PERCEPTION OF SERVICE QUALITY IN RESTAURANT INDUSTRY IN KAZAKHSTAN.
CASE STUDY OF ALMATY RESTAURANT

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Abstract: The most crucial role of restaurant enterprises is how a potential consumer perceives the meaning of service quality, i.e. the customer's personality in the spotlight when we consider the concept of 'quality'. Service is an intangible activity that is aimed at meeting the needs of a particular client. When assessing the quality of services, the customer compares what he/she received with what he/she would like to receive. Management needs to decide on how to effectively achieve better business results in order to survive in an extremely competitive market. Theory based information regarding service quality management has undergone several for management models and theories such as loss of concentration, which which in turn affects the quality of services based on management decisions the result. The management´s perception of service quality had the greatest impact on all decisions and this study focused on that.

The objective of this study was to identify customers' perceptions of service quality in the restaurant industry and find ways to improve them. A qualitative research method was used and data was collected using in-depth questionnaires with both customers and employees.

Keywords: Almaty region, competitive market, customer perception, customer personality, management, perceptions, Service quality

Introduction

According the data of the Committee on Statistics of Almaty city of 2017, currently up to ten restaurants are registered and opened monthly (https://kazdata.kz/…). The restaurant industry is developing, acquiring new qualitative features and new impulses of development, essentially expanding the field and the "rules of the game"

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in the economy of the transition period. Many new enterprises have joined the restaurant business, while others have moved to the higher echelons of activity, organizing individual or complex enterprises. Managers of restaurant enterprises face many organizational and financial problems. The main issue is the tendency of restaurants to close after 6 months because of poor service quality.

This issue prompted the authors to select the service quality management as the main theme of this paper, which it will be further discussed with the service quality problem and framed into research in a later section of this chapter.

Additionally, in order to achieve the main point, this paper needs to solve the following research issues:

‒ What does service quality mean?
‒ What are the agents that influence service quality?
‒ Is there a quality management procedure? Are there any concepts?
‒ How do customers and management measure the quality of service?

By answering these primary questions, it will be possible to understand what quality of service is basically, as well as to formulate a hypothesis or expectancy of how management needs to perceive service quality and its role as how to put it into practice. Afterwards, the findings will be used to compare with what really occurs in restaurant service.

The object of the research was the "Ratatouille" restaurant. The subject of the study was: the history of the establishment of the "Ratatouille" restaurant and its corporate culture, its forms of quality control of service; the work of the planning department and the analysis of marketing research.

Literature Review

The development of the statistical approach to quality control began in 1920 in the USA, when Walter Schuhart (1891-1967) first applied statistical methods to measure and control quality (Gass, Assad 2004). Shewhart states that it is impossible to produce identical quality products due to some differences in the raw materials, manufacturing conditions and processes. His research led to the emergence of the concept of statistical quality control. The importance of his work for general management theory has shown that the key issue for better management is a statistical study process of production (Best, Neuhauser 2006). After these significant findings, there was no development in the field of quality management theory and practice until after the Second World War.

The next researcher who contributed to the importance to the quality movement was William Deming. He showed that enterprises invest more capital on poorly produced output than on the production of high-quality goods. Deming proved that detailed work by all individual parameters is much more effective thanan exploitative system, focused only on implementing stringent standards; that quality is the "grain" from which, low costs, market conquest, and as a consequence, stable, and not fleeting, successes "grow". He also acknowledges the need to practice statistical methods at all stages of production to identify emerging problems, called the PDCA algorithm: plan, do, check, action, which is widely known today as the "Deming

management cycle". The PDCA cycle is a unified methodology for continuous improvement (Ogland 2013).

The first researcher who formulated the main provisions of the system approach to product quality management was an American professor, author of the theory of integrated quality management, the president of the American Society of Quality (ASQ) Armand W. Feigenbaum (Sinha 2000). He was the founder of the Total Quality Control concept, which became a new philosophy in the management of organizations in the 1960s. The main aim of our paper is the idea of the inclusiveness of quality management, which should cover all the stages of product development and all levels of the company's management hierarchy under implementation of technical, economic, organizational and socio-psychological issues. To make complex quality management effective, it should be designed and implemented in the early stages of product development. The requirements for implementing works in integrated management should be established in special firm standards. According to Feigenbaum, integrated quality management is a management style that generates a new management culture for organizations.

The Japanese created a new quality management system within the firm based on TQC that looks similar to the system developed by A. Feigenbaum, but differs on fundamentally specific relationship to the employee (Gitlow 2000). The decisive role in quality assurance was given not to controlling, but to creating conditions that would allow everyone, without exception, whether a manual labourer or administrative employee of the company to reveal their talent and their creative abilities. The author of this concept was Kaoru Ishikawa (1986). Today it is almost impossible to find such areas of analytical activity of quality problems, where the Ishikawa diagram is not used.

The concept of Total Quality Management concentrates all the aspects which were identified in previous management concepts. They are the planning and control of the production process (the concept of F. Taylor); the importance of process management (U. Schuhart), statistical management of processes (E. Deming); improvement of processes (D. Juran); an acceptable level of quality, based on a compromise between the increase in costs of improving the quality of products and the cost of the consequences of the release of low-quality goods (G. Taguchi) (Venkataraman, Pinto 2019). A great contribution to the development of the principles of TQM was made by A. Feigenbaum, as mentioned before. Who justified and formulated the principle of expanding the responsibility of the key person for improving the quality of the entire management. The basis of modern TQM includes the development of a long-term strategy of top management in the field of quality, participation in its implementation of all personnel in the interests of the organization itself, its employees, consumers and society as a whole.

