Customer satisfaction, behavioural and pay more intentions: a study on Indian Dhabas (roadside full-service restaurants)

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Abstract: The present study examines the foremost antecedents of customer satisfaction, behavioural and pay more intentions in the setting of Indian Dhabas (roadside full-service restaurants) located on the National highway, Haryana, India. Using the convenience sampling technique, 236 self-administered survey questionnaires were collected (207 considered usable) from the customers who had experienced dining at Indian Dhabas, and were tested by performing partial least squares-structural equation modelling (PLS-SEM). The results confirmed that customer satisfaction is significantly influenced by the atmospheric quality, service quality, and food quality of Dhabas, and customer satisfaction significantly influences trust in a positive manner. Remarkably, the impact of customer satisfaction on behavioural intentions was more significant than trust. Further, trust and behavioural intentions have significant positive influences on pay more intentions, while the effect of customer satisfaction on pay more intention is positive, but it is insignificant. Essentially, the present study attempts to provide valuable insights into customer satisfaction and consumer behavioural and pay more intentions to Dhabas' (roadside full-service restaurants) owners and managers to build long-term relationships with Dhabas' customers.

Keywords: Indian Dhabas; customer satisfaction; trust; behavioural intentions; pay more intentions.

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1 Introduction

The restaurant industry in India has continued to expand with market size of Rs.3.7 trillion for the year 2018, and 8.4% of compound annual growth rate (CAGR) from the year 2013 to 2018, and is expected to grow with 10.4% of CAGR from the year 2018 to 2022, and will reach at Rs.5.5 trillion by the year 2022 (Care Ratings, 2019).

Predicting consumers' decision-making patterns is a real challenge for marketers (Godwin and Wright, 2019). The customers' demographic and socio-economic factors such as rising income level, spending of youth power, workforce diversity, working women, internet penetration, digitised payment practices, increase in the nuclear family, lifestyle changes, working hours, urbanisation of different areas, and levy of only 5% goods and services tax (GST) also contributes in the growth of Indian restaurant sector. The casual and fine dining restaurants have 57% of the market share in India's restaurants industry, followed by quick-service restaurants 20% (Care Ratings, 2019). In India, the average spending of a person per visit at a fine dining restaurant is more than Rs.1,000, spending at premium casual dining restaurants is Rs.500–1,000, spending at pubs, bars, cafes, and lounges is Rs.750–1,500, spending at affordable casual dining restaurants is Rs.250–500 and spending at cafe is Rs.50–250 (Indian Food Services Industry: Engine for Economic Growth & Employment, 2017). The restaurant provides a platform to people not only to satisfy their hunger but to enjoy special events of life with family members and close friends such as birthdays, anniversaries, and other specific events which create happiness in their life; therefore, dining outside is more than eating for the purpose to capture memorable experiences from dining. On the contrary, quick-service restaurants (take away or home delivery) are getting more popular among youth and working professionals as reasonable pricing of food, and these restaurants are giving stiff competition   to full-service dining restaurants. Therefore, the importance of providing excellence in services at full-service restaurants has been increased. Dining out decision is affected by the restaurant's quality aspect, i.e., food, atmospheric, and service quality (Richardson et al., 2019; Liu and Tse, 2018). A study done by Anand (2011) found that 24% of the customers recognised service quality as an essential aspect of their eating-out decision. Other vital factors in the decision-making process are convenience, enjoyment, social status, and ambiance. People share their emotions during the gathering; thus, the atmosphere and services offered by the restaurant make the moment very special for customers and play an essential role in their satisfaction and behavioural intentions (Jang and Namkung, 2009).

1.1   About Indian Dhabas (roadside full-service restaurants) located on the national highway

In the past, Indian Dhabas can be defined as traditionally local restaurants serving fresh and spicy food in primary hygiene, boisterous atmospheres, simple seating arrangement, plenty of warmth, and some of the hottest Indian National highways acting as a resting place for travellers. Earlier, Indian Dhabas were run in isolation by a solo family under the wooden shed with few local servants on the roadside. But now, these Dhabas are not the traditional Dhabas, where we sit on typical cots (Manji or Charpoys) under the shed or open sky, and a quick service provided by a server boy 'called Chotu'. Big Dhabas are not family-owned businesses, but majorities of Dhabas are run by corporate entities with organisational structure, e.g., managing director, manager, quality manager, etc. Based on observation, the researchers found that the size of Dhabas, located on National highway-1, ranges from approximately 15,000 to 45,000 square feet or more. The majority of Indian Dhabas (roadside full-service restaurants) situated on the National highway-1 have mainly featured as a permanent structures with attractive exterior and interior, comfortable sitting arrangements in the open air, huts and air conditioners

(AC's) section, washbasins with electric hand dryers, clean tiled restrooms, shops of traditional, handicrafts and cultural textiles, pickles and toys shops adjacent the Dhaba, opens for 24 hours, offering almost all the famous north Indian vegetarian food. Still, some Dhabas offer non-vegetarian food, which is cost-effective compared to similar quality brand-named restaurants, and offer quick services with trained staff and cooking, night stay facilities at attractive rooms. Further, these Dhabas changed into elegant restaurants with banquet hall services for family gatherings and celebrations; therefore, huge investments were made by diverse entrepreneurs in Indian Dhabas as a business opportunity. People who travel and live in National highway-1 regions are used to various Dhabas to eat breakfast/lunch/dinner. These fascinating Dhabas provide a decent and entertaining dining environment for family and friends. Similarly, these Dhabas are also the place of celebration in themselves, from the camel and horse riding to the bhangra/dance outside the Dhabas.

