



Impact of Employee Performance and Service Quality on Customer Satisfaction in Quick Service Restaurants: A Study on Gopizza

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Abstract

The Quick Service Restaurant (QSR) industry has experienced rapid growth due to changing customer preferences, urban lifestyles, and increasing demand for fast and convenient food services. In this competitive environment, employee performance and service quality play a significant role in influencing customer satisfaction and organizational success. This research paper focuses on the impact of employee performance and service quality on customer satisfaction with reference to GoPizza. The study highlights the importance of human resource practices, employee training, teamwork, communication, operational monitoring, and customer interaction in improving service efficiency within the organization. The paper also examines how employee behaviour, complaint management systems, and operational efficiency contribute to customer loyalty and brand image in the QSR industry. The study is primarily based on secondary data, observations, and practical understanding of restaurant operations. The findings suggest that effective HR practices, employee engagement, operational tracking, complaint classification, and continuous service improvement significantly influence customer satisfaction and operational performance in quick service restaurants.

Keywords: Human Resource Management; Employee Performanc; Customer Satisfaction; Quick Service Restaurants; GoPizza; Service Quality; Employee Engagemen; Complaint Management.

1. Introduction

The Quick Service Restaurant (QSR) industry is one of the fastest-growing sectors in the food and beverage market. Increasing urbanization, changing lifestyles, technological advancements, and customer demand for quick and affordable food services have contributed to the rapid growth of QSR businesses. In highly competitive restaurant environments, customer satisfaction has become a key factor for organizational success. Along with food quality and pricing, employee behaviour and service quality significantly influence customer experiences. Employees working in QSR outlets directly interact with customers, making human

resource management an essential component of operational efficiency. GoPizza is a rapidly growing pizza brand known for its innovative concept and quick service model. The organization focuses on operational efficiency, standardized quality, customer convenience, and employee coordination. Since frontline employees directly affect service delivery, HR practices such as training, motivation, communication, and performance management become crucial in ensuring customer satisfaction. The company follows structured operational systems to improve service quality and customer experience. Customer complaints are continuously monitored and reviewed at the headquarters level, where complaint resolution discussions and operational review calls are conducted regularly. Complaints are classified into categories such as food quality issues, rider-related concerns, packaging errors, delayed delivery, and customer handling problems. To improve operational standards, targeted training sessions are conducted for stores based on identified problem areas. Employees receive training related to Standard Operating Procedures (SOPs), customer greeting standards, hygiene practices, food handling, store handling, and complaint management.

The organization has also implemented several corrective measures such as:

Appendix A. Mandatory food quality checks before dispatch

Appendix B. Double verification through food image sharing in internal groups

Appendix C. KOT (Kitchen Order Ticket) verification before packing

Appendix D. Rider guidance regarding proper food carrying procedures

Appendix E. Mentioning Store Manager contact numbers on sticky notes for faster complaint resolution

These practices demonstrate the importance of HR involvement and operational monitoring in improving customer satisfaction and service consistency. This study aims to analyse the relationship between employee performance, service quality, and customer satisfaction within GoPizza. It further examines the role of human resource management in improving employee efficiency and overall organizational performance.

2. Literature Review

Parasuraman, Zeithaml, and Berry (1988) The study introduced the SERVQUAL model and explained that service quality dimensions such as reliability and responsiveness strongly influence customer satisfaction in service industries.

Philip Kotler (1997) Kotler emphasized that customer satisfaction and quality service are important factors for business success and customer loyalty in competitive markets.

C. R. Kothari (2004) Kothari explained research methodology concepts and highlighted the importance of systematic research and data analysis in organizational studies.

Gary Dessler (2011) Dessler stated that employee training, motivation, and performance management improve employee productivity and service quality within organizations.

Kotler and Keller (2012) The authors explained that customer experience and employee interaction significantly affect customer satisfaction and brand image.

Robbins and Judge (2013) The study highlighted that teamwork, communication, and organizational behaviour directly influence employee performance and operational efficiency.

