Factors Influencing the Customer Dining Experience and Retention at Marrybrown in Malaysia

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ARTICLE INFORMATION

ABSTRACT

Marrybrown is a Malaysian brand that develops steadily in Halal fast-food chains, which deliver great value products and exceptional quality service. Marrybrown has utilized its competitive advantages and successfully sustained itself among the competitors in the same market. This study investigates the factors influencing the customer dining experience and retention at Marrybrown in Malaysia. The research method is an online survey and analyzed using V-ONE. The findings indicated that food quality, location preference, menu innovation, restaurant environment, and service quality are important variables that affect the customer dining experience and customer retention at Marrybrown located in Malaysia. The findings provide suggestions for future research and improvement of the services provided by Marrybrown located in Malaysia.

INTRODUCTION

Marrybrown is a Malaysian brand that grows and sustains steadily in the Halal fast-food chains through delivering products and services to its customers and franchise partners (Marrybrown, 2020a). There are various competitors present in the same competitive market; Marrybrown has successfully sustained itself for 40 years based on its competitive advantages, which are offering great value products and exceptional quality services to its customers regardless of the ages, incomes, genders, and races at an affordable and reasonable price (Marrybrown, 2020c). Marrybrown is always dominant in bringing something different and special to its customers by innovating and creating new menus and recipes to provide customers with a memorable dining experience (Marrybrown, 2020b). It is awarded various achievements, including the Best Franchise CSR, as it organizes many events to help children, single mothers, and senior citizens (Marrybrown, 2020d).

Marrybrown is not among the top five fast-food restaurants most visited by Malaysians in 2018, which indicates that it is not as famous as its competitors in a similar fast-food chain's market (Statista Research Department, 2018). Nevertheless, it still can maintain its business performance for 40 years, which hypothesizes that Marrybrown paid much effort to improve its marketing strategy and expand its business (Yesbeck, 2020). Its vital variables will become the competitive advantages of Marrybrown, which attract customers and allow it to continue to sustain its position in the fast-food chain's market without being eliminated by the competitors (Bahri-Ammari & Bilgihan, 2017). Customer satisfaction is one of the main factors that affect business performance and customer dining experiences (Andersson & Mossberg, 2004). The problem statement is that the customer behavior nowadays is varied from time to time, which induces the need for Marrybrown to figure out the factors that attract its current and potential customers to visit Marrybrown regularly (Kumar, Shah, & Venkatesan, 2006).

This research analyzes the five key factors that significantly influence the customers dining experiences and retention towards Marrybrown in Malaysia. Besides, it investigates the relationship between customers and the five factors: food quality, location preference, menu innovation, restaurant environment, and service quality. These are the five key factors that may assist the manager of Marrybrown to understand better the customers' feedback regarding the business performances (Pandey et al., 2021). Besides, these factors help in the decision-making processes of the top management of Marrybrown in Malaysia (Teoh et al., 2021).

LITERATURE REVIEW

Food Quality
Food quality is one variable that affects the customer dining experiences and retention at Marrybrown in Malaysia. Food quality means the food quality and characteristics accepted by the customers. It is vital in producing the safest food for the customers based on their preferences (Liu et al., 2020). Moreover, food quality is also crucial in influencing customer loyalty towards the products and services provided by the restaurant (Cardello, 1995). It is directly related to customers' perceived value, and their satisfaction level is clearly seen during the dining experiences (Suhartanto, Ali, Tan, Sjahroeddin & Kusdibyo, 2018). As a result, food quality influences a restaurant's customer loyalty on regular visits (Tsang et al., 2018). This is because food quality is one of the variables affecting their dining location choices (Namkung & Jang, 2007).

Location Preference
The restaurant location preference is a critical success factor for the business's profitability. Therefore, choosing the right and appropriate location to operate a business

will increase the opportunities for regular visiting of the customers to dine in the restaurant (Prayag, Landré, & Ryan, 2012). Besides, parking lots and accessible facilities such as washrooms increase customer favor as these factors make the location more regular and convenient to visit. Thus, location preference play an important role in the strategic decision-making process when selecting the restaurant location patterns according to the market demand (Yang, Roehl & Huang, 2017). It highlights that the location chosen is related to the market demand characteristics to fulfill customer interest and increase customer satisfaction levels (Tzeng, Teng, Chen, & Opricovic, 2002).