In the restaurant sector, some well-known studies have been done in the USA (Stevens et al., 1995; Ryu et al., 2012; Choi and Zhao, 2014; Bujisic et al., 2014; Lee et al., 2016; Liu and Tse, 2018; Richardson et al., 2019; Lee and Whaley, 2019), Europe (Kukanja et al., 2016), Turkey (Karamustafa and Ulker, 2020), Austria (Bichler et al., 2021), Spain (Mendocilla et al.,2021; Carranza et al., 2018; Izquierdo-Yusta et al., 2019), Mexico (Toudert, and Bringas-Rabago, 2019), Korea (Jang and Ha, 2009; Ha and Jang, 2012), Italy (Scozzafava et al., 2017), Taiwan (Tsaur et al., 2015; Wu, 2013), Iran (Jalilvand et al., 2017), China (Ali and Amin, 2014), Serbia (Marinkovic et al., 2015), Fiji (Slack et al., 2021), Vietnam (Truong et al., 2017), Pakistan (Shahzadi et al., 2018), Bangladesh (Mannan et al., 2019), and Malaysia (Bihamta et al., 2017; Ing et al., 2019). Finally, no comprehensive studies on restaurants' customers' behaviour have been done in the Indian demographical framework, especially towards Indian Dhabas (roadside full-service restaurants) located on the National highways. Consequently, the present study will contribute to the existing literature as this is the first study that links customer satisfaction, customer behavioural intentions, and customer pay more intentions in a single structural model and examined the inter-relationships among these constructs in the setting of dining at Indian Dhabas (roadside full-service restaurants) located on the National highways.

2 Literature review

Oliver (1977) defined customer satisfaction as the "difference between a customer's expectations prior to purchase and customer's perception of the same service after their purchase". Managing customer satisfaction has emerged as a most important tactical weapon for businesses (Mittal and Kamakura, 2001); therefore, companies significantly invest in raising customer satisfaction ratings (Jones and Suh, 2000). In a restaurant business, customer satisfaction is crucial as it is a key differentiator over competitors (Nguyen et al., 2018). Alonso et al. (2013) revealed that food quality, the environment of cleanness services, and hospitality aspects significantly impact one restaurant's customer perception over another one. Karamustafa and Ulker (2020) studied the important attributes of restaurant as perceived by foreign visitors when choosing a restaurant for dining out and revealed 'cleanness attributes, i.e., cleanliness of utensils, general cleanliness of the physical environment and toilets, and employee hygiene' followed by

'employees attributes, i.e., employees' willingness, service reliability, competency and courtesy, their interpersonal communication, and empathy', 'physical attributes, i.e., opportunity of spending time after meal, comfort level, and visible production area', 'supporting services attributes, i.e., security level, disabled-friendly places, parking area, and recreational amenities for kids', 'atmosphere and decoration related attributes, i.e., locational appropriateness, appropriateness in decoration, appropriate lighting, appropriateness of restaurant's crowd level, availability of menu board, architectural attractiveness, background music, and matching of colour in dining place', and moreover 'restaurant's menu attributes, i.e., serving food, and beverages at an appropriate price for my budget, availability of special food, and nutritional particulars on the menu'. Bichler et al. (2021) revealed that service quality, i.e., reliability, attentiveness and responsiveness, food quality, and atmosphere, significantly impact consumers' revisit intention in a restaurant. In the context of the quick-service restaurants industry in Spain, Mendocilla et al. (2021) revealed physical aspects, operational performance, food quality, and personnel service as service quality attributes in quick-service restaurants. Likewise, Ryu and Jang (2007) considered ambiance (colour, music, noise level), design (layout, interior, furniture), and social aspects (customers, employees' appearance, crowding level) as the important components of food consumption behaviour in a restaurant setting. In the restaurant industry, numerous studies have found significant validation in the relationship of quality, i.e., food quality, atmosphere, and service quality with customer satisfaction (Wu and Mohi, 2015; Bihamta et al., 2017; Bufquin et al., 2017; Liu and Tse, 2018; Richardson et al., 2019). Likewise, food quality positively impacts customer satisfaction, followed by service and atmospheric quality (Jalilvand et al., 2017; Ing et al., 2019; Shahzadi et al., 2018).