Nowadays TQM attracts a great deal of attention from scientists and experts in connection with the market globalization, the intensification of international competition, the rapid development of technology and the need for search for effective

management methods. All of these concepts adhere to the identical regulation of allowing administration to manage quality by means of operating enhancement instruments and methods.

A problem still exists regarding how these issues are connected to managerial challenges concerning the restaurant service industry. The main direction in forming strategic competitive advantages of the restaurant industry is providing higher quality services in comparison with competitors, which must satisfy and even exceed the clients' expectations (McCabe et al. 2000). The quality of the food or drink ordered by the customer is a material component and refers to the production component of the quality of the restaurant service. This production quality is relatively easy to control and evaluate, as it is material. At the same time, there is also the service quality, which is the quality in process of serving the client. This component of quality is non-material, hence the objectivity of its evaluation and control is an important problem. Obviously, a poorly rendered service cannot be returned by the client as a substandard commodity, it exists only in a specific period of time.

Furthermore, Fitzsimmons & Fitzsimmons (1994) state that due to the principles of the restaurant business, specifically high labour and high intercommunication inclusive customization, the core issue of operational management involves:
− fighting cost increases,
− maintaining quality,
− reacting to customer processes,
− managing the promotion of people providing service,
− managing a flat hierarchy with loose subordinate superior relationships,
− gaining employee loyalty.

The basic challenge of management is the current enhancement of a quality management plans where for strategic management it contains establishing these strategies and performed and estimated on a permanent framework. On the other hand, for operational management the primary problems refer to the management of moments of truth as well the management of internal collaboration, internal promotion of employee capabilities and experience and the internal connection between the departments.

Identifying service quality

What does service quality mean? What is it? To know and realize how service and quality are related to each other will be first step to understand what service quality is.

Grönroos explains that any visible product can be reversed into a service to a consumer if the seller provided the service is made into a decision to satisfy the demand. Blois emphasizes that services are actions suggested for sale that for the customer represent benefits and fulfillment (Grönroos 1990). Stanton characterizes services as immaterial actions that give fulfillment when showcased to customers, which are not bound to the selling of a product (Grönroos 1990).

As there are a tremendous number of definitions of service all through literature, Grönroos combineded several definitions supporting his goal.

"A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, takes place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems" (Rao 2011).

In order to understand and realize what service really implies and involves, *Table 1* shows a deeper understanding of service quality. The variation in features and characteristics between physical goods and services are presented in *Table 1*.

Table 1. Characteristics of service

Physical goods	Services
Material	Non-material
Homogeneous	Heterogeneous
Production and distribution detached from consumption	Production, distribution and consumption are at the same moment
A thing	An action or process
The main value produced in factory	The main value produced in buyer-seller collaboration
No consumer involvement in production process	Customers' opinions can be involved in production
Can be kept in warehouse	Cannot be kept in warehouse
Transfer of ownership	No transfer of ownership

Source: Compiled by authors on basis of (Grönroos 1990)

Quality has been characterized in a number of distinctive ways in diverse publications. Juran distinguished quality as a quality which relates to the client (Meisenheimer 1997). For illustration, Grönroos defines quality as what the client sees it to be, whereas Juran defines quality as the highlights of items or management, which meet the desires of customers and lead to client fulfillment.

The relationship between both definitions is that quality is a result of an activity. Grönroos (1990) portrays it as the result as the client sees it to be, though Juran (Grönroos 1990) depicts it to be the result of having met the desires of a client in the sense of satisfaction.

Fitzsimmons (1994) defines quality as being the result of a movement, but in turn states when the evaluation of quality is done within the service delivery process which more often shows an inside of the experience between a client and an employee. For these reasons, quality can at that point be seen as the result of being fulfilled or not after having evaluated the quality amid of the service conveyance prepare or staff-customer contact depending on the provision of the service in terms of having met the expectations of a client or not. Service quality can been seen as an additional part of staff appraisal of how well a provided service meets the desires of the client (Zeithaml, Berry, Parasuraman 1988).

In light of the numerous articulations on the subject, a common definition of service quality is proposed. Service quality is the result of the relationship between

customer expectations which are determined earlier to service provision versus client experience. Which is happen that service delivery which is profoundly reliable on the execution, attitude and conduct of service staff guided by the inclusion of administration in terms of trainings, inspirations, administration and commitment.

