

Customer services' satisfaction survey of McDonald's

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Abstract

As a Consultancy Company we have recently signed a contract with McDonald's, we did a customer services' satisfaction survey of McDonald's to conduct a market research to measure the level of perceives service quality (Responsiveness, Empathy Tangibility, Assurance and Reliability) and satisfaction of its customers. We have done a survey for this research. And in terms of the result of the research, we give some recommendations for McDonald's. The purpose of this survey is to provide some good recommendation to McDonald's to help them improve their service quality in order to enhance the customer satisfaction and get a better market share.

Keywords

Customer services, McDonald, satisfaction, quality.

1. Introduction

1.1 Background

McDonald's is one of the largest restaurant brands in the world and it is the world leader in the retail food service industry. And it was the Fortune 500 companies [1]. There are more than 3,200 restaurants in more than 100 countries and regions in the world. It provides quality food to 60 million customers every day. The main menu of sales are hamburgers, French fries, fried chicken, soft drinks, salads and so on. In addition, most of McDonald's fast food restaurants provide two kinds of services, offer –counter and drive-through (which means when the customers drive, they don't need to get off the car, they can drive at the door and then by pass the exit to take the meals). It also offers indoor dining and sometimes offers outdoors dining. And the most MacDonalD's restaurants stay open twenty-four hours a day for customers' convenience that make them can have a lot of choice.

1.2 QSCV Marketing Strategy

McDonald's has the large market share in the world, mainly due to the QSCV marketing strategy. The guiding ideologies of this strategy are: the enterprise's business activities should be focus on customer satisfaction. Always empathize with customer, concern about customers' thinking, consider of customers view, and analyze customers' need. Customers' satisfaction is including value of products, service value, image value, personnel value which also covers quality, service and cleaning and so on [2].

1.2.1 Product value

Each McDonald's store has a unified particular purchase channels, but because of the main fast food are hamburger and fries, so each store just mostly purchase the semi-finished products, when they are going to sale, just need one further processing. So that can ensure the uniformity of products, it can strictly make the quality indicators for each food, its quality assurance [2].

1.2.2 Service value

Nowadays, people has the fast-paced lifestyle, McDonald's provides the fast food, which is also convenient for the people who is busy at working at office. MacDonalD's service is very quick. From order until the delivery only need 10 minutes. So that meets the pursuit of speed for the modern people [2].

1.2.3 Image value

Ronald McDonald is the spokesperson of McDonald’s marketing. Ronald McDonald is a clown whom won the children’s favorite image, which makes children satisfied. Thus gain a lot of market share from the children .

1.2.4 Staff value

McDonald’s customers can enjoy the fastest food service, at the same time, they can enjoy the personalized service, employees of McDonald’s are the most asset. Because all the McDonald’s products are passed to the customers through “employee”, so McDonald’s always specifically focus on the employees.McDonald’s clearly know that their food is not the key factor in attracting customers, so the business always focuses on service. McDonald’s strive to improve the service quality for attracting customers. So we did the customer satisfaction survey and analysis it and give some recommendation of the marketing strategy.

2. Methodology

2.1 Population

The target market for MacDonalD’s is those people who need food fast and convenient. Fast food could be popular in every age-group, but MacDonalD’s consider office workers and students as their target segments most.

2.2 Sampling Method

For this research, the questionnaire is design as quantitative method. And it’s easier and suitable for our survey. And we gained the samples by convenient sampling.

2.3 Sample Size & Acceptable Samples

Tab 1. determining sample for a given population

Table for Determining Sample Size for a Given Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
 "S" is sample size.
 Source: Krejcie & Morgan, 1970

There are 5,866,400 populations in Selangor[3]. According to the above Morgan Table and based on the population of Selangor we found that, the sample size should be 384, but finally we got 160 usable questionnaires.

2.4 Location and Duration

The place we chose for our survey is Sunway Shopping Mall. In the shopping mall and near shopping mall have a lot of office workers, and there is a Sunway University and Lagoon Water Park. Office workers, students and tourists are the three major customer groups for fast food industry; we could get more feedback from them. We chose a Saturday (11/07/2015) to do the survey from 11am to 3pm.