Menu Innovation
Menu innovation also influences customers' dining experiences and their retention since menu layouts may result in positive dining experiences and feedback (Ozdemir & Caliskan, 2014). Therefore, a menu should be taken seriously in the menu designing process to make it unique and attractive for customers (Mifli, Hashim & Zainal, 2017). Besides, an understandable menu with colorful pictures is essential and recommended to clarify that the products and services provided achieve customer's targets and expectations during their visits. Therefore, creating a creative design and continuously updating the current information of the menu are examples of menu innovation processes (Mifli et al., 2017).

Restaurant Environment
The restaurant environment is the fourth variable that affects customers' dining experience and retention. This is because of the restaurant environment that represents the setting of the whole stages in the restaurant, such as music, soft lighting, and arrangement that create comfort (Chris, 2013). Besides, customers nowadays are more willing to dine in a restaurant with a pleasant and comfortable atmosphere. This induces the restaurant environment to become the variable that influences customers' perceptions of dining locations. This implies that a good environment enhances customers' dining experience and makes them spend more time in the restaurant (Xiao, Yang & Iqbal, 2019).

Service Quality
Service quality provided and incurred by employees also influences customers' dining experiences and their retention (Min & Min, 2011). As an example, it may include the aspects such as business image, functional quality, and technical quality presented by the restaurant employees (Alhelalat, Ma'moun, & Twaissi, 2017). Customers will judge the technical quality of a restaurant based on the services they receive (Al-Tit, 2015). Therefore, service quality is related to the relationship between a buyer and a seller (Ha & Jang, 2010). As a result, the restaurant image will refer to the customers' perceived value on the service quality (Gronroos, 1984). For example, the customers who choose to dine in a fast-food restaurant will expect the restaurant employees to serve their food in a shorter time (Poria, Beal & Shani, 2019). As a result, the employee's immediate service response is critical in determining customer dining experiences and satisfaction levels (Lee, Han, Radic & Tariq, 2020).

RESEARCH METHOD

This research investigates the five determining variables of dining experiences and retention of customers at Marrybrown located in Malaysia, which includes food quality, location preference, menu innovation, restaurant preference, and service quality. Besides, the research method used is the quantitative method via an online survey to collect primary data (Wolok, 2021). The research uses an adopted approach in the questions forming process after the discussion and brainstorming process.

The online survey created is separated into three main sections: Section A is to identify the respondents' demographic profile. Section B is about the factors influencing the customers' dining experience and retention at Marrybrown in Malaysia. Section C is to examine customers' satisfaction on the dining experiences and retention to revisit (Dilip et al., 2021). The survey is scored with a Likert scale, which allows the respondents to rate their agreement range from strongly disagree to strongly agree. The survey used a multiple-choice method to enable respondents' satisfaction level rating. Continuously, the data collected is later analyzed by using the assistance of the ViTrox platform.

The duration of the data collection process was limited to a two weeks period, where the surveys were distributed randomly on social media platforms such as Facebook, Instagram, WhatsApp, and Telegram and only allowed the respondents from Malaysia to participate. The online survey applied a simple random sampling method, where the number of respondents targeted was set at 100 respondents and compulsory to be filled up by the respondents from Malaysia only. Since the online survey is randomly distributed, the data collected would be in a good estimation in representing the whole Malaysian's opinions as everyone could easily reach out to the online survey, as long as they are the social media platforms active users (Dessel, 2019). Moreover, the sample size was not the main variable that affects the analysis of data collected, as the human development and behavioral problems are more complex and involve many variables that bring manipulation to the research conducted (Tanaka, 1987). Due to the limited data collection process duration and the number of targeted respondents reached, future researchers should improve the accuracy of research conducted by increasing the data collection process period and the number of respondents. Furthermore, the research focuses and sets some restrictions on the demographic of respondents, where only Malaysian who has visited Marrybrown is available to answer the online survey, regarding the age, gender, and monthly income of the respondents.

