leads to lower competitive pressure, a decrease in price sensitivity, and an increase in positive word of mouth by customers (Dick & Basu 1994).

A very effective way to measure customer loyalty is by creating composite measurements of loyalty by measuring loyalty in terms of customer attitudes and behavior. According to Pritchard and Howard (1997) corroborated by Hunter (1998) loyalty measures can include recommend intention, customers' propensity of brand-switching, brand preferences, , frequency of purchase, recency of purchase, and total amount of purchases. Pritchard and Howard (1997) further add that using such a composite measure customer loyalty increases the predictive power of the measure. Measures included in this study comprise overall satisfaction with the service, repurchase intention, recommend intention, and customer value.

#### **METHODOLOGY**

A structured questionnaire was designed for data collection. The questionnaire was divided into three parts: part one included generic questions on the respondent's demographics. The second part comprised of questions measuring the respondent's satisfaction levels with various stages of the wait process and the third part included questions measuring the customer loyalty based on: (a) overall satisfaction with restaurant, (b) patronage or repurchase intention, (c) value dimension (d) recommend Intention, and (e) brand preference. A total of 110 respondents volunteered and provided complete responses to the field-workers. The respondents were contacted as they finished their meals and exited the restaurant. The trained field workers, with the express permission of the restaurant management, requested the respondents to fill-in the questionnaires. Data collection through this survey method took place at four different locations of the chain full-service restaurant. The restaurants were all located in north India. The questionnaires were later collected at a central point and the author transferred the data after coding and editing onto an MS-excel spreadsheet for further analysis.

#### **DATA ANALYSIS**

Multiple-regression analysis (enter method) was used alongside correlation analysis for the best model fit. Customer loyalty measures (aggregated) comprised the dependent variable and waiting time satisfaction measures comprised the predictor variables.

**RESULTS**

**Table 1. Determinants of waiting time satisfaction**

Predictor variables (W**)	$\beta$	t value		
Constant	1.150			
W5	0.42	5.32*		
W4	0.22	3.06*		
W1	0.18	2.26*		
W2	0.16	2.23*		
F-value:		30.53		
df.:		4		
sig.:		< .0001	R square	0.54
adj. R square	0.52	maximum VIF	1.69	
N=110				
criterion variable: customer loyalty (aggregate)				
* p < 0.05				
** 'W' denotes waiting time				

Source: author's calculation

The results of the multiple regression test (table 1) indicate four waiting time variables to be significant predictors of customer loyalty. Overall satisfaction with waiting time (W6) and seating comfort (W3) were not significant predictors as per the model obtained. However, the following waiting time measures were significant predictors of customer loyalty (criterion variable) in descending order of strength: waiting time to receive bill (W5), waiting time for food to arrive (W4), comfort in waiting area (W1) and waiting time before

seating (W2). A maximum VIF value of 1.687 also shows that the model is free from the problem of multicollinearity and the F-value shows that the model is significant. The adjusted R-square value of 0.52 shows that the predictor variables (waiting time satisfaction) have accounted for 52 per cent of the variance in the criterion variable (customer loyalty). This value is very similar to the value obtained by Hensley and Sulek (2007) in their study assessing the influence of waiting time satisfaction with customer satisfaction in multi-stage services.

**Table 2. Pearson Correlation Coefficients: Waiting Time with Customer Loyalty Determinants**

W- Waiting Time; C-Customer Loyalty	W1	W2	W3	W4	W5	W6
C1	.533(**)	.339(**)	.205(*)	.285(**)	.173	-.063
Sig.	.000	.000	.032	.003	.071	.516
C2	.482(**)	.017	.348(**)	.223(*)	.574(**)	.367(**)
Sig.	.000	.860	.000	.019	.000	.000
C3	.242(*)	.464(**)	.282(**)	.265(**)	.449(**)	.669(**)
Sig.	.011	.000	.003	.005	.000	.000
C4	.194(*)	.244(*)	.096	.099	.341(**)	.400(**)
Sig.	.043	.010	.318	.302	.000	.000
C5	.131	.235(*)	.026	.306(**)	.165	.245(**)
Sig.	.173	.014	.790	.001	.085	.010