C. B. Gupta (2015) Gupta emphasized the importance of HR practices and employee development in improving operational standards and customer service quality.

Michael Armstrong (2020) Armstrong explained that effective HR management improves employee engagement, motivation, and overall organizational performance.

Kumar and Sharma (2021) The study found that food quality, employee behavior, and delivery efficiency are major factors affecting customer satisfaction in quick service restaurants.

Ramesh and Priya (2023) The study identified delayed delivery, rider issues, and operational pressure as major challenges affecting service quality and customer satisfaction in QSRs.

3. Research Gap

Several studies have been conducted on customer satisfaction and service quality in the restaurant industry. However, limited research specifically focuses on the relationship between employee performance, HR practices, operational monitoring, and customer satisfaction within emerging QSR brands such as GoPizza. Most existing studies focus mainly on food quality, pricing, and marketing strategies, while limited attention has been given to complaint management systems, operational tracking, employee accountability, and daily HR interventions within QSR operations. It has also been observed that even after continuous employee training and operational guidance, employees may still struggle to consistently follow designed SOPs and customer handling standards. This creates a gap between operational planning and actual execution. Therefore, this study attempts to bridge the gap by examining how HR practices, employee monitoring, operational control systems, and complaint resolution mechanisms influence customer satisfaction and service quality within the quick service restaurant industry.

4. Research Methodology

The study is descriptive in nature and is based primarily on secondary data and practical observations.

4.1 Sources of Data

- Secondary data collected from journals, articles, books, research papers, and websites.
- Practical observations based on operational practices within the quick service restaurant environment.
- Internal operational understanding related to complaint handling, SOP implementation, and customer service practices.

4.2 Research Design

The study adopts a descriptive research design to understand the relationship between employee performance, service quality, operational monitoring, and customer satisfaction.

4.3 Method of Analysis

The analysis is based on interpretation of existing literature, operational observations, complaint trends, and HR practices followed within the organization.

5. Problem Statement

The Quick Service Restaurant industry operates in a highly competitive environment where customer satisfaction depends greatly on food quality, service standards, delivery efficiency, and employee behaviours. Despite maintaining operational systems and service protocols, QSR organizations continue to face several challenges related to customer complaints and service consistency.

In GoPizza, recurring operational issues include cold food complaints, rider-related delivery concerns, delayed service, improper food handling during delivery, and customer dissatisfaction arising from communication gaps. Another major challenge identified is the increase in fake or AI-generated complaints, which affect complaint analysis, operational tracking, and customer service management.

The organization continuously monitors customer complaints at the headquarters level, where teams conduct regular review meetings and complaint resolution discussions on daily and weekly basis. Complaints are classified according to operational categories such as food quality, customer handling, packaging issues, rider behavior, delay in delivery, and store-level operational errors.

To improve service quality, training sessions are conducted for stores based on identified problem areas. Employees are trained on Standard Operating Procedures (SOPs), customer greeting standards, complaint handling, store management, hygiene practices, food handling, and customer interaction.

6. Purpose of The Study

The purpose of this research is to examine the impact of employee performance and service quality on customer satisfaction in GoPizza. The study also aims to understand the role of human resource management in improving operational efficiency and employee effectiveness within the organization.

7. Objectives of The Study

- To understand the importance of employee performance in quick service restaurants.
- To analyse the relationship between service quality and customer satisfaction.
- To examine the role of HR practices in improving employee efficiency.
- To identify factors affecting customer experience in GoPizza.
- To evaluate the importance of employee training and teamwork in restaurant operations.
- To understand the impact of complaint management systems on customer satisfaction.

8. Scope of the study

The study focuses on employee performance, service quality, and customer satisfaction within the quick service restaurant industry, specifically with reference to GoPizza. The research covers operational efficiency, employee behaviour, customer interaction, complaint management, and HR practices that contribute to customer experience.