Customers evaluate a restaurant based on the judgment and acceptability of food quality (Qin and Prybutok, 2009; Akkerman et al., 2010; Marinkovic et al., 2015; Izquierdo-Yusta et al., 2019; Toudert and Bringas-Rabago, 2019; Richardson et al., 2019). Njite et al. (2015) revealed the significant relationship of a restaurant's food quality with customers' patronage behaviour and willingness-to-pay intention. Health-conscious customers always propose to pay a premium price for a clean environment and good organic and locally produced food (Schubert et al., 2010; Alfnes and Sharma, 2010; Jang et al., 2011; Scozzafava et al., 2017; Liu et al., 2019; Wang et al., 2019; Sukhu and Bilgihan, 2021). Customers' lifestyles, health awareness, and varieties of healthy food are also considered significant predictors of consumers' intention to dine out at a restaurant (Choi and Zhao, 2014). Food quality and food flavour are equally important for customers' dining satisfaction (Lee and Whaley, 2019). The food quality offered in a restaurant includes food variety, taste, freshness, hygienic preparation, healthiness, and attractive food presentation at an appropriate temperature, which attracts customers and expressively influences customers' overall experience, satisfaction, and behavioural intentions towards a dining restaurant (Namkung and Jang, 2007; Jang and Namkung, 2009; Ha and Jang, 2010; Ryu et al., 2012; Bufquin et al., 2017; Liu and Tse, 2018; Shahzadi et al., 2018; Mannan et al., 2019; Izquierdo-Yusta et al., 2019; Richardson et al., 2019).

Literature confirms the view that atmospheric components play a major role in determining consumer behaviour towards a restaurant (Namkung and Jang, 2008; Han and Ryu, 2009; Ryu et al., 2012; Bihamta et al., 2017; Richardson et al., 2019). The physical environment in the restaurant strongly influences customers' first impression before taking food and getting served (Ryu and Han, 2011). Customers' overall dining

experience, satisfaction, and behavioural intentions towards a restaurant are significantly affected by atmospheric quality (Ryu and Jang, 2007; Liu and Tse, 2018; (Muskat et al., 2019). Atmospheric aspects such as good appearance, visually appealing interior design and decor, visually attractive dining area, appropriate music, lighting and temperature, fragrance, and cleanliness may put the customers in a good frame of mind and impact their purchasing behaviour in a positive way (Kim et al., 2009; Ryu and Han, 2010; Han and Ryu, 2009; Bihamta et al., 2017; Liu and Tse, 2018; Muskat et al., 2019). Atmospheric quality significantly influences customer satisfaction with dining restaurants (Meng and Elliott, 2008; Ryu and Han, 2010; Ha and Jang, 2012; Wu, 2013; Ali and Amin, 2014; Wu and Mohi, 2015; Bihamta et al., 2017; Richardson et al., 2019). A large number of studies have reported a strong impact of service quality on customer satisfaction (Li, 2020; Liu and Tse, 2018; Richardson et al., 2019; Kasiri et al., 2017; Sukwadi, 2017). It is well-known that a higher degree of service quality in a restaurant leads to higher customer satisfaction (Ha and Jang, 2010; Namin, 2017; Bihamta et al., 2017). Caring and pleasant communication of service staff can increase customer satisfaction through improved service quality (Lee and Choi, 2020). In the context of the restaurant industry, service quality, i.e., prompt and quick services, friendliness and helpful behaviour of employees, understanding, manners, and knowledge of employees significantly influence customer satisfaction (Jang and Namkung, 2009; Ha and Jang, 2010; Ryu et al., 2012; Namin, 2017; Liu and Tse, 2018; Ing et al., 2019; Muskat et al., 2019; Lee and Whaley, 2019; Richardson et al., 2019; Lee and Choi, 2020). Therefore, the following hypotheses have been formulated.

H_{1a} Food quality significantly influences customer satisfaction.

H_{1b} Atmospheric quality significantly influences customer satisfaction.

H_{1c} Service quality significantly influences customer satisfaction.

2.1 *Relationship among customer satisfaction, trust, behavioural and pay more intentions*

A successful relationship is determined by trust (Rehman et al., 2017). In the framework of the buyer-seller relationship, trust is defined as the "willingness to rely on the seller and take action in circumstances where such action makes the consumer vulnerable to the seller" (Jarvenpaa et al., 2000). Customer satisfaction has emerged as a significant predictor of trust (Aydin and Ozer, 2005; Walsh et al., 2010). A high degree of satisfaction with a product/service increases customer confidence and trust (Ribbink et al., 2004). Customers' trust in food is negatively affected if they believe that their health is seriously compromised due to consumption (Worsley and Lea, 2008). In the restaurant's framework, customer satisfaction is a significant antecedent of trust (Jalilvand et al., 2017; Carranza et al., 2018; Mannan et al., 2019). Recently, several studies have emphasised and confirmed the association of customer satisfaction with their behavioural intentions toward a restaurant (Wu and Mohi, 2015; Bufquin et al., 2017; Liu and Tse, 2018; Richardson et al., 2019; Toudert and Bringas-Rabago, 2019; Slack et al., 2021). Behavioural intentions can be measured in a restaurant environment as 'customers' intentions to revisit the restaurant again and their willingness to recommend the restaurant to friends' (Iglesias and Guillen, 2004; Li, 2020). Satisfied customers are likely to show positive behavioural intentions such as information seeking, repurchasing,