\*\* Correlation is significant at 0.01 level (2 tailed)

\* Correlation is significant at 0.05 level (2 tailed)

Source: author's calculation

An observation of the correlation results (table 2) show that all individual customer loyalty measures show a positive correlation with a minimum of four out of six waiting time satisfaction sub-dimensions. The individual customer satisfaction variables are: overall satisfaction with restaurant (C1), repurchase intention (C2), value-for-money dimension (C3), recommend Intention (C4), and brand preference (C5). A glance at the correlation analysis shows that all individual customer loyalty sub-dimensions show significant correlation with at least 4 out of the total 6 waiting time satisfaction sub-dimensions.

**DISCUSSIONS AND CONCLUSION**

This is a study that deals with the empirical analysis of the relationship between waiting time and customer loyalty. A multi-stage waiting time approach in full-service restaurant set-ups formed the background of the study. The findings suggest that waiting time does indeed impact customer loyalty – proven by a regression test and complemented by a correlation test. A study of this nature which involves measuring customer satisfaction at each wait stage in an actual retail settings is relatively uncommon (Hensley and Sulek 2007; Hwang and Lambert,

2005), and rare in the Indian context. Another important feature of this research is that data collection took place almost simultaneously as the service was being experienced. It was ensured that customers' opinions were not given in retrospect after a long duration numbering in days or weeks; it also must be appreciated that their opinions were based on the actual service received – rather than on hypothetical service scenarios.

The key lesson here is for managers who need to realize that the perception of having to wait longer than necessary is a source of dissatisfaction which can reduce customer loyalty levels. Obviously, waiting time satisfaction is by no means the only determinant of customer loyalty, but what needs to be appreciated is the importance of waiting time satisfaction. The relationship between waiting time and customer loyalty was already proven in the west and through the findings in this study the relationship has been validated in the Indian context. Coming to the learning outcomes of this research, service wait management needs more attention than what is usually given. Customer waits are very common in almost all services such as airports, banks, restaurant, clinics,

saloon, universities etc. Different services have different target customers but waiting time satisfaction is expected to remain a source of customer satisfaction nevertheless. Some strategies that service providers use are: service time guarantee (pizza delivery in 30 minutes by Dominos in India); fish tank and TV (clinics / offices); flight schedule screens, lounge, food court, free wi-fi, shopping, massage, spa etc at airports and railway stations; music and welcome drinks at hotels; serial number for waiting common at fast food chains and so on. The lesson here is that investment in improving services might also be better spent on information and communication rather than solely on physical facilities. According to Kumar et al. (1997) and Bielen and Demoulin (2007) offering waiting time guarantees can increase customer satisfaction or decrease the likelihood of premature termination of waiting experiences by customers. Waiting time is a matter of perception and if customers know upfront the duration of the wait then the wait experience can actually be made productive by organizations. Such time can in fact be utilized to increase revenues through cross-selling and also promote new goods and services.

#### FUTURE RESEARCH

This research has also contributed to a negligible wait management literature in the context of Indian businesses and could well pave the road to understand how Indians relate to waits. In terms of future research the following research areas could be explored:

1. This study could also be meta-analyzed with other similar researches conducted globally in order to understand the cross-cultural dimension of service waits;
2. Waits could be researched in the context of other services such as healthcare, airports, banks etc. and a comparison could be drawn;
3. Wait management could also be discussed in the very important area of services failure/recovery;
4. Consumer characteristics and demographics that influence wait-satisfaction could also be discussed in order to profile & segment markets.

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Надійшла до редакції 23.04.16  
Date of editorial approval 27.04.16

Author's declaration on the sources of funding of research presented in the scientific article or of the preparation of the scientific article: personal sources of the author. However, the employer University assisted with transportation, manpower for data collection, stationery and printing and duty leaves as and when required.