The reason why the proposed definition of service quality includes a managerial component is since the reality that one this consideration turns around managerial involvement in overseeing service quality as well as the point of view of the open systems view of service operations, seen as *Figure 1*, which appears operational management's functions and obligations in connection to the add up to service encounter.
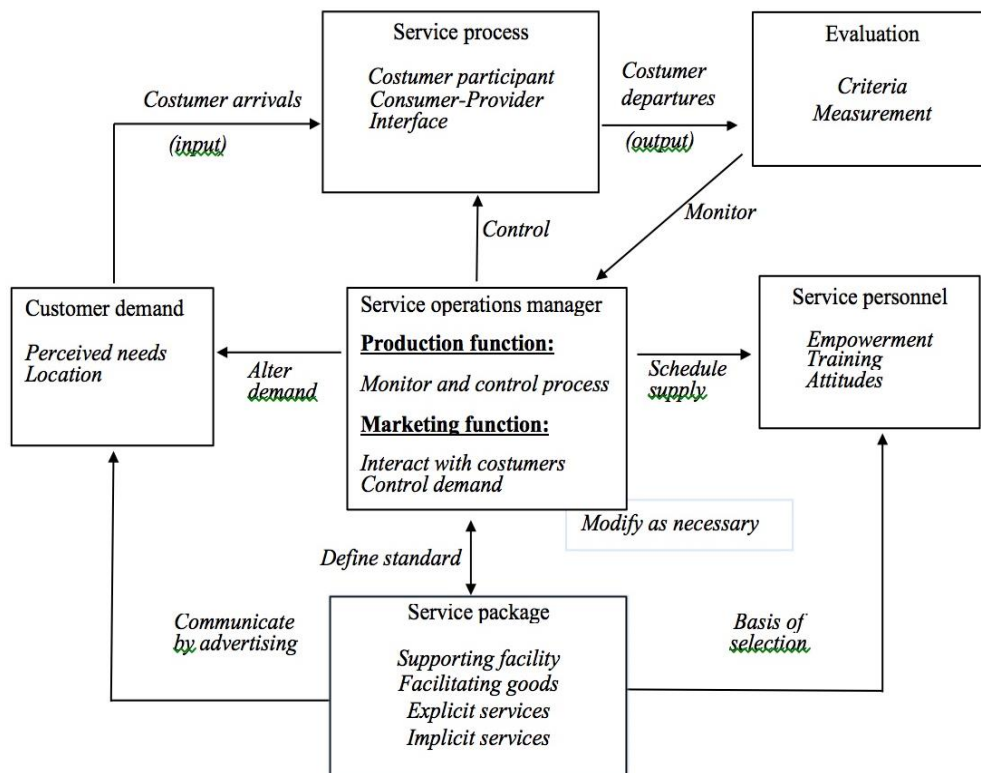
**Figure 1. Open-systems view of service operations**

Source: Compiled by the authors on the basis of the source (Fitzsimmons, Fitzsimmons 1994)

Factors that determine Service Quality

Expected quality is determined from external factors that together create a picture of what is to be anticipated and how this is to be expected as presented in *Figure 2*. As can be seen, these components result from outside communication from a company to the client through showcasing campaigns and programs.

As mentioned before, customer experience is one of the determinants of perceived service quality. Quality experience depends on two interrelated factors or

dimensions, which are technical and functional dimensions (Singh, Kumar, Ray 2016). The technical service is defined as the process of interaction and the consequent outcome between the restaurant and the customer. The quality of the product during the service encounter can also be perceived as part of the technical dimension. The technical aspect during the service encounter in the restaurant sector might be how the maitre d'hotel confronted with the customer and what kind of impression was left after the encounter. It can affect the overall experience (https://www.theguardian.com/…).
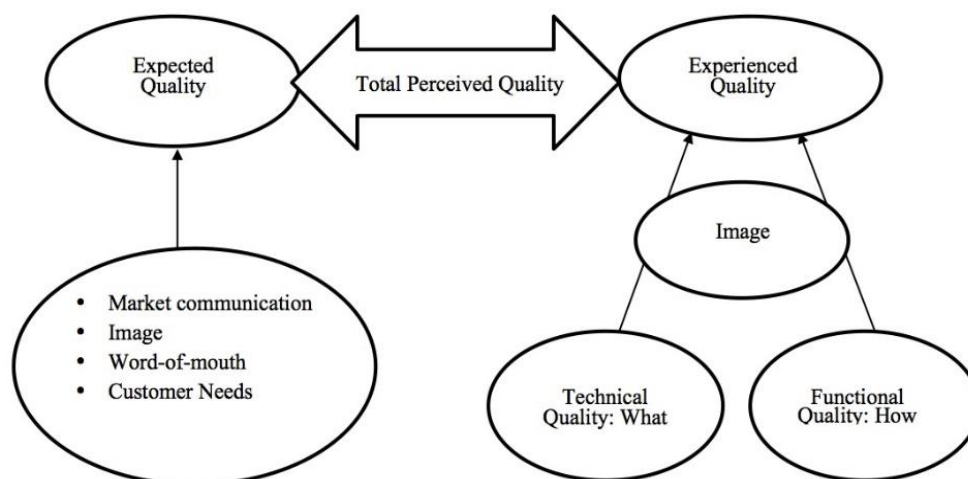
Figure 2. Total perceived quality

Source: Compiled by the authors on the basis of the source (Grönroos 1990)

Parasuraman made a proposal of some crucial determinants on which customers base their assumptions about service quality, which include:
- Tangibles: equipment, physical facilities and the appearance of personnel (Hayes 2008);
- Reliability: the capability to deliver the service accurately;
- Responsiveness: the readiness to help and assist the customer;
- Assurance: mutual trust and confidence between the employer and guests;
- Empathy: individual approach to the customer.

The factors of reliability, responsiveness, assurance and empathy can only be determined during the service delivery process. The technical aspect of service quality in tangible determinants is also complemented by external or social communication.

Management of the perceived service quality

The previous discussion indicated that what determines the perceived service quality is the difference between customer expectations and customer experience. Expectations are usually formed before the service is delivered and are mainly based on social interaction and external communication.