resistance to switching on others, and communicating positive word-of-mouth (Dick and Basu, 1994; Sukwadi, 2017; Li, 2020). A high degree of customer satisfaction led to positive word-of-mouth and recommendation intentions to the others and resulted in less monetary investment to attract new customers and improve business profitability prospects (Zeithaml et al., 1996), while customers' dissatisfaction leads to their complaining and switching behaviour (Oliver, 1999). Customers tend to know a specific restaurant from their friends and family; therefore, it is necessitated for an organisation to generate tremendous experiences among customers resulting in positive word-of-mouth communication; moreover, loyal customers increase company revenue by paying the price premium (Rust and Zahorik, 1993; Sukhu and Bilgihan, 2021).

Numerous studies found customer satisfaction as a major influencer of behavioural intentions, i.e., revisit and recommendation intentions in dining settings (Namkung and Jang, 2007; Han and Ryu, 2009; Ryu et al., 2010, 2012; Jalilvand et al., 2017; Sukwadi, 2017; Carranza et al., 2018; Shahzadi et al., 2018; Dawi et al., 2018; Liu and Tse, 2018; Mannan et al., 2019; Richardson et al., 2019; Toudert and Bringas-Rabago, 2019; Li, 2020; Slack et al., 2021). Customer satisfaction positively impacts their price tolerance and willingness to pay more intentions (Dawi et al., 2018; Homburg et al., 2005). Ladhari et al. (2008) also observed that the pay more intention is significantly influenced by the customers' level of satisfaction in a restaurant environment. Loyal customers are likely to return, increase purchases, always say positive word-of-mouth, and spend more (Oliver, 1999; Pullman and Gross, 2003). Trust influences the customers to buy the same product/service repetitively (Lin, 2007; Jarvenpaa et al., 2000). Trust significantly influences customers' loyalty and retention (Aydin and Ozer, 2005; Kim and Han, 2008; Ting et al., 2020). Consumers' purchase intention is significantly influenced by trust (Persaud and Shillo, 2017; Konuk, 2019). In restaurants customers' framework, trust is found to be effect positively on customers' revisit/repurchase intentions (Chang, 2013; Carranza et al., 2018; Izquierdo-Yusta et al., 2019; Mannan et al., 2019; Li and Xie, 2021), positive word-of-mouth intentions (Jalilvand et al., 2017), and consumers' willingness to buy and to pay for food intention (Konuk, 2019). The restaurant's dining environment, communication, and hygiene were found to be the crucial factors influencing customers' trust in the restaurant and further led to customers' willingness to pay more intentions (Jeong et al., 2021), whereas Chaudhuri and Ligas (2016) revealed that trust influence significantly on willingness to pay higher prices. Therefore, confirming the literature following hypotheses have been formulated.

H_2 Customer satisfaction significantly influences trust.

H_3 Customer satisfaction significantly influences behavioural intentions.

H_4 Customer satisfaction significantly influences pay more intentions.

H_5 Trust significantly influences behavioural intentions.

H_6 Trust significantly influences pay more intentions.

H_7 Behavioural intentions significantly influence pay more intentions.

2.2   Research model

This study examines and validates the proposed research model by performing partial least squares-structural equation modelling, as shown in Figure 1.

Figure 1 Proposed research model
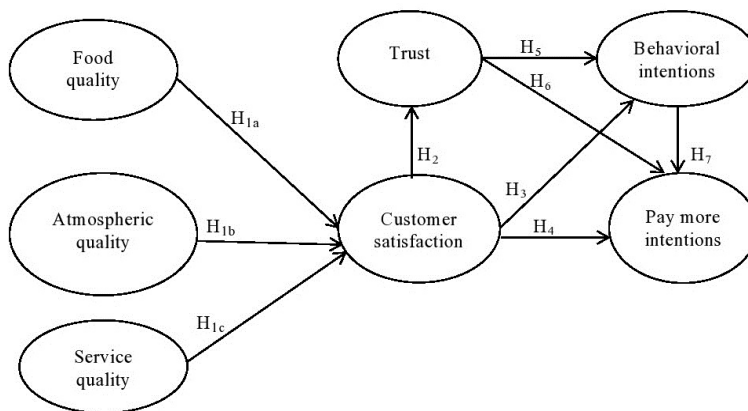
3 Research methodology

The present study examined the foremost antecedents of customer satisfaction, customer behaviour, and pay more intentions in roadside full-service restaurants (cited as Dhaba hereafter) located at Sonipat (Murthal), Panipat, and Karnal region on National highway-1, Haryana, India. National highway-1 is one of the oldest and most prominent highways and has a total length of around 456 kilometres, starting from Wagah Border at Atari Village (Punjab) to Delhi. In Haryana, we first encounter National highway-1 in Ambala district, then Kurukshetra, Karnal, Panipat, Sonipat district, and finally arrive at Delhi – the capital of India. The convenience sampling technique was considered most appropriate for this study as used by Namkung and Jang (2008), Ladhari et al. (2008), Ryu et al. (2010, 2012), Sukwadi (2017), Bujisic et al. (2014), Jalilvand et al. (2017), Shahzadi et al. (2018), Prayag et al. (2019) and Lee and Choi (2020) in the restaurants setting.

