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COOK-CHILL SYSTEM AND HOTEL PERFORMANCE IN BENUE STATE, NIGERIA

Mfam, Mfam Egar[1], Igboanugo, Osinachi Chicherem[2], Akunja Lydia[3], Otu John Deg-Deg[1]

[1]Department of Hospitality & Tourism Management, University of Cross River, Calabar, Nigeria, [2]Department of Hospitality & Tourism Management, Imo State University, Owerri, Nigeria, Department of Hotel and Hospitality Management Moi University, Kenya

E-mail: mfamegar@unicross.edu.ng
https://orcid.org/0009-0003-7794-9329, +2348063533800

Abstract

This study investigated the relationship between cook-chill system and performance of selected hotel establishments in Benue State, Nigeria. The study aimed to ascertain the extent to which the independent variable (cook-chill food preservation system) affects the dependent variable (customer retention). Using survey research design approach, 152 copies of questionnaire were distributed to employees of ten (10) hotels judgmentally selected from Makurdi, Gboko, and Otukpo metropolitan cities in Benue State. The population of the study is 254 hotel staff. Taro Yamane formula was adopted to determine sample size of 155. Data were analyzed using descriptive statistics (mean and standard deviation) and inferential statistics (Pearson Correlation) with the aid of Statistical Package for Social Sciences (SPSS), version 23.0. Content validity approach was employed to confirm the validity of the study's instrument, while the instrument's reliability test was conducted using Cronbach Alpha Coefficient. The empirical results established that cook-chill system positively and significantly affects customer retention in the selected hotels. It is therefore recommended that hotel managers should be consistent in the use of cook-chill system as food preservation method; periodic training programs should be organized for the hotels' catering staff on contemporary cook-chill systems in the hospitality industry; and other factors such as quality service delivery and affordable menu options should be considered by the hotel Management as customer retention approaches.

Keywords: Cook-chill, Customer retention, Performance, Hotel, Nigeria

1.0 Introduction

Globalization, technological innovation, and stiff competition have become the order of the day in today's business environment. As a result, customers are becoming more aware and insatiable in their quest for quality services, including food quality. The hospitality industry is becoming increasingly competitive due to customers' awareness and frequent change in taste, especially when it comes to choice of food. Food plays a central role in our lives, not only providing fuel, nutrients and sustenance, nor merely being central to many of our social interactions, but also feeding into our sense of identity (White, Sharp, Darnton, Downing, Inman, Strange & Garnett, 2009). Hence, for hotels to prepare and serve customers with quality foods at all times, the choice of effective food preservation method becomes highly indispensable. This is because customers require quality foods in order to remain loyal. One of the factors that determine the availability of quality food in hotel establishments is the adoption of cook-chill system of food preservation. Cook-chill system basically involves central production of food and distribution; this will help to minimize, if not eliminate, the possibility of having leftover foods. Giving customers leftover food decreases th eir likelihood to purchase, which lowers sale s and organizational reputation.

It is widely believed that effective food storage techniques will guarantee food availability. In fact, a number of small hotel businesses have collapsed, with poor storage procedures being partly the cause. Hotel operators, upon provision of satisfactory food services to customers, can enjoy the customers' repeat patronage which is what customer retention is all about. If customers are not being satisfied, business volumes will suffer and failure will be the inevitable result. The food menu therefore must be designed to appeal to its target audience (Omozuwa, 2008). However, one of the major challenges faced by food service managers in hotel establishments is how best to preserve cooked foods. Food preservation involves different food processing steps to maintain food quality at a desired level so that maximum benefits and nutrition values can be achieved (Sadat, et al., 2017). Raw food materials purchased by hotels face the danger of damage, resulting in loss to the organization, if not preserved at a proper temperature for a time period.

Previous studies actually examined food storage and service systems in the hospitality industry. For instance, Gonçalves, Guiné, Djekic, and Smigic (2023) studied

consumers' attitudes toward refrigerated ready-to-eat (RTE) meat and dairy foods; Guzik, Szymkowiak, Kulawik, and Zaja (2022) investigated consumer attitudes towards food preservation methods; Mana, Azizan, Robin, Amin, and Shaian (2022) examined the impact of food culture on patronage intention of visitors ; Amer and Raja's (2020) study focused on satisfaction and revisit intentions at fast food restaurants; while Kuhn, Benetti, , dos Anjos, and Limberger (2018) examined food services and customer loyalty in the hospitality industry. However, apart from the fact that most of the studies were carried out in countries other than Nigeria, none of these studies specifically focused on cook-chill system as food preservation technique and customer retention as performance index. It is against this backdrop that the current study attempts to ascertain how and the extent to which cook-chill system affects customer retention in selected hotels in Benue State, Nigeria.