Expectations are measured against the actual service or product delivered. It is common sense that customers base these assumptions on different technical and functional results or outcomes. Nevertheless, managing customer perceived service quality is a sophisticated process, which demands comprehending and understanding the definition of perceived service quality.
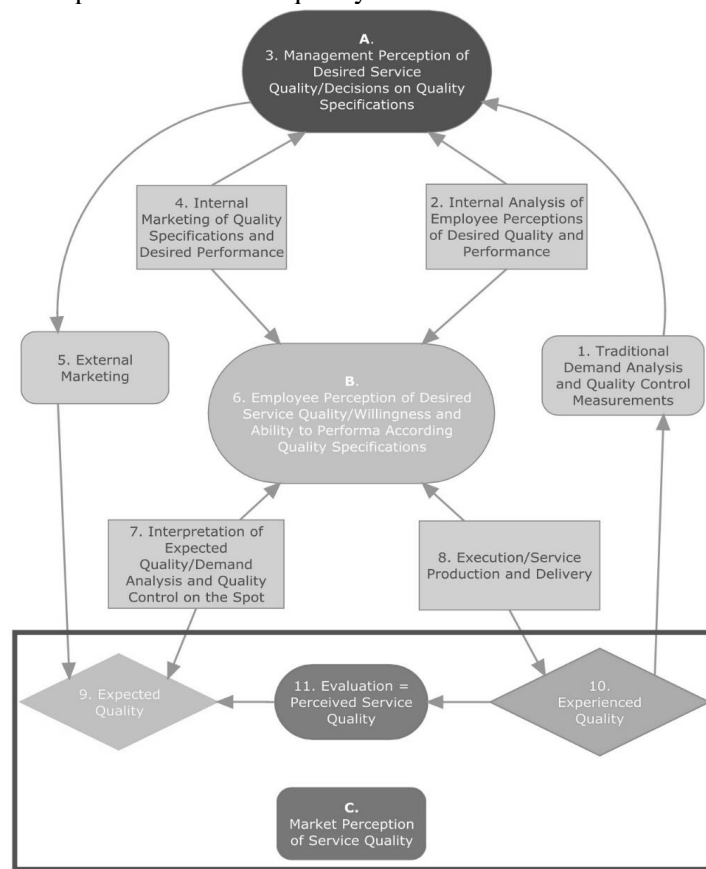
Figure 3. A general framework for managing service quality

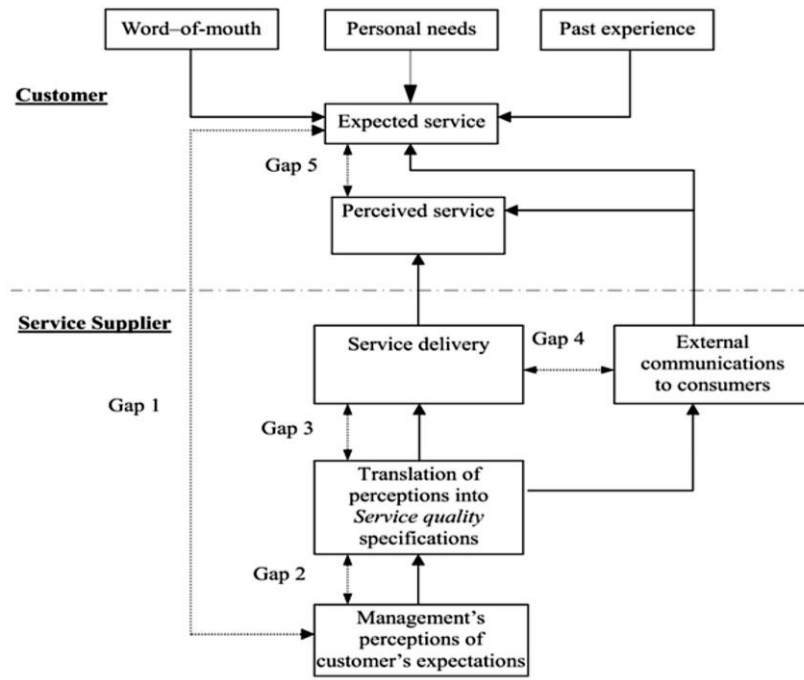Source: Compiled by the authors on the basis of the source (Grönroos 1990)

The market perception of service quality is affected by the expected quality, evaluation (perceived service quality) and experienced quality (Oodan et al. 2003).

Service quality gaps

After discussing the requirements for service quality and proper management, it is important to shed some light on the gaps or problems related to service quality in the restaurant sector. If customer expectations are not met, the gap between expectations and service quality widens. The relationship between management and customer is an important factor affecting the emergence of service quality. At this point, it can also be said that the expected service is formed on the basis of past experiences,

namely, the opinion of previous customers about the service who dined in the restaurant.


Figure 4. The Gap of Service Quality analysis model

Source: Compiled by the authors on the basis of the source (Zeithaml, Berry, Parasuraman 1988)

As noticed before, different customers perceive and assess the service or the product differently, depending on their tastes and preferences. But the perceived quality of services is influenced to the same extent by management andthe decisions they make. What is important here is how management perceives and understands customer expectations. This is a guiding principle on how to formulate policies and ways to implement these policies, which would inevitably improve the results in customer experience.