3.1 Survey instrument

The exploration of the extant literature resulted in developing a well-structured questionnaire to be used as a survey instrument. Table 1 presents the different scales for measuring the constructs adapted from the studies of various authors.

Before the final survey, 26 customers from different Dhabas were interviewed to measure the content validity of the survey instrument. Based on the feedback obtained from 26 customers, the survey instrument was revised and finally distributed among the customers at nineteen Dhabas. A 'five-point Likert scale' spreading from 'strongly disagree' to 'strongly agree' was used to record the responses of the participating customers to examine all the constructs of the study. The 'five-point Likert scale' has already been used by multiple numbers studies to analyse similar kinds of constructs (Choi and Zhao, 2014; Sukwadi, 2017; Truong et al., 2017; Jalilvand et al., 2017; Carranza et al., 2018; Izquierdo-Yusta et al., 2019; Prayag et al., 2019; Lee and Choi, 2020; Slack et al., 2021).

Table 1   Adaptation of construct (s) in the survey instrument

Construct	Source
Food quality (five-item)	Sulek and Hensley (2004) and Namkung and Jang (2007)
Atmospheric quality (five-item)	Ryu and Jang (2007) and Meng and Elliott (2008)
Service quality (five-item)	Jang and Namkung (2009) and Brady and Cronin (2001)
Customer satisfaction (four-item)	Ryu et al. (2010)
Trust (five-item)	Aydin and Ozer (2005)
Behavioural intentions (three-item)	Ryu et al. (2010)
Pay more intentions (two-item)	Zeithaml et al. (1996)

Table 2   Respondents' demographic profile

Characteristics	N = 207 (%)	Characteristics	N = 207 (%)
Gender		Profession	
Male	119 (57.48)	Student	59 (28.50)
Female	88 (42.52)	Housewife	49 (23.67)
Age		Salaried	82 (39.62)
Below 25	103 (49.76)	Self-business/profession	17 (8.21)
25–35	74 (35.75)	Average annual income (₹)	
36–45	17 (8.21)	Below ₹500,000	125 (60.39)
Above 45	13 (6.28)	₹500,001–₹1,000,000	46 (22.22)
Qualification		Above ₹1,000,000	36 (17.39)
Below bachelor degree	58 (28.01)	Companion during the Dhaba visit	
Bachelor degree	115 (55.56)	Alone	10 (4.83)
Master/professional degree	34 (16.43)	Family	102 (49.28)
Marital status		Friends	95 (45.89)
Single	114 (55.07)	Frequency of your visit to Dhaba	
Married	93 (44.93)	At least once in a week	59 (28.50)
Name of the state where you are residing		At least once a month	80 (38.66)
Delhi	50 (24.15)	At least once in a quarter	34 (16.42)
Haryana	111 (53.62)	At least once in six months	24 (11.59)
Punjab	32 (15.47)	Once in a year	10 (4.83)
Other states	14 (6.76)		

Source: Survey data

3.2   Data collection

The self-administrated questionnaire was distributed to 284 customers at nineteen Dhabas located in Sonipat (Murthal), Panipat and Karnal areas on National highway-1 from January 2020 to February 2020. The respondents were contacted personally by visiting

the exit point of Dhaba during normal hours from Monday to Sunday, at different times of the day, i.e., breakfast, lunch, snack, and dinner, to balance the sample and representativeness of respondents. All the participating customers of various Dhabas were assured about retaining their confidentiality towards disclosed information. A total of 284 questionnaires were distributed among the Dhabas' customers, and out of them, only 236 got filled. The responses of 29 respondents were considered invalid (duplicity and failure to complete the questionnaire). Finally, 207 usable responses (72.88%) were retained and used for statistical analysis using Smart-PLS.

3.3 Descriptive statistics

Of 207 respondents, 57.48% were male, and 42.52% were female. 49.76% of respondents are aged below 25 years, and 55.56% have bachelor's degree qualifications. It was found that 28.50% of respondents were students, and 39.62% were salaried. During the visit to Dhaba, 49.28% of respondents visited with family and 45.89% visited with friends, and 38.66% of respondents visited Dhaba at least once a month. 53.62% of respondents who visited Dhaba belong to Haryana, and the remaining belong to Delhi (24.15%), Punjab (15.47%), and other states (6.76%). The details of respondents' demographic profiles are given in Table 2.