3. Findings

3.1 Descriptive Test

Tab 2. Structure Test

Gender	Male	44.4%
	Female	51.9%
Age	18-25 years old	15%
	26-45 years old	78.8%
	Above 45 years old	4.4%
Occupation	Student	15.6%
	Profession and technical personal	26.9%
	Working for government/enterprise	28.1%
	Individual household	19.4%
	Other	10%

According to Tab 2, it indicated that, in our survey, 44.4% of the respondents are male, 51.9% are female. Most of the respondents are from age 26-45 which got 78.8%, the rest are 18-25 years old (15%) and above 45 years old (4.4%). MacDonald’s as a fast food company has wild customer range. In our research, student takes 15.6%, profession and technical personal get 26.9%, people who working for government/enterprise is 28.1%, individual household is 19.4% and other occupations takes 10%.

3.2 Data Normality Test

Tab 3. Descriptive Statistics

	N	Mean	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic
1	159	3.20	-.869	.668
2	160	3.27	-.523	-.019
3	160	3.02	-.233	.142
4	160	2.89	-.151	-.432
5	160	2.18	.749	-.254
6	160	2.69	-.060	-.233
7	160	3.01	-.188	-.217
8	158	2.81	-.213	-.209
9	160	2.80	-.330	-.468
10	160	2.73	-.025	-.814
11	159	2.96	-.350	-.683
12	160	3.59	-.458	.120
13	159	3.44	-.585	.081
14	158	2.97	-.392	-.032
15	158	3.57	-.343	.439
16	159	3.45	-.681	-.054
17	160	3.22	-.576	-.522
18	160	2.71	-.114	-1.249
19	159	3.04	-.548	.025
20	159	3.32	-.793	.609
21	160	2.97	-.161	-.406
22	160	2.93	-.293	-.326
23	160	2.82	-.287	.066
24	159	2.64	-.176	-.313
25	160	2.98	-.499	1.647
26	160	3.13	-.253	.346
27	160	2.86	-.183	.581
28	160	3.19	-.515	.993

Valid N (listwise)	150				
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According to Hair [3], all the Skewness values are between ± 3 , and Kurtosis values are between ± 10 , all the data are in the recommended range, so we can assume they are normal.

3.3 Validity Test & Reliability Test

Tab 4. The table of analyzing Validity and Reliability

The table of analyzing Validity & Reliability

	Factor						Cronbach's Alpha
	EMP	REL	TAN	ASS	RES	SAT	
Q2	1.082						0.840
Q3	.677						
Q4	.589						
Q6		1.046					
Q9		.569					
Q24			.925				0.684
Q23			.419				
Q13				.682			0.592
Q12				.667			
Q19					.639		0.551
Q18					.552		
Extraction Method: Maximum Likelihood.							
Rotation Method: Promax with Kaiser Normalization.							
a. Rotation converged in 6 iterations.							
Q25						.759	0.825
Q28						.754	
Q27						.728	
Q26						.712	
Extraction Method: Maximum Likelihood.							
Rotation Method: Promax with Kaiser Normalization							
KMO=0.783; P-Value=0.001 (<0.05)							

Test Correlation (SAT with EMP & REL & TAN & ASS & RES)

H1: There is a significant correlation between EMP& SAT.

H1: There is a significant correlation between REL& SAT.

H1: There is a significant correlation between TAN& SAT.

H1: There is a significant correlation between ASS& SAT.

H1: There is a significant correlation between RES& SAT.

Tab 5. Correlation of SAT with Five Factors

		Correlations					
		SAT	EMP	REL	TAN	ASS	RES
SAT	Pearson Correlation	1	.513**	.450**	.536**	.271**	.460**
	Sig. (2-tailed)		.000	.000	.000	.001	.000
	N	160	160	160	159	159	159
EMP	Pearson Correlation	.513**	1	.496**	.539**	.302**	.484**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	160	160	160	159	159	159
REL	Pearson Correlation	.450**	.496**	1	.494**	.125	.408**
	Sig. (2-tailed)	.000	.000		.000	.117	.000
	N	160	160	160	159	159	159
TAN	Pearson Correlation	.536**	.539**	.494**	1	.213**	.461**
	Sig. (2-tailed)	.000	.000	.000		.007	.000
	N	159	159	159	159	158	158
ASS	Pearson Correlation	.271**	.302**	.125	.213**	1	.221**
	Sig. (2-tailed)	.001	.000	.117	.007		.005
	N	159	159	159	158	159	158
RES	Pearson Correlation	.460**	.484**	.408**	.461**	.221**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.005	
	N	159	159	159	158	158	159