Measuring Service Quality

SERVQUAL is a scale that can be used to better understand customer expectations and perceptions of service quality (Parasuraman, Zeithaml, Berry 1986). These findings help to develop service quality and internal motivation. The scale is mainly based on 10 dimensions relating to service quality as well as two interrelated statements. One statement measures and assesses expectations within a service category, which in our case, is the restaurant sector. The second statement assesses the perception of service quality of a particular firm, which in our case, is a specific restaurant.
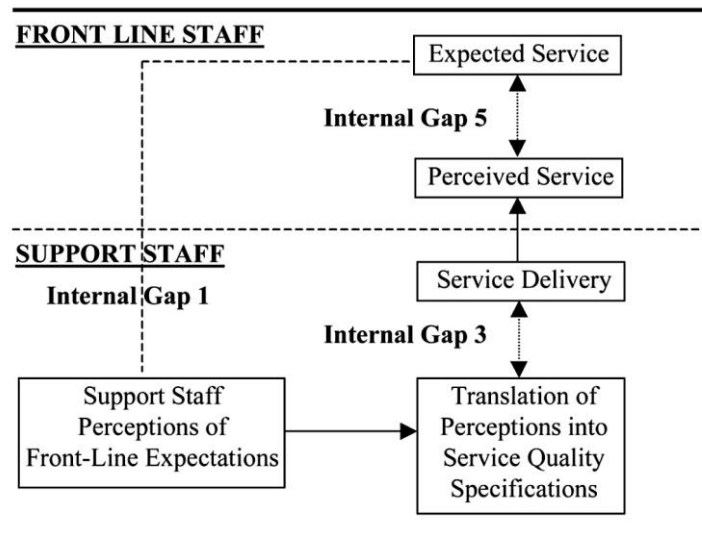
Figure 5. Internal Quality Gaps Model

Source: Compiled by the authors on the basis of the source (Frost, Kumar 2000)

Figure 5 presents the internal quality gap model, whichindicates that cooperation between front line staff and support staff is important for the smooth running of the company and execution of the tasks shown in the diagram. The gap might arise from the different perceptions and expectations of support staff and front-line staff (internal gap 1). The translation of perceptions into service quality specifications and the actual process of service delivery are also not immune to gaps (internal gap 3).

Research Methodology

For providing this study mainly primary data was used. The object of research was the "Ratatouille" restaurant, located in the heart of Almaty city. Two separate questioning sessions were carried out, in which 60 guests were interviewed. The average interview time took 15 minutes. In the second phase of the study, 17 working employees (waiters, maître d'hôtel, hostesses, bartenders, cooks, managers) of the restaurant were interviewed, and each interview took approximately 30 minutes. The questionnaires of research were prepared on the basis of comprehensive literature surveys. The authors of the questionnaires ensured and guaranteed absolute anonymity and confidentiality of each participant. The SERVQUAL model (Parasuraman, Zeithaml, Berry 1986) was adopted to design the research questionnaire. This model consists of four factors: Reliability, Responsiveness, Competency, Courtesy and each of these factors involves different variables. The questionnaire consists of 36 questions for employees and 12 questions for customers. Respondents' opinions were assessed on a six-point scale rating from 1 (strongly disagree) to 5 (strongly agree). Additionally, two more extra questions were used to make questionnaire more detailed.

Findings

The whole process was divided into 3 stages:

Stage 1 – a short survey-questionnaire was conducted, in which guests could select the most important factors related to the quality of service of the "Ratatoille" restaurant. The first questionnaire was prepared on the basis of/included Parasuraman's ten dimensions of service quality.
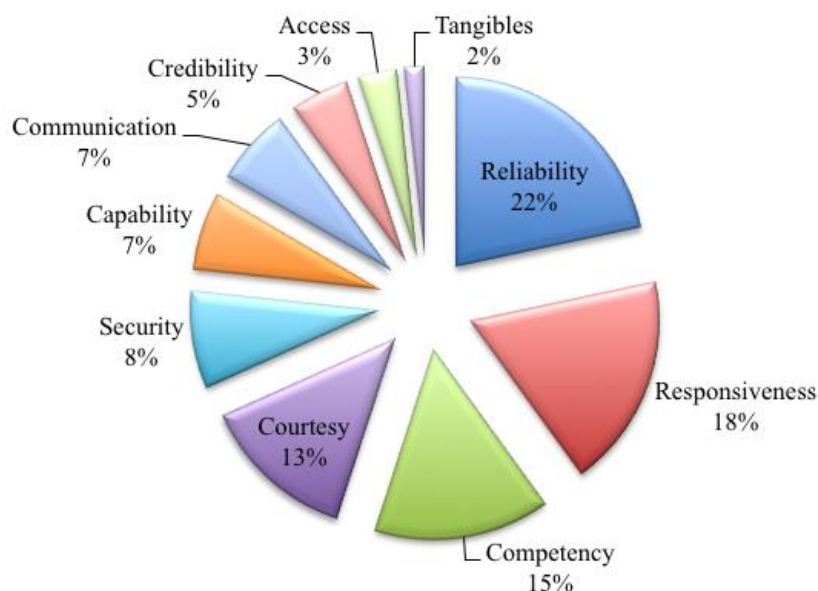
Figure 6. Factors affecting customer perceptions on quality

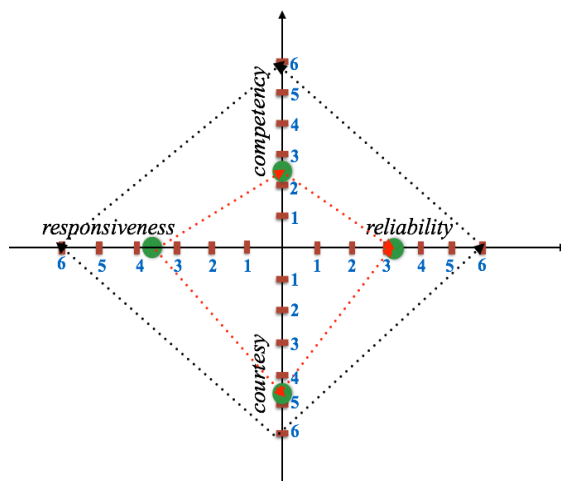Source: Compiled by the authors based on personal knowledge