4 Results

4.1 Structural model assessment

PLS-SEM path modelling was employed to examine the theoretical framework of constructs from a predictive perspective through Smart-PLS (Hair et al., 2019). The measurement model was validated by examining composite reliability (CR), convergent validity (AVE), and discriminant validity of constructs. The value of CR of constructs should be ≥ 0.70, and the value of convergent validity (AVE) of constructs should be ≥ 0.50 (Hair et al., 2019), All the constructs used in the present study fulfilled the above guidelines for using PLS-SEM as shown in Table 3. To attain discriminant validity, the values of the square root of AVE of an individual construct should be greater than the constructs' correlation values (Fornell and Larcker, 1981). All the constructs used in this study have fulfilled this condition, as given in Table 4.

4.2 Structural model estimation

The structural model results (Figure 2) show that R^2 result of 0.595 indicates that 59.5% of the variation in customer satisfaction with Dhabas was influenced by their food quality, atmospheric quality, and service quality. Also, R^2 result of 0.470 shows that 47% of the variation in trust was affected by customer satisfaction. Further, R^2 result of 0.512 shows that 51.2% of the variation in behavioural intentions was affected by customer satisfaction and trust. Finally, the R^2 result of 0.345 shows that 34.5% of customers' pay more intentions was affected by trust, customer satisfaction, and behavioural intentions.

Table 3   Measurement model result

| Construct and scale items	Loading	Cronbach's alpha	Composite reliability	Average variance extracted	Mean value	Standard deviation
Food quality						
The Dhaba offers a variety of menu items.	0.764	0.790	0.856	0.544	4.07	0.723
The Dhaba serves fresh and tasty food.	0.671				4.10	0.716
The food presentation was visually attractive.	0.762				4.20	0.613
The Dhaba offers healthy food options.	0.718				4.07	0.781
Food is served at an appropriate temperature.	0.769				4.14	0.671
Atmospheric quality						
The Dhaba has visually attractive interior design and decor.	0.828	0.859	0.899	0.640	4.02	0.746
The Dhaba has visually attractive and comfortable sitting arrangements in the dining area.	0.813				3.96	0.811
The dining areas of Dhaba are thoroughly clean.	0.847				3.87	0.778
The Dhaba has appropriate lighting and music.	0.777				3.81	0.861
The inside temperature of Dhaba is pleasant.	0.732				4.06	0.807
Service quality						
The Dhaba employees delivered quick service.	0.686	0.821	0.875	0.584	4.06	0.731
The dining staff of Dhaba understands your specific needs.	0.780				4.08	0.702
Employees of Dhaba made me feel comfortable dealing with them.	0.764				4.01	0.750
Employees of Dhaba served food to me exactly as I ordered.	0.808				4.15	0.650

Table 3 Measurement model result (continued)

Construct and scale items	Loading	Cronbach's alpha	Composite reliability	Average variance extracted	Mean value	Standard deviation
Service quality						
Employees of Dhaba are always willing to help me.	0.778				4.04	0.715
Customer satisfaction						
I was pleased to dine at this Dhaba.	0.773	0.778	0.857	0.601	4.16	0.795
I am satisfied with my overall feeling toward this Dhaba.	0.820				4.08	0.817
The overall feeling I got from this Dhaba put me in a good mood.	0.745				4.01	0.645
I truly enjoyed myself at this Dhaba.	0.762				3.99	0.682
Trust						
I trust this Dhaba.	0.826	0.862	0.901	0.646	4.02	0.753
I can trust on Dhaba to serve me healthy.	0.791				4.04	0.774
I believe that this Dhaba will never try to cheat me.	0.851				4.17	0.817
I trust on Dhaba's billing system.	0.818				4.18	0.787
Overall, this Dhaba is reliable for me.	0.731				3.98	0.838
Behavioural intentions						
I would like to return to this Dhaba in the future.	0.743	0.709	0.838	0.632	3.98	0.740
I would like to recommend this Dhaba to my friends and family members.	0.838				4.10	0.685
I would visit more frequently at this Dhaba.	0.803				4.03	0.706
Pay more intentions						
I will continue to dine at this Dhaba if the prices increase somewhat.	0.927	0.818	0.916	0.845	4.12	0.696
I will pay a higher price for the quality received at this Dhaba than the competitors' price.	0.912				4.19	0.634

Table 4   Descriptive statistics and discriminant validity

Constructs	Mean value	Standard deviation	Food quality	Atmospheric quality	Service quality	Customer satisfaction	Trust	Behavioural intentions	Pay more intentions
Food quality	4.11	0.516	(0.738)						
Atmospheric quality	3.94	0.640	0.607**	(0.800)					
Service quality	4.07	0.541	0.547**	0.659**	(0.764)				
Customer satisfaction	4.06	0.572	0.661**	0.671**	0.651**	(0.775)			
Trust	4.08	0.637	0.699**	0.651**	0.626**	0.685**	(0.804)		
Behavioural intentions	4.04	0.565	0.513**	0.613**	0.574**	0.701**	0.584**	(0.795)	
Pay more intentions	4.15	0.612	0.437**	0.554**	0.605**	0.499**	0.549**	0.474**	(0.919)

Note: Values of the square root of AVEs are shown diagonally in parentheses (italic); Significance at **0.01 (two-tailed).