1.1 Objective of the study

The specific objective of this study is to examine the relationship between cook-chill system and customer retention in selected hotels in Benue State Nigeria.

1.2 Hypotheses

H_0: There is no significant relationship between cook-chill system and customer retention in selected hotels in Benue State Nigeria.

1.3 Scope of the study

The scope of this study includes ten (10) hotel establishments selected from Makurdi, Gboko, and Otukpo in Benue State, Nigeria (see Appendix 1). The variables of interest (content scope) are cook-chill system (independent variable) and customer retention (dependent variable). The hotels were judgmentally selected based on ranking (star rating) and accessibility (proximity). Employees of the selected hotels constitute the unit of analysis.

2.0 Review of related literature

2.1 Conceptual review

2.1.1 The concept of cook-chill system

Cook-chill system of food service refers to an approach to meal production and service based on the preparation of forecasted meal demand in advance days of service, storage in inventory, and then rethermalization for service (Glew, 2020). It is a preservation technology where food (raw material and other ingredients) is fully cooked at usually <100 °C and the product is subsequently chilled rapidly

and stored under controlled conditions where the final core temperature is maintained above the freezing point at 0–3 °C and can produce an extended shelf life at 4–10 °C (Sun and Hu 2002). With the Cook-Chill concept and enhanced technology development, a new way of thinking about the production process was that meals were now cooked to accommodate inventory rather than to meet meal time deadlines. Therefore, the foodservice manager can actually produce new menu items several days in advance of service. According to Benton (2013), the work flows of the cook-chill systems are: food storage of purchases, pre-preparation, preparation/cooking, chilling, cold cooked food storage, distribution, rethermalization and service. The primary purpose of using the cook-chill system is to achieve economical central production of food and distribution. Central production with the Cook-Chill System provides a feasible production by maximizing equipment utilization, improving productivity, controlling labor cost and food cost, and reducing the overall kitchen area. Other purposes of using a Cook-Chill System were to solve the problems of the growing shortage of skilled foodservice staff and the increasing turnover of personnel employed (Ferry, 2011). In the cook-chill Systems, the equipment and design requirements for production, distribution and service units like the conventional system will vary according to the menu, operation's size, and the specific manufacturer's approach to system installation.

2.1.2 Concept of customer retention

Customer retention has been adopted in this study as a measure of hotel performance. Performance may relate to actual results or outputs of certain activities, how the activity is carried out or the potential for the activities. The customer retention rate of a hotel establishment can be used to ascertain whether the organization is performing well or not. According to Aina, Ndalnamu, and Tijani (2023), customer retention strategy has to do with procedures used by businesses to keep clients by offering them goods and services that make their lives better. It therefore means that a hotel’s sales growth is imminent if customer retention rate is high; this can only occur when customers are satisfied and the hotel’s service offerings. Little wonder Galetto (2015) argues that customer retention is advantageous as it is a quick way to increase revenue and it is often faster and effective to retain a customer as it is seven times less than acquiring a new customer. Serving hotel customers quality

foods, prepared through proper preservation method like cook-chill system, adds to service excellence that can lead to customer satisfaction and retention. Jere and Mukupa (2018) in their study on customer satisfaction and loyalty drivers found that improving customer satisfaction greatly contributes to customer retention and customer loyalty as well as customer's willingness to pay.

2.2 Theoretical review

This study is anchored on the customer service theory. The theory was propounded by Czepiel in the year 1974. The theory emphasizes on the recognition and fulfillment of the needs and expectations of consumers (Lyimo & Kimambo, 2021). Customer service theory states that an institution's failure in recognizing the core demands of customer service may result in negative outcomes. According to Tam (2004), the proponents of customer satisfaction philosophy argued that an organization needs to be committed to achieving high rates of consumer loyalty. Relating this to the hospitality industry, it can therefore be argued that hotel proprietors ought to be completely engaged in the fulfillment of customers' desires, including selling of properly-preserved foods so as to enhance sales performance via customer retention. Hotels wishing to leverage consumer relationships and consumer relations must ensure that customer guidance and customer relationship orientation are part of its policies, structure, culture, information systems and management of human resources. Little wonder Parvatiyar and Sheth (1994) opine that a shift from transaction marketing to marketing relationships is strongly advocated so as to maintain good business relationships with customers. Most hotel proprietors want to have a modified understanding of customer service, marketing and marketing perspectives in order to build its competitive advantage on customer relationships.