Stage 2 – the scope of the study was restricted for a more in-depth scan. The results of the first survey demonstrated that the most significant factors for customers of the "Ratatoille" restaurant were courtesy, reliability, competency and responsiveness. Further, on the basis of these 4 main factors two questionnaires, consisting various situational questions for employees and customers, were designed. Pearson's correlation was a tool used for analyzing the direct connection between customer perceptions and service quality perceptions from the employee's perspective. The main objective of this mini-survey was to draw a comparism of two categories of subjects in hospitality industry and compare points of view of service quality. *Figure 7* presents the ideal model of service quality based on four elementary factors (Competency-Responsiveness-Courtesy-Reliability).
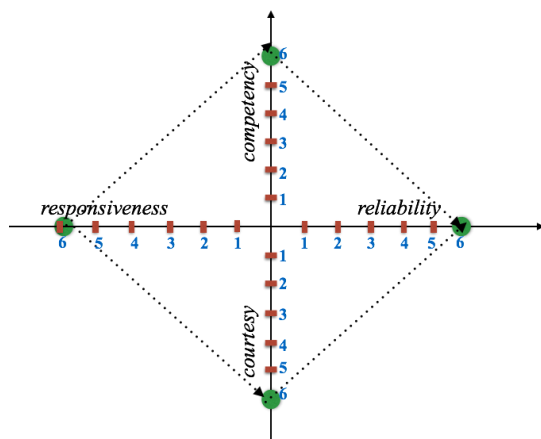
Figure 7. Ideal SERVQUAL model

Source: Compiled by the authors based on personal knowledge

Figure 8 describes the excellent parameters that have to be achieved in the future (example to follow). Also its demonstrates the data of service quality from questionnaire of employees of the "Ratatoille" restaurant at present. The main subjects of this questionnaire were the waiters, because particularlyetheir direct contact with consumers and their performance have the greatest impact on the provision of quality service.

Figure 8. SERVQUAL model according employees' perspective

Source: Compiled by the authors based on personal knowledge

In the current state the "Ratatouille" restaurant does not match with results of indicators of high quality service of Ideal CRCR model. The difference between ideal and real data is illustrated in *Figure 8*.

The method of Pearson's correlation coefficient was used to fully demonstrate the proportional changeability of two variables; the customers and workers' perspective on service quality. There is a detailed calculation bellow.

Table 2. Calculation of correlation coefficient

SERVQUAL dimensions	Employee values (EV)	Customer values (CV)	Gap
Reliability	..	3.2	
Responsiveness	4.33	3.87	
Competency	3.67	2.68	
Courtesy	4	4.87	

EV	CV	EV*CV	EV^2	CV^2
3.33	3.2	10.656	11.0889	10.24
4.33	3.87	16.7571	18.7489	14.9769
3.67	2.68	9.8356	13.4689	7.1824
4	4.87	19.48	16	23.7169

∑EV	∑EV	∑CV	∑(EV*CV)	∑ EV^2	∑CV^2
15.33	15.33	14.62	56.7287	59.3067	56.1162

$$\text{Correlation (r)} = \frac{n(\sum(EV*CV))-(\sum EV)(\sum CV)}{\sqrt{[n\sum EV2-(\sum EV)2][n\sum CV2-(\sum CV)2]}} = 0.21 (1)$$
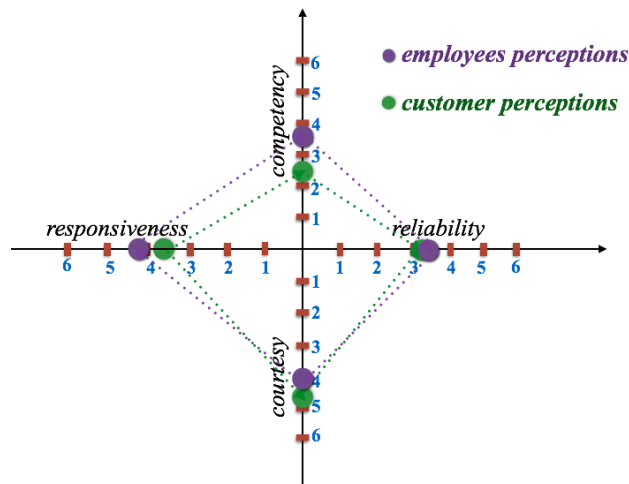
Figure 9. The difference between Customer and Employees perceptions

Source: Compiled by the authors based on personal knowledge

According to the data obtained by the Pearson's method, which was calculated in *Table 2* by Formula 1, it can be accepted that the correlation between customer and employee perceptions of service quality of the "Ratatouille" restaurant is strong. The distinctions between the two variables are presented in *Figure 10*.

The analysis indicates that the average of both categories of subjects in hospitality industry regarding quality service is only a slighty above the average.

Stage 3 – of the final part of the questionnaire consisted of two vital open questions for customers in which they could enumerate positive and negative aspects of customer service in the "Ratatouille" restaurant. The responds obtained in this section of the study are discussed in the next chapter.

Discussion

Implications of customer perception management of "Ratatouille" restaurant

Implementing customer perception management was suggested by means of proposals of solutions to negative aspects related to service quality identified by two control questions of the survey.