** . Correlation is significant at the 0.01 level (2-tailed).

According to Tab 5, the Pearson Correlation between SAT and EMP is .513**, so we support H1 that there is a significant correlation between EMP & SAT.

Also the Pearson Correlation between SAT and REL is .450**, so we support H1 that there is a significant correlation between REL & SAT.

The Pearson Correlation between SAT and TAN is .536**, so we support H1 that there is a significant correlation between TAN & SAT.

The Pearson Correlation between SAT and ASS is .271**, so we support H1 that there is a significant correlation between ASS & SAT.

The Pearson Correlation between SAT and RES is .460**, so we support H1 that there is a significant correlation between RES & SAT.

3.4 Regression Test

Tab 6. Model Summary of 5Factors & Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 ^a	.415	.395	.49422
a. Predictors: (Constant), RES, ASS, REL, TAN, EMP				

According to Tab 6, R Square of the proposed model is 0.415. It means that this model can explain 41.5% of the satisfaction's variance behavior. That meaning this model can predict the 41.5% of the satisfaction's behavior, therefore there should be other variables that might have impact of satisfaction that we have not included them in the model.

Tab 7. ANOVA of 5Factors & Satisfaction

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.138	5	5.228	21.403	.000 ^b
	Residual	36.882	151	.244		
	Total	63.021	156			
a. Dependent Variable: SAT						
b. Predictors: (Constant), RES, ASS, REL, TAN, EMP						

According to Tab 7, the significant value is less than 0.05; therefore we can conclude that the proposed model is FIT. (Fitness of model is acceptable).

Tab 8. Coefficients of 5Factors & Satisfaction

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.156	.229		5.051	.000		
	EMP	.395	.053	.513	7.503	.000	1.000	1.000
	REL	.326	.051	.450	6.326	.000	1.000	1.000
	TAN	.436	.055	.536	7.964	.000	1.000	1.000
	ASS	.231	.065	.271	3.533	.001	1.000	1.000
	RES	.345	.053	.460	6.419	.000	1.000	1.000
a. Dependent Variable: SAT								

Test the Relationship Between EMP & SAT

H0: There is no relationship between EMP & SAT.

H1: There is a significant relationship between EMP & SAT.

According to Tab 8, because the P-Value of the regression is less than 0.05, therefore there is a significant relationship between EMP of the service and customer satisfaction level. ($P_Value < .05$, $\beta = .395$) The Beta coefficient shows that each unit of increase in the EMP of the service can increase 0.395 unit of customer satisfaction.

Test The Relationship Between REL & SAT

H0: There is no relationship between REL & SAT.

H1: There is a significant relationship between REL & SAT.

According to Tab 8, because the P-Value of the regression is less than 0.05, therefore there is a significant relationship between REL of the service and customer satisfaction level. ($P_Value < .05$, $\beta = .326$) The Beta coefficient shows that each unit of increase in the REL of the service can increase 0.326 unit of customer satisfaction.

Test the Relationship between TAN & SAT

H0: There is no relationship between TAN & SAT.

H1: There is a significant relationship between TAN & SAT.

According to Tab 8, because the P-Value of the regression is less than 0.05, therefore there is a significant relationship between TAN of the service and customer satisfaction level. ($P_Value < .05$, $\beta = .436$) The Beta coefficient shows that each unit of increase in the TAN of the service can increase 0.436 unit of customer satisfaction.

Test the Relationship between ASS & SAT

H0: There is no relationship between ASS & SAT.

H1: There is a significant relationship between ASS & SAT.