2.3 Empirical review

Gonçalves, Guiné, Djekic, and Smigic (2023) studied consumers' attitudes toward refrigerated ready-to-eat (RTE) meat and dairy foods. The study was carried out using a questionnaire survey disclosed through an internet platform. The sample consisted of 350 individuals, who voluntarily answered the questionnaire. The survey included questions to characterize the Portuguese purchase and food safety attitudes related to dairy and meat RTE food products. The questionnaire also included questions for the socio-demographic characterization of the sample involved. According to the results, it is not clear to the customers which is the safer

- refrigerated RTE food selling format, pre-packed or foods on request. The participants consider refrigerated RTE dairy and meat food products safer when purchased at the delicatessen department in the supermarket than those purchased at open markets or bazaars. With respect to the customers' habits, they usually purchase RTE dairy or meat food products mainly from the supermarket, and in pre-packed format. Globally, the results reveal that Portuguese consumers are conscious and follow assertive attitudes toward food safety, contributing to maintain the refrigerated food chain, even when they take the product home.

Guzik, Szymkowiak, Kulawik, and Zaja (2022) investigated consumer attitudes towards food preservation methods. The aim of the study was to evaluate the perception of seven different food processing methods. Additionally, the study included the possibility of influencing consumer attitudes by using alternative names for preservation methods, on the example of microwave treatment. The results showed that conventional heat treatments were the most preferred preservation methods, whereas preservatives, irradiation, radio waves and microwaves were the least favoured, suggesting that consumers dislike methods connected with "waves" to a similar extent as their dislike for preservatives. The analysis of alternative names for microwave treatment showed that "dielectric heating" was significantly better perceived. The research findings are important as the basis for understanding consumer attitudes.

Mana, Azizan, Robin, Amin, and Shaian (2022) examined the impact of food culture on patronage intention of visitors , with emphasis on the mediating role of satisfaction. The study aimed to examine and clarify the concept of food culture attributes on visitors' satisfaction and patronage intention in a food festival setting to revive local foods. A quantitative approach was used. Convenience sampling and questionnaires were administered to 172 attendees as the final response to a food festival. The conceptual framework identifies the assumptions of structural equation modelling (SEM). Findings show that food culture attributes significantly impacted visitor satisfaction based on the results. Cooking methods had an insignificant influence on satisfaction and indirect effects on patronage intention. Additionally, the authors persuaded satisfaction to act as a mediator, and food culture was a significant contributor to the hypothesised framework.

Amer and Raja's (2020) study focused on satisfaction and revisit intentions at fast food restaurants. Data were collected through a questionnaire survey from 433 customers of fast food restaurants through convenience sampling. The results confirmed the positive association of food quality, restaurant service quality, physical environment quality, and customer satisfaction with revisit intentions of customers at fast food restaurants. The study emphasized the importance of revisit intention as a vital behavioural reaction in fast food restaurants. Findings reveal revisit intention's positive association with food quality, restaurant service quality, physical environment quality, and customer satisfaction.

Mbanza, Muhoza, and Mbabazi (2020) sought to assess the contribution of food quality management on the growth of food service industry in Rwanda, a case of Lemigo hotel. The study focused on identifying the procedures of food quality management, assessing the contribution of food quality management on the growth of the hotel and finding out the challenges of food quality management and the measures to be taken. By descriptive research design, questionnaires were distributed to 62 participants. The analysis of the data was done through descriptive statistics. The study concluded that the hotel provides some appropriate procedures which are used to maintain the food quality like purchasing the quality of raw food, receiving, storing and issuing the raw food items appropriately and using the right way of cooking method. Furthermore, the food quality management contributes to the growth of Lemigo. In other words, providing quality food increases the overall quality, the sales and the competition edge of the hotel.