Negative aspects

The results of the survey are shown in *Figure 11*, where 12 respondents emphasized opening hours as a negative factor. This is because some people would like to have breakfast in the restaurant but it opens only at 12 p.m. Another group of people complains about the closing time of the restaurant, since at the weekends they prefer to stay longer.
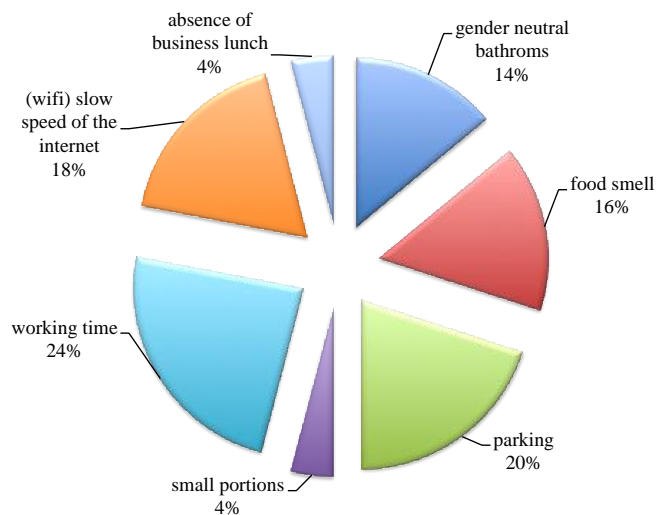
Figure 10. Negative aspects of service quality of "Ratatouille" restaurant

Source: Compiled by authors

The next dimension that impacts customer perception is parking near the restaurant. Twenty percent of respondents declare that there is not enough free space for all guests, particularly at lunchtime. Moreover, the owners of beauty salon next to "Ratatouille" restaurant do not allow leaving cars in their part of parking lot. Eighteen percent of customers are not very pleased with the wifi connection. This is due

to the fact that the most frequent guests are businessmen who often arrange official meetings and dinners in "Ratatouille", hence their expectations of the Internet quality have to be met. The smell of food from the kitchen also has an influence on guests perceptions, as 16% of clients cannot stand the smell of fried fish or other different flavours that spread throughout the whole restaurant. The next point is related to the gender-neutral bathrooms, 14% of the guests complain that there are no separate bathrooms for women and men, which causes clients discomfort. 4% of the guests would like to have an all included business lunch, which is not on offer in the restaurant. What is more, 4% of customers require the portions to be increased because according to theim small portions on big plates do not satisfy consumers who pay good money (Venkataraman, Pinto 2019).

All the problems related to the data above were analyzed and processed with the following solutions for managing customer perceptions:

— At the weekends *the opening hours* can be prolonged a few hours. Furthermore, if we compare the opening hours of restaurants, such as "U Afanasicha", "Parmigiano", "Manana", to be competitive with them "Ratatouille" restaurant has to set the same (or mostly the same) timetable like its competitors.

— The *parking* lots should be comfortable both for the owners of compact cars and for owners of oversized cars. To provide more parking spaces, it is possible to arrange with the neighboring firms. For example, with the beauty salon, which was mentioned in the questionnaire. It would also be a benefit to install a video surveillance system.

— The habits of the guests have changed - now they want to receive the necessary information at any time and in any place, they tend to always stay in touch, using social networks and instant messenging for this. The quality of wifi must be improved by installing for example 2 routers (for each floor).

— Clean and fresh air in the dining room, without the *smells of the kitchen*, cool in the summer heat and cozy warm in the winter – that is what customers will definitely appreciate, preferring "Ratatouille" restaurant to another with a similar cuisine, choice of drinks and prices.

— The point is that in the restroom there are 4 unisex cabins with no rules or limits of gender use. There are two solutions to this problem. The first one assumes segregating the toilet stalls by putting gender signs on the doors. The second solution to this issue would be to make the whole bathroom only for women on the first floor, and for men on the second floor (or vice versa).

Positive aspects

The kid's corner should have toys for boys and girls, as well as places for creativity where it is possible for a child, for example, to draw. The kid's corner should be safe for children, and also be visibile for parents. All the details of the playing complex must be made of high-quality material and meet all the necessary standards. The materials of the game zone should be absolutely non-toxic, durable and simplein exploitation. The main functions of the children's play area:

1. Occupy a child while the parents are resting;
2. Help to find friends among other children;

3. Enable children to play with toys or engage in creative activities;
4. Enable children to actively, but safely, have fun in the game complex.

Nowadays thematic parties are popular. The guests noted that they try to keep track of when thematic events are held in "Ratatouille" to visit, chat with new interesting persons and taste dishes that are not on the main menu.

Music and sound design, like the interior, evoke strong emotions. Music genres are countless, and it is no suprise, because each of them affects different facets of emotions. Therefore, for each restaurant selects an individual playlist, depending on how it wants to influence visitors.

Promotions in cafes and restaurants – a way to increase the flow of visitors to the restaurant, encourage regular visits, as well as to increase profits during a period of a decline in sales. Organised actions can be aimed at:
– Attracting a new segment of guests (by using new communication channels);
– Increasing the frequency of visits to the restaurant (game mechanics can be used, stimulating the spirit of competition;
– Increasing the regular quality check;
– Increasing guest loyalty;
– Redistribution of consumption towards more marginal dishes.

Nowadays hookahs are very popular. When people come to the establishment, they are immersed in a special atmosphere, saturated with subtle aromas, can relax and smoke a hookah. Such a high popularity of hookahs is associated not only with its external beauty and non-standard way of smoking, but also with a wide enough palette of flavors and smells of special hookah tobaccos. The composition of mixtures for smoking quite significantly differs from the composition of classictobacco.