According to Tab 8, because the P-Value of the regression is less than 0.05, therefore there is a significant relationship between ASS of the service and customer satisfaction level. ($P_Value < .05$, $\beta = .231$) The Beta coefficient shows that each unit of increase in the ASS of the service can increase 0.231 unit of customer satisfaction.

Test the relationship between RES & SAT

H0: There is no relationship between RES & SAT.

H1: There is a significant relationship between RES & SAT.

According to Tab 8, because the P-Value of the regression is less than 0.05, therefore there is a significant relationship between RES of the service and customer satisfaction level. ($P_Value < .05$, $\beta = .345$) The Beta coefficient shows that each unit of increase in the RES of the service can increase 0.345 unit of customer satisfaction.

According to Tab 6 to Tab 8, we get:

Hypothesis	Conclusion
H1: There is a direct relationship between EMP and customer satisfaction.	Support
H2: There is a direct relationship between REL and customer satisfaction.	Support
H3: There is a direct relationship between TAN and customer satisfaction.	Support
H4: There is a direct relationship between ASS and customer satisfaction.	Support
H5: There is a direct relationship between RES and customer satisfaction.	Support

4. Recommendation

SERVQUAL theory is based on Total Quality Management theory in the service industry put forward a new kind of service Quality evaluation system, its theoretical core is "service quality gap model" [4]. SERVQUAL is divided into five aspects of service quality; they are Tangibility, Reliability, Responsiveness, Assurance and Empathy [5]. Every aspect has been subdivided into a number of problems, they through the way of questionnaire to users' expectations for each question, the actual value and the minimum acceptable rate [6].

According to the findings, the factors of EMP, REL, TAN, ASS, and RES is significantly related with customer satisfaction. And in terms of the above data about the importance of satisfaction factors, we will give 5 recommendations in accordance with the important degree are respectively TAN (data: 0.436), EMP (data: 0.395), RES (data: 0.345), REL (data: 0.326), and ASS (data: 0.231).

4.1 Tangibility

Tangibility is including physical facilities, equipment and the list of service personnel, etc. For our questionnaire, the question 23 and question 24 are talk about menu and the atmosphere which are referring to modern service facilities. According to that we suggest that :

Provide multilingual menu. Since McDonald is one of the largest fast food chain enterprises in the world, its brand awareness is quite high. However, McDonald's menu has some limitations, such as language. Because McDonald's restaurants hundred countries across six continents in the world, consumers more extensive. So, McDonald's menu can be set according to the national culture of different languages. For example, at present, English is the most wide language of human , Chinese is used by the largest number of people, And McDonald's can add multiple languages in the menu, such as English, Chinese and local language, it will help customers know more product information, so as to make the customer satisfied with the service of McDonald's menu.

Provide entertainment facilities. McDonald's always location in the bustling commercial circle, it has a certain consumer support. In the business circle, population mobility is large, and there are people of all ages. Thus, McDonald's can provide leisure dining area according to different age groups. At the same time, on the premise of not increase too much cost, McDonald's can provide suitable cultural facilities in different areas to attract more consumers. For example, McDonald's can set up a children's activity area, in the children's area, McDonald's can collect children's books for the children. Provide pray room. For the food market in Malaysia, pray room is a very important part of diet market. Considering the local religious culture, in general, meal time is also a religious service time. Therefore, McDonald's should open pray room, respect for religious customers and give them enough space and complete facilities. The humanistic facilities will attract more local customers and bring a good reputation to McDonald's.

4.2 Empathy

Empathy refers to care and provide personalized services for customers, and staff is a bridge between the catering enterprises and customers, Staff quality will directly affect the image of catering enterprises. For our questionnaire, the question 2, question 3 and question 4 are talk about McDonald's employees basic individual qualities, According to that we suggest that :

Build employees service system. McDonald's can according to different regional culture system and the national policy to establish a system for employees, it includes attendance system, responsibility system, rewards and punishment system, etc., so that it can promote the staff's enthusiasm service.

Employee training. Employees' manners, uniforms, differentiated responsibility area. McDonald's should focus on cultivating employees' basic quality, the first point to establish their self-confidence. The second point to determine their service consciousness and attitude, basic courtesy. The third point to observe their ability to affect work shortcomings. Only qualified employees can bring to customers are very satisfied with the service.