Figure 2 Structural model estimation (path coefficients)
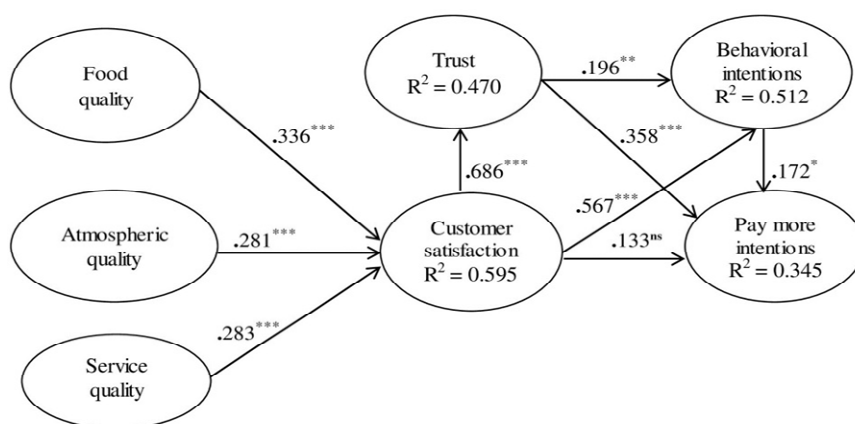
Notes: Standardised path coefficient Significance at $*p < 0.05$, $**p < 0.01$, $***p < 0.001$.
NS = not significant.

Table 5 Results of hypotheses testing

Hypotheses	Path	Standardised path coefficient	t-value	Results
H_{1a}	Food quality $\rightarrow$ Customer satisfaction	0.336	5.2722***	Confirmed
H_{1b}	Atmospheric quality $\rightarrow$ Customer satisfaction	0.281	3.7785***	Confirmed
H_{1c}	Service quality $\rightarrow$ Customer satisfaction	0.283	4.6913***	Confirmed
H_2	Customer satisfaction $\rightarrow$ Trust	0.686	17.9024***	Confirmed
H_3	Customer satisfaction $\rightarrow$ Behavioural intentions	0.567	7.3556***	Confirmed
H_4	Customer satisfaction $\rightarrow$ Pay more intentions	0.133	1.3941	Not confirmed
H_5	Trust $\rightarrow$ Behavioural intentions	0.196	2.6717**	Confirmed
H_6	Trust $\rightarrow$ Pay more intentions	0.358	4.8154***	Confirmed
H_7	Behavioural intentions $\rightarrow$ Pay more intentions	0.172	2.2729*	Confirmed

Note: Significance at: $*p < 0.05$, $**p < 0.01$, $***p < 0.001$.

Table 5 revealed that food, atmospheric, and service quality significantly influences customer satisfaction. A relative investigation of standardised path coefficients revealed that the impact of food quality on customer satisfaction is larger ($\beta = 0.336$) than service quality ($\beta = 0.283$) and atmospheric quality ($\beta = 0.281$) with the Dhabas located on the National highway. Thus, H_{1a}, H_{1b}, and H_{1c} are confirmed. H_2 and H_3 were confirmed, as customer satisfaction was found to have a positive and significant impact on trust ($\beta = 0.686$) and on behavioural intentions ($\beta = 0.567$), while customer satisfaction was

found to have a positive but not significant impact on pay more intentions ($\beta = 0.133$), thus, H_4 not confirmed (Table 5). H_5 and H_6 were also confirmed, as customers' trust towards Dhabas was found to have a significant effect on their behavioural intentions ($\beta = 0.196$) and on pay more intentions ($\beta = 0.358$). H_7 was also confirmed, as customer behavioural intentions was found to have a significant impact on their pay more intentions towards Dhaba ($\beta = 0.172$) towards the Dhabas located on the national highway.

5   Conclusions and managerial implications

A significant contribution of the present study is the determination of food quality, atmospheric quality, and service quality as essential fundamentals of customer satisfaction towards Dhaba located on the National highway-1 in India. This study confirms the presence of significant relationships of restaurant quality, i.e., food, atmospheric, and service quality with customer satisfaction in the setting of Indian Dhabas and is consistent with the findings (Ha and Jang, 2010; Ryu and Han, 2010; Ryu et al., 2012; Liu and Tse, 2018; Mannan et al., 2019; Richardson et al., 2019). Customer satisfaction was a significant predictor of trust with Indian Dhabas and confirmed the findings (Jalilvand et al., 2017; Carranza et al., 2018; Mannan et al., 2019). Notably, customer satisfaction and trust positively influenced customers' behavioural intentions toward dining Dhaba and confirmed the findings (Namkung and Jang, 2007; Han and Ryu, 2009; Ryu et al., 2010; Richardson et al., 2019; Toudert and Bringas-Rabago, 2019; Izquierdo-Yusta et al., 2019; Slack et al., 2021). An assessment of the path coefficient suggests that customers' trust and behavioural intentions are the positive and significant predictors of their pay more intentions towards Dhaba and confirmed the findings (Homburg et al., 2005; Chaudhuri and Ligas, 2016; Jalilvand et al., 2017; Carranza et al., 2018). Notably, results also show that customer satisfaction has a positive but insignificant influence on their pay more intentions to Dhabas, and this finding is diverse from the result of earlier studies (Homburg et al., 2005; Ladhari et al., 2008).