An important value for guests is the general atmosphere of the restaurant: comfort, design, interior, lighting, aromas, and sounds (Venkataraman, Pinto 2019). They constitute 50% of the success. The correct design is a guarantee that visitors will come more, and this, undoubtedly, will bring profit.
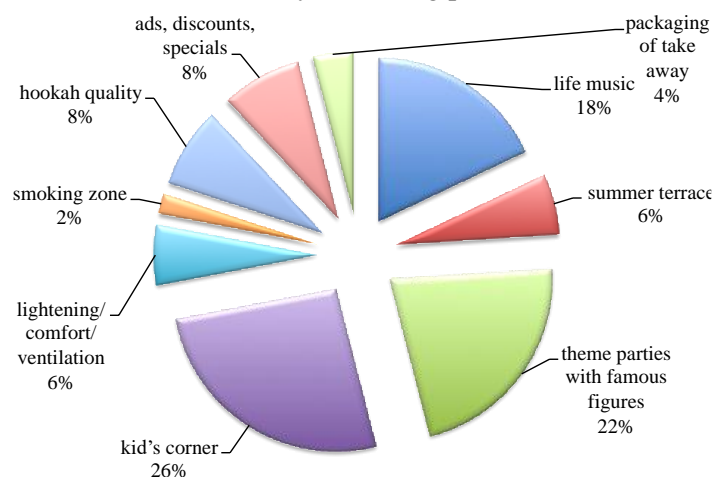
Figure 11. Positive aspects of service quality of "Ratatouille" restaurant

Source: Compiled by the authors

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Conclusions

The research paper provided and fully analyzed information about customer perceptions of service quality and various instruments of managing them in the restaurant industry in Almaty, Kazakhstan.

The survey revealed that out of the ten offered dimensions of the Parasuraman SERVQUAL model (Parasuraman, Zeithaml, Berry 1986), four the most important for guests of the restaurant "Ratatouille", such as «reliability», «responsiveness», «competency» and «courtesy» were identified. The results indicate that the managers, or supervisors of the restaurant have to control clean and appealing facilities of the restaurant, promptness of service (wait time), employees' satisfaction of each guest, a correct billing process, mistake-free service, customer satisfaction and the positive feedback to third parties (e.g. social media), while trying to find out guest expectations. Moreover a comparative analysis of these factors from customers' and employees' perspectives was conducted.

By providing a questionnaire for customers and employees with exactly the same types of questionsthe correlation coefficient of two dependent variables was calculated by using Pearson's method. The results showed a strong positive linear relationship, which equals – 0.57221 (Parasuraman, Zeithaml, Berry 1986).

The analysis of respondents' feedback suggested that the most crucial positive aspects related to customer perceptions of service quality were "arranging theme parties with famous persons", "nice kid's corner", "weekend nights with live music bands", which differ from other restaurants all over Almaty city. Regarding these positive factors on service quality, the methods by which they can be emphasized and upgraded to create good customer perceptions and meet their expectations were presented and widely described (Venkataraman, Pinto 2019).

Furthermore, solutions to the negative aspects that impact service quality were suggested. By fixing the problems, such as "the lack of parking spaces", "inconvenience of gender-neutral bathrooms", "early closing time", "smell from the kitchen" and "slow speed of the internet", the customer perception of service quality can be radically changed for the better. Additionally, making service quality (Venkataraman, Pinto 2019) in "Ratatouille" restaurant better will, in turn, not only enhance customer satisfaction, increasing customer loyalty and not only managing the perceptions of the restaurant, but also enlarge the revenue and improve the restaurant's image.

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POSTRZEGANIE JAKOŚCI USŁUG W PRZEMYŚLE RESTAURACYJNYM W KAZACHSTANIE. STUDIUM PRZYPADKU RESTAURACJI W AŁMATACH

Streszczenie: Najważniejsze w przypadku przedsiębiorstw restauracyjnych jest to, w jaki sposób potencjalny konsument postrzega znaczenie jakości usług, tzn. gdy rozważamy pojęcie „jakość", w centrum uwagi znajduje się osobowość klienta. Usługa to działalność niematerialna, która ma na celu zaspokojenie potrzeb konkretnego konsumenta. Oceniając jakość usług, klient porównuje to, co otrzymał, z tym, co chciałby otrzymać. Z kolei zarząd firmy musi zdecydować, jak skutecznie osiągnąć lepsze wyniki biznesowe, aby przetrwać na niezwykle konkurencyjnym rynku.

Informacje oparte na teorii zgodnie z zarządzaniem jakością usług czerpane są z wielu modeli i teorii zarządzania, takich jak utrata koncentracji, która z kolei wpływa na jakość świadczonych usług opartych na decyzjach zarządu. Postrzeganie jakości usług przez zarząd miało największy wpływ na wszystkie decyzje i na tym zostały skupione badania.

Celem niniejszego opracowania jest identyfikacja postrzegania przez klientów jakości usług w branży restauracyjnej i znalezienie sposobów jej poprawy. Zastosowano metodę badań jakościowych i zebrano dane, wykorzystując dogłębne ankiety przeprowadzone zarówno wśród klientów, jak i pracowników.

Słowa kluczowe: jakość usług, konkurencyjny rynek, osobowość klienta, postrzeganie klienta, region Ałmaty, zarządzanie, postrzeganie