The study also includes practical operational measures followed within the organization such as employee training, food quality verification, SOP monitoring, complaint classification, and rider guidance systems. The study is limited to the QSR environment and does not include detailed financial analysis or broader market comparisons.

9. Limitations of the study

- The study is limited primarily to secondary data and practical observations.
- Time constraints restricted detailed primary data collection.
- The study mainly focuses on GoPizza and may not represent the entire QSR industry.
- Customer opinions and employee responses were limited.
- Operational variations across different outlets may influence findings.
- Some complaint-related observations may vary depending on customer expectations and peak operational conditions.

10. Data analysis and findings

The study identified several operational and service-related factors influencing customer satisfaction within the quick service restaurant environment.

GoPizza follows a structured complaint management and operational monitoring system where customer complaints are regularly reviewed and resolved at the headquarters level. Complaints are categorized based on operational issues such as food quality, rider behavior, delayed delivery, customer interaction, hygiene concerns, packaging errors, and store-level operational problems.

The organization conducts regular review calls and discussions to identify root causes of complaints and improve operational standards. Stores with repeated complaints are specifically targeted for training and performance improvement sessions.

11. Major Findings

- Employee behaviour and communication directly influence customer experience and customer retention.
- Continuous training sessions improve SOP compliance, customer greeting standards, complaint handling, hygiene maintenance, and operational coordination.
- Proper food verification systems such as image-based double verification before dispatch reduce food quality errors.
- KOT (Kitchen Order Ticket) verification before packing improves order accuracy and reduces packing mistakes.
- Rider training regarding proper food carrying procedures helps minimize cold food complaints and food damage during delivery.
- Direct customer-store communication through store manager contact details improves complaint resolution speed and customer trust.
- Customer complaints are commonly related to:
 - Cold food issues
 - Delivery delays
 - Rider handling concerns
 - Poor customer interaction
 - Packaging and operational errors
 - Fake or AI-generated complaints
- Peak hour operational pressure and staffing shortages affect service consistency and employee performance.
- Continuous monitoring, complaint classification, and targeted training significantly improve service quality and operational performance.

- HR involvement in employee supervision, operational training, and performance tracking contributes to better customer satisfaction.

The findings indicate that strong operational monitoring systems, employee accountability, and continuous HR-driven training are essential for maintaining customer satisfaction within the QSR industry.

12. Impact of the study

This study helps in understanding the importance of employee performance, complaint management, and service quality in the quick service restaurant industry. It highlights the role of human resource management in improving operational standards and customer satisfaction.

The findings may help restaurant organizations develop better HR strategies, employee training programs, SOP systems, complaint resolution mechanisms, and customer service practices.

The study also contributes to academic understanding of employee behavior, operational efficiency, and customer satisfaction within emerging QSR brands.

13. Conclusion

The study concludes that employee performance and service quality play a significant role in determining customer satisfaction within quick service restaurants. In organizations such as GoPizza, frontline employees directly influence customer experiences through communication, efficiency, behaviour, and service delivery. Effective HR practices including employee training, SOP monitoring, motivation, teamwork, complaint handling, and performance management contribute significantly to operational efficiency and improved customer satisfaction.

The study also highlights that structured complaint management systems, operational monitoring, food verification procedures, rider training, and direct customer communication systems help organizations maintain service quality and improve customer trust.

In today's competitive QSR environment, organizations must focus not only on food quality but also on employee development, operational accountability, and customer experience to achieve sustainable growth and long-term success.

14. Future Research Directions

- Future studies may include primary data collection through surveys and interviews.
- Comparative studies between multiple QSR brands can provide broader insights regarding HR practices and customer satisfaction.
- Further research may focus on employee stress management and workplace culture during peak operational hours.
- Studies can also examine the impact of technology and digital complaint management systems on customer satisfaction.

- Future researchers may analyze customer retention strategies and operational monitoring systems within the QSR industry.
- Additional research may be conducted on fake or AI-generated complaints and their impact on restaurant operations.

Declaration of Conflicting Interests

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