Kuhn, Benetti , dos Anjos, and Limberger (2018) examined food services and customer loyalty in the hospitality industry. The researchers argued that understanding the needs and expectations of customers is a major competitive tool. The objective of the study was to verify the predictive power of food service quality elements on customer loyalty intentions. The research is exploratory with quantitative approach applied to a hotel in Balneário Camboriú. Hence, multiple regression analysis was employed to find that service brigade; management; menu; ancillary services; and physical features, which did not prove to be significant to loyalty. The most significant construct was service brigade, a finding consistent with studies that show that employee training is vital towards increasing the level of customers' satisfaction and loyalty.

Bae, Slevitch, and Tomas (2018) examined the interrelationship among restaurant attributes (including food, service, and physical environment), satisfaction and return patronage intentions with a focus on solo diners' experiences. A web-based survey was conducted to collect data from solo diners who resided in the United States. The study's findings show that perceived quality of food, service, and physical environment were positively related to solo diners' satisfaction. Satisfaction mediated the relationships between three service quality components and return patronage intentions. Additionally, perceived food quality had a direct positive effect on return patronage intentions of solo diners.

Nguyen (2018) carried out research on food waste management in the hospitality industry in Helsinki. The study examined how food waste was managed in the kitchen of Clarion Hotel Helsinki and provided some suggestions for a better system for food waste management there. The study used qualitative research as the main methodology. Qualitative research was chosen in order to deliver an in-depth review of how food waste management system is run at Clarion Hotel Helsinki. Theme interviews were conducted as the prime data collection method. The data collected were analyzed using descriptive statistics. The findings presented the causes, the impacts, the challenges, and possible approaches to food waste at Clarion Hotel Helsinki. The study established that better food waste prevention and reduction include different means such as the implementation of a food waste measuring system and regular food plan review, raising awareness among employees and customers, staff training and smart food waste reusing, recycling and composting.

Mei-Fang (1990) carried out a study on an assessment of cook-chill foodservice systems. The purpose of the research was to evaluate Cook-Chill Systems from the foodservice manager's view. The objectives of this study were to identify effects, advantages and disadvantages, and decision-making factors for selection Cook-Chill Systems as perceived by managers, and to determine if the demographics influence managers' assessment. A survey questionnaire was used to collect information of Cook-Chill Systems. One hundred and thirty-four (134) surveys were mailed nationwide to foodservice managers with 95 (71%) valid responses. Data were analyzed from the 74 respondents who used cook-chill systems. The results indicated that, in comparing Cook-Chill Systems with prior systems, managers most often reported that

meal quality, quantity control and personnel satisfaction was equal or better, and that labour cost decreased, while equipment cost increased. Managers identified some advantages of cook-chill system to include good working conditions, high productivity, labor savings, consistent quality food, good quantity control, nutrient retention, and safety, while one perceived disadvantage of cook-chill system was high capital cost of equipment.

3.0 METHODOLOGY

3.1 Research Design

The survey research design approach was considered appropriate for this study. Structured four-point likert-scale questionnaires were used to obtain field information from employees of the ten hotels selected for the study.

3.2 Population and Sampling

The population for the study is 254 staff of the selected registered hotels drawn from Makurdi, Gboko, and Otukpo metropolitan cities in Benue State (see Appendix 1). However, sample size was computed using Taro Yamane formula as follows;

The formula states thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size sought

N = population of the study which is 254

e = margin of error and in this case, e = 5%

1 = constant

Therefore;

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{254}{1 + 1.635}$$

n = 55 employees

3.3 Validity and Reliability of Research Instrument

Content validity approach was used for validity of the research instrument (questionnaire). Deliberate effort was made to ensure that the pecific questions on each study variable were based on the objective of the study. On the other hand, the reliability of the instrument was established using Cronbach Alpha Coefficient.

3.4 Data Analysis Technique

Statistical Package for Social Sciences (SPSS), version 23.0, was employed in analyzing the study's field. Descriptive statistics (mean and standard deviation) were employed in analyzing data collected from respondents. The data were further analyzed using Excel application before inferential

statistics (correlation technique) was employed in testing the study's hypothesis.

4.0 Results and discussion

4.1 Distribution and return of questionnaires

Out of 155 copies of questionnaire issued to respondents (employees of ten selected hotels – see Appendix 1) , 152 (representing 98%) were returned and considered valid for further analysis, while only 3 copies (representing 2%) were not returned.

4.2 Descriptive statistics

An average response (mean) of 2.5 has been adopted as decision point based on the following the rating of the responses from respondents:

SA	- Strongly agree	4.0,
A	- Agree	3.0
D	- Disagree	2.0
SD	- Strongly disagree	1.0
Average		**2.5**

The descriptive statistics (mean and standard deviation) are computed in Appendix 2 and analyzed in Tables 4.1 and 4.2 below.