Staff is a bridge between the catering enterprises and customers, Staff quality will directly affect the image of catering enterprises. Therefore, catering enterprises want to acquire the success and development for a long time, it must attach much importance to the quality of restaurant staff and improve the service level [3].

4.3 Responsiveness

Responsiveness refers to the staff to help customers, at the same time; employees can quickly improve service levels. For our questionnaire, the question 18 and question 13 are talk about McDonald's employees need to provide customers with timely and accurate information. According to that we suggest that:

McDonald's should set up good relationship with customers. Employees should often stand in the perspective of customers, so that employees can understand customer psychology. Employees need to have good service consciousness and guests.

McDonald's should improve the requirement standard of employees. The most important thing is that McDonald's should require employees are familiar with every business about restaurant service, at the same time, employees should also have good communication ability and service patient, employees need to service every customer seriously that can provide timely and accurate information for customer.

4.4 Assurance

Assurance refers to the staff's abilities such as knowledge, politeness and confidence. In the questionnaire what we used in this study, the question 12 and question 13 were talk about the accuracy of services and give change by McDonald's staff that related to satisfaction. In order to improve the satisfaction of customers in these two aspects, there are several solutions were given as followed:

The M-payment should be implemented in McDonald's. Although almost every McDonald's have cash registers to calculate the change for customers, it is still difficult for cashiers to avoid to give customer the wrong change. In order to improve the accuracy of give change, a good method is paying the bill without cash. According to Margaret [7], M-payment is a point-of-sale (PoS) transaction which received with a mobile device. Customers can use a smart phone with the app of payment to pay the bill. There is no doubt that almost everyone owns a smart phone, and it makes payment become very easy that without pay the cash and give change. And the cashier of McDonald's can scan the barcode displayed on the mobile screen of customers to give them a discount[8]. What is more, it is not only can decrease the situations of give a wrong change, but also can increase the work efficient of the McDonald's staff. According to Susan[6], mobile payments are becoming more and more popular. McDonald's should to implement m-payment in large-scale in the future.

4.5 Reliability

Reliability means reliable that refer to the capabilities of fulfill service promise. For our questionnaire, the question 6 and question 9 are talk about the competent and experienced of McDonald's employees and the cleanliness of McDonald's environment which are two aspects influence the satisfaction of customers. There are some suggestions for improve customers' satisfaction:

McDonald's should enhance the cleanliness supervision system. From this study, it can be seen that there is a clear link between cleanliness of environment and satisfaction of customers. According to Aycock[8], the cleanliness refers to "free from visible soil or dirt" in McDonald's. However, as a famous food brand, McDonald's always have to be supervised by a number of social media. Therefore, McDonald's should raise the status of cleanliness in its own evaluation system and increase the times of check environment to improve the satisfaction of customers.

Advertising is a good way to shows the well trained staff and clean environment to customers. According to Shimp & Dyer[9], the advertising helps McDonald's make a correct market position and make an good impression of cleanliness and well trained. And this impression which mentioned

by Kottak is helpful to attract customers by McDonald's[10]. Furthermore, a good impression will make customers feel McDonald's is reliable. Thus, it can also improve the satisfaction of customers.

5. Conclusion

5.1 Limitation

Due to some objective conditions, the study is subjected to certain limitations. One of the limitations was about the questionnaires. There are might some descriptive and linguistic problems in the questionnaire, because of English is not the first language for us. It makes respondents misunderstand about some questions. And this problem might lead to the replies which collected from respondents not definitely correct. The second limitation of this study is that the sample size is not sufficient. There are only 160 replies were responded by respondents. So, the result of this study might be influenced by this factor. Moreover, the limited area of this research is the third limitation. The location where we did this research was in Sunway shopping mall. And it only represents the opinion of responders in Klang region.

5.2 Further Improvement

In order to improve these limitations, the quantitative research should be selected by us for the study project in the future. And all the limitations should be considered by us. Then, the science research methods and requirements of science standard should be followed. In addition, the questionnaire should be improved and set more reasonable.

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