5.1   Managerial implications

The result of the study reveals food quality as an utmost significant predictor of customer satisfaction towards Indian Dhabas. Good and healthy food is frequently observed as a major cause of customer satisfaction and patronage decisions towards restaurants (Namkung and Jang, 2007; Bihamta et al., 2017). Therefore, Dhabas' managers must emphasise excellence in food quality by providing excellent food with freshness, good taste, nutritional value, enticing aroma, and attractive presentation as customers are health conscious these days. Dhaba's management can also provide day's specific 'dining-theme' or festival-specific 'dining-theme' in their food menu so that customers may come to enjoy their special day, i.e., birthday, anniversary, and other specific events, and culture-specific precious moments at Dhaba. Besides this, the atmospheric and service quality of the Dhaba has a significant positive impact on the satisfaction of customers. Therefore, Dhaba owners and managers need to focus on attractive interior design, pleasant music, a clean dining environment, appropriate temperature and organising entertaining events, i.e., cultural dance, games and other entertainment events, to

influence customer satisfaction towards Dhaba. Besides this, attractive and appropriate seating arrangements would also be important prerequisites for customers' satisfaction with the dining environment. Customers at Dhaba must have sitting and dining out privacy, and they do not feel uncomfortable with the noise level generated by other customers at Dhaba. Due to the increasing pattern of internet penetration in India, many Indian customers like to share their outing and dining photographs with their friends and family on social media platforms. Consequently, enriched food presentation and atmospheric appearances in dining settings would also inspire Dhaba's customers to give positive digital expressions about Dhaba to people through social media. Dhaba management must ensure the timely services of food, courtesy, and friendliness of Dhaba staff, and efficient service as per food order to enhance service quality a great deal. The restaurant's service excellence and customer delight increased customer affective commitment to the restaurant (Panchapakesan et al., 2021). This study also shows that customer satisfaction and trust positively influence Indian customers' behavioural intentions. An effective management system in Dhaba may enhance the customers' trust by providing an appropriate billing system with tax and other charges details, i.e., service charges on the food menu. Furthermore, customer satisfaction also leads to customers' trust towards Dhaba by providing an option to visit food preparing areas for inspection of catering purposes. The stakeholders, i.e., owners, managers, and employees of Dhaba, should always try to make their customers feel satisfied and special and assure them about Dhaba ethnicities and customer value practices; consequently, customers will be maintained long-term relationships with Dhaba through their behavioural intentions, furthermore repeat patronage towards Dhaba (Cheng et al., 2014; Namin, 2017). Owners and management of Dhabas must focus on food, service, and atmospheric quality to improve Dhaba's overall performance in terms of revenue and profitability by enhancing customer satisfaction, trust, and revisiting intentions of customers. On the other hand, negative behavioural intentions may adversely impact customer relationships as dissatisfied customers are more involved in word-of-mouth communication than satisfied customers (Susskind, 2002). Therefore, customer satisfaction and trust prevent the spread of negative word-of-mouth and may lead to more positive word-of-mouth advertising, which will help gain customers' praise, and positively influence customers will recommend their family/friends to visit a particular Dhaba gains more positive word-of-mouth. Positive word-of-mouth increases the popularity of certain Dhaba among people and will attract more customers; it will improve the profitability of Dhabas through sales growth. Finally, the study results revealed that trust and behavioural intentions significantly influence Indian customers' pay more intentions. Customers relate their willingness to pay with trust level and positive behavioural intentions; it is likely that customers who receive better quality in terms of food, atmosphere and service had been more enjoyable, and show more positive behaviour with trust and would like to pay more money for achieved customer value at Dhaba; consequently, the profitability of Dhaba can also be increased through their positive pay more intentions.

5.2 *Limitations and future research*

The present study has some limitations. This study is limited to the specific geographical location of the sample area as Dhabas (roadside full-service restaurants) are located on National highway-1 at Sonipat (Murthal), Panipat, and Karnal, Haryana only. Therefore,

the study results may not be generalised to entire roadside Dhabas/restaurants in the other developing and under-developed nations. Future research can be conducted in different locations on the National highways or cities among quick-service restaurants or Dhabas, culture-specific Dhabas or restaurants, or comparative studies with an acceptable sample. Moreover, future research aims to develop a survey instrument to measure the food, atmosphere, and service quality, especially in different geographical regions reflecting the Indian food, atmosphere, and services aspects to better understand customer perceptions of dining experiences in the restaurant industry. This study considered customer satisfaction, behavioural, and pay more intentions from a general viewpoint. Future researches may classify the customer satisfaction, behavioural and pay more intentions based on time, i.e., short, medium, and long-term, and study constructs may be investigated independently for each time as findings may be diverse.

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