Table 4.1: Descriptive Statistics on Cook-Chill System

S/N	Statement	SA	A	D	SD	Total No	Mean	Std Dev
1	Cook chill food preservation method is adopted in the hotel's catering unit.	81 (53.3)	59 (38.8)	6 (3.9)	6 (3.9)	152 (100)	3.41	0.75
2	The hotel has modern facilities for cook chill system.	47 (35.5)	50 (32.9)	29 (19.1)	26 (17.1)	152 (100)	2.78	1.07
3	Cook chill system is a good technique to enhance food quality.	60 (39.5)	48 (31.6)	26 (17.1)	18 (11.8)	152 (100)	2.99	1.02
4	Cook chill food preservation system helps in reducing the amount of food wastages in the hotel.	92 (60.5)	52 (34.2)	5 (3.3)	3 (2.0)	152 (100)	3.53	0.66
5	Cook chill system helps hotels to avoid stock out situation.	56 (36.8)	63 (41.1)	19 (12.5)	14 (9.2)	152 (100)	3.06	0.93
	Grand Mean						**3.15**	

Sources: Field Survey (2023); **Note:** Figures in parenthesis are percentages

Table 4.1 above shows descriptive statistics on cook chill system in the ten selected hotels. With grand mean response of 3.15, it can be concluded that: cook chill food preservation method is adopted in the hotel's catering unit; the hotel has modern facilities for cook chill system; Cook chill system is a good technique to enhance food quality; cook chill food preservation system helps in reducing the amount of food wastages in the hotel; cook chill system helps hotels to avoid stock out situation.

Table 4.2: Descriptive statistics on customer retention

S/N	Statement	SA	A	D	SD	Total No	Mean	Std Dev
6	The hotel's first-time customers are given extra care and attention to ensure they revisit.	52 (34.2)	56 (36.8)	27 (17.8)	17 (11.2)	152 (100)	2.94	0.98
7	Customers prefer to patronize hotels that cook and serve quality foods.	65 (42.8)	41 (27.0)	28 (18.4)	18 (11.8)	152 (100)	3.01	1.05
8	Cook chill food preservation system is vital for preparation and sale of quality foods that guarantee customers' repeat revit.	59 (38.8)	31 (20.4)	40 (26.3)	22 (14.5)	152 (100)	2.84	1.10
9	The customer retention strategy (loyalty scheme) of the hotel is adequate.	26 (17.1)	30 (19.7)	42 (27.6)	54 (35.5)	152 (100)	2.18	1.10
10	Customers are willing to recommend the hotel to others for use of effective preservation methods in preparing quality foods.	57 (37.5)	44 (28.9)	24 (15.8)	27 (17.8)	152 (100)	2.86	1.11
	Grand Mean						**2.77**	

Sources: Field Survey (2023); **Note:** Figures in parenthesis are percentages

Table 4.2 above shows descriptive statistics on customer retention as a performance index in the selected hotels. With grand mean response of 2.77, it can be concluded that: The hotel's first-time customers are given extra care and attention to ensure they revisit; Customers prefer to patronize hotels that cook and serve quality foods; Cook chill food preservation system is vital for preparation and sale of quality foods that guarantee customers' repeat revit; Customers are willing to recommend the hotel to others for use of effective preservation methods in preparing quality foods. Only item nine (9) showed mean response below 2.5, implying that respondents disagree to the notion that the customer retention strategy (loyalty scheme) of the hotels under study is adequate.

4.3 Empirical results

Presented below are the study's empirical results as produced from Statistical Package for Social Sciences (SPSS), version 23.0.

4.3.1 Reliability test

To ascertain the reliability level of the study's data collection instrument (questionnaire), Cronbach Alpha Coefficient (α) was computed as presented below.

Table 4.3: Reliability statistics

Cronbach's Alpha	N of Items
.985	10

Source: SPSS Output (Appendix 2)

Table 4.3 above shows the Cronbach Alpha Coefficient result of 98.5%. It can therefore be concluded that responses obtained from the ten (10) likert-scale questions in the study's questionnaire (see Tables 4.1 and 4.2) are reliable for further analysis.

4.3.2 Test of hypotheses

H_0: There is no significant relationship between cook-chill system and customer retention in selected hotels in Benue State Nigeria.