A. Міттал, професор  
Чіткара університет, Панджаб, Індія

### ВПЛИВ ЧАСУ ОЧІКУВАННЯ САТИСФАКЦІЇ НА ЛОЯЛЬНІСТЬ КЛІЄНТІВ НА ШЛЯХУ ДО БАГАТОСТУПІНЧАСТОЇ ПОСЛУГИ В РЕСТОРАНІ ПОВНОГО ОБСЛУГОВУВАННЯ: ДАНИ ПО ІНДІЇ

Дослідження показує, що час очікування в сфері послуг є важливим джерелом оцінки послуг замовником. Насправді, час є одним з компонентів загальної вартості, що несе клієнт. Вартість є основним компонентом сприйманого рівняння витрат і вигод, які клієнт використовує, щоб оцінити її, або його постійний вибір певної послуги. У більшості послуг клієнти розглядають очікування, як порожню трату часу. Проте, з точки зору клієнта, в разі ресторану з повним спектром послуг, очікування передбачається, а іноді і бажано. Попередні дослідження, в основному на Заході, припускають, що, коли клієнти думають, що чекати обслуговування занадто довго, вони стають менш задоволені загальною якістю обслуговування. На підставі умов дослідження в повномасштабну ресторані в Індії, в цій статті ми шукали відповіді на два дослідницьких питання: по-перше, якими є детермінанти загальної задоволеності від часу очікування; і, по-друге, як впливає час очікування на лояльність клієнтів.

Ключові слова: лояльність клієнтів, час очікування задоволеності, служби управління.

А. Миттал, профессор  
Читкара университет, Панджаб, Индия

### ВЛИЯНИЕ ВРЕМЕНИ ОЖИДАНИЯ КОМПЕНСАЦИИ НА ЛОЯЛЬНОСТЬ КЛИЕНТОВ НА ПУТИ К МНОГОСТУПЕНЧАТОЙ УСЛУГЕ В РЕСТОРАНЕ ПОЛНОГО ОБСЛУЖИВАНИЯ: ДАННЫЕ ПО ИНДИИ

Исследования показывают, что время ожидания в сфере услуг является важным источником оценки услуг заказчиком. На самом деле, время является одним из компонентов общей стоимости, которую несет клиент. Стоимость является основным компонентом воспринимаемого уравнения затрат и выгод, которые клиент использует, чтобы оценить ее, или его постоянный выбор определенной услуги. В большинстве услуг клиенты рассматривают ожидание, как пустую трату времени. Однако, с точки зрения клиента, в случае ресторана с полным спектром услуг, ожидание предвидится, а иногда и желательно. Предыдущие исследования, в основном на Западе, предполагают, что, когда клиенты думают, что ждать обслуживания слишком долго, они становятся менее довольны общим качеством обслуживания. На основании условий исследования в полномасштабном ресторане в Индии, в этой статье мы искали ответы на два исследовательских вопроса: во-первых, каковы детерминанты общей удовлетворенности от времени ожидания; и, во-вторых, как влияет время ожидания на лояльность клиентов.

Ключевые слова: лояльность клиентов, время ожидания удовлетворенности, службы управления.

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Bulletin of Taras Shevchenko National University of Kyiv. Economics, 2016; 6(183): 26-32

UDC 334

JEL: M11

DOI: <http://dx.doi.org/10.17721/1728-2667.2016/183-6/5>

D. Oboladze, PhD Student, Assistant  
Institute of Economics and Business at Ilia State University (ISU), Georgia

### STRATEGIC PLANNING AS A NECESSARY PREREQUISITE TO SUCCESSFUL PROGRAM BUDGETING IN GEORGIA

This article gives answers to following important questions: What are the main tasks and aims of strategic planning and program budgeting in the context of managing the public finances? Why the introduction of linking between strategic planning and program budgeting, oriented to the result, is important in Georgia? The paper emphasizes the efforts of Georgian authorities to implement performance-based program budgeting. Based on the initial results, authorities decided to establish a link between strategic planning and budgeting, as a condition for implementing performance-based budgeting. It presents steps toward this goal and outlines some remarks on future measures.

Keywords: public finance, strategic planning, performance budgeting, output, outcome, performance indicators.

#### Introduction

Strategic planning plays the role of an instrument that promotes coherent public policies, ensures quality and the right justification of the budgetary programs and backs up

the main public policies to be financed. Introducing the strategic planning system also creates the premises for a clear, coherent and well-argued competition regarding financing of the additional initiatives of line ministries (a