Table 4.4: **Correlation between Cook-Chill System and Customer Retention**

Correlations

		Cook Chill	Customer Retention
Cook Chill System	Pearson Correlation	1	.973**
	Sig. (2-tailed)		.000
	N	152	152
Customer Retention	Pearson Correlation	.973**	1
	Sig. (2-tailed)	.000	
	N	152	152

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

Source: SPSS Output (Appendix 2)

Table 4.4 above shows Pearson Correlation result for cook-chill food preservation system and customer retention in the hotels under study. Pearson Correlation value of 0.973 shows that there is 97.3% correlation between cook chill system and customer retention, while the probability value of 0.000 implies that there is a positive and significant relationship between cook chill system and customer retention in the hotels under study.

Decision/Conclusion: Since the probability value of 0.000 is less than 0.05 we reject the null hypothesis (H_0) and conclude that there is a significant relationship between cook-chill system and customer retention in selected hotels in Benue State Nigeria.

4.4 Discussion of Findings

This study examined the relationship between cook-chill system and performance of selected hotels in Benue State. The study's empirical results revealed that cook-chill system has significant and positive impact on customer retention rate in the hotels under study. In other words, the use of cook chill system as food preservation method in hotels enhances customer retention rate up to 98.5%. This implies that other factors that affect customer retention constitute only 1.5%; these factors include quality service delivery, affordable food options, among others. This study's empirical finding align with Kuhn, Benetti, , dos Anjos, and Limberger (2018) who found a relationship between food services and customer loyalty in the hospitality industry, as well as Chan

(2022) who established a strong positive correlation between food service style and customer visit intention. The study's finding confirms the customer service theory which advocates that an institution's failure in recognizing the core demands of customer service may result in negative outcomes. This implies that hotels' consistent commitment to food quality management via effective food preservation method will engender customer patronage and loyalty.

5.0 Conclusion and recommendations

Every consumer, including hotel customers, is desirous of getting maximum satisfaction for money spent on food services. This study examined the relationship between cook-chill system and customer retention in hotel establishments. The study concludes that cook-chill system exerts positive and significant influence on customer retention in the selected hotels in Benue State. This implies that the more the hotels use cook-chill system to preserve raw food items, the higher the tendency that quality food will be prepared for customers' satisfaction and this leads to higher rate of customer retention. This is in line with customer service theory which emphasizes on the need for hotels to be committed to food quality management via effective food preservation method so as to engender customer patronage and loyalty. The study established that cook-chill system offers consumers (hotel customers) wide choice of great value and taste which also enhance customer loyalty and retention. The bottom line will be increased sales volume and profitability for the hotels. The study therefore recommends that hotel managers should be consistent in the use of cook-chill system as food preservation method; periodic training programs should be organized for the hotels' catering staff on contemporary cook-chill systems in the hospitality industry; and other factors such as quality service delivery and affordable menu options should be considered by the hotel Management as customer retention approaches.

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APPENDIX 1: List of study hotel establishments

S/N	Name of Hotel	No. of Staff	Location	Star Rating
1	Benue Hotels and Resort	40	Makurdi	****
2	Kimbis International Hotel	40	Makurdi	****
3	Benue Metropolitan Hotel	40	Makurdi	****
4	Doo Palace Hotel	40	Makurdi	****
5	Hampton Mews Luxury Hotel	20	Makurdi	****
6	Old Barn Hotel	20	Gboko	***
7	Peace Lodge	15	Gboko	***
8	Grande Royal Suites	15	Gboko	***
9	Double K Resort	15	Otukpo	***
10	Ambassador Suites & Resort	9	Otukpo	***
	Total	**254**		

Source: Researcher's compilation from the Personnel Department of the hotels

APPENDIX 2: SPSS Descriptive and reliability statistics

case processing summary

		N	%
Cases	Valid	152	100.0
	Excluded[a]	0	.0
	Total	152	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability statistics

Cronbach's Alpha	N of Items
.985	10

Item statistics

	Mean	Std. Deviation	N
Q1	3.4145	.74978	152
Q2	2.7763	1.06850	152
Q3	2.9868	1.02283	152

Q4	3.5329	.66030	152
Q5	3.0592	.92953	152
Q6	2.9408	.98488	152
Q7	3.0066	1.04531	152
Q8	2.8355	1.10054	152
Q9	2.1842	1.10040	152
Q10	2.8618	1.11015	152