RESULTS

Table 1. Demographic Profile of Respondents (N=100)

Responses	Frequency	Percentage (%)
Gender		
Male	41	41
Female	59	59
Age		
20 years old and below	13	13
21 – 40 years old	62	62
41 – 60 years old	24	24
Above 60 years old	1	1
Employment Status		
Entrepreneur	5	5
Full-Time	31	31
Part-Time	12	12
Retired	0	0
Student	50	50
Unemployed	2	2
Monthly Income		
< RM1,000	54	54
RM1,000 – RM3,000	17	17
RM3,001 – RM5,000	21	21
> RM5,000	8	8

Table 1 shows the respondent's demographic profile, which includes their gender, age, employment status, and monthly income. The respondents consisted of 41 male respondents and 59 female respondents. There are 62 respondents (62%) aged between 21 to 40 years old; 13 respondents (13%) are aged 20 years old and below; 24 respondents (24%) are between 41 to 60 years old, and one respondent (1%) is aged above 60 years old. By occupation, 50 respondents (50%) are student; 31 respondents (31%) are full-time workers; 12 respondents (12%) are part-time workers; 5 respondents (5%) are entrepreneurs, and 2 respondents (2%) are unemployed. In a monthly basis, 54 respondents (54%) earn less than RM1,000; 8 respondents (8%) earn more than RM5,000; 17 respondents (17%) earn between RM1,000 to RM3,000, and the remaining 21 respondents (21%) earn monthly income between RM3,000 to RM5,000.

Table 2. Food Quality (N=100)

Responses	Frequency	Percentage (%)
The food is crispy.		
Strongly Disagree	0	0
Disagree	0	0
Neutral	9	9
Agree	41	41
Strongly Agree	50	50
The food is fresh.		
Strongly Disagree	0	0
Disagree	3	3
Neutral	14	14
Agree	65	65
Strongly Agree	18	18
The food is served in large portions.		
Strongly Disagree	1	1
Disagree	11	11
Neutral	26	26
Agree	28	28
Strongly Agree	34	34
The food smells good.		
Strongly Disagree	1	1
Disagree	0	0
Neutral	12	12
Agree	56	56
Strongly Agree	31	31
The food is visually attractive.		
Strongly Disagree	1	1
Disagree	0	0
Neutral	14	14
Agree	43	43
Strongly Agree	42	42

Table 2 shows the food quality results, the first-factor influencing customer dining experience and retention at Marrybrown in Malaysia, including five statements.

The first statement is 'The food is crispy'. There are 50 respondents (50%) who strongly agree with the statement. Next, 41 respondents (41%) agree with the statement. Besides, 9 respondents (9%) choose neutral.

The second statement is 'The food is fresh'. A total of 18 respondents (18%) strongly agree with the statement. Moreover, 65 respondents (65%) agree with the statement.

Besides, 14 respondents (14%) choose neutral. In addition, three respondents (3%) disagree with the statement.

The third statement is 'The food is served in large portions'. Thirty-four respondents (34%) strongly agree with the statement. Also, 28 respondents (28%) agree with the statement. Besides, 26 respondents (26%) choose neutral. In addition, 11 respondents (11%) disagree with the statement. Lastly, one respondent (1%) strongly disagree with the statement.

The fourth statement is 'The food smells good'. 31 respondents (31%) strongly agree with the statement. Besides, 56 respondents (56%) agree with the statement. In addition, 12 respondents (12%) choose neutral. Lastly, one respondent (1%) strongly disagree with the statement.

Finally, the fifth statement is 'The food is visually attractive'. Forty-two respondents (42%) strongly agree with the statement. Next, 43 respondents (43%) agree with the statement. Besides, 14 respondents (14%) choose neutral. Lastly, one respondent (1%) strongly disagree with the statement.

Table 3. Location Preference (N=100)

Responses	Frequency	Percentage (%)
A car park area is provided.		
Strongly Disagree	1	1
Disagree	2	2
Neutral	10	10
Agree	47	47
Strongly Agree	40	40
Close to the residential area.		
Strongly Disagree	1	1
Disagree	8	8
Neutral	25	25
Agree	45	45
Strongly Agree	21	21
Close to the transport interchange.		
Strongly Disagree	0	0
Disagree	14	14
Neutral	19	19
Agree	44	44
Strongly Agree	23	23
Reachable within the walking distance.		
Strongly Disagree	3	3
Disagree	19	19
Neutral	12	12
Agree	43	43
Strongly Agree	23	23
Easily visible and detectable.		
Strongly Disagree	1	1
Disagree	2	2
Neutral	14	14
Agree	53	53
Strongly Agree	30	30

Table 3 shows the results of location preference, the second factor that affects the customer dining experience and retention at Marrybrown in Malaysia, which includes five statements.

The first statement is 'Car park area is provided'. The results show that 40 respondents (40%) strongly agree and 47 respondents (47%) agree with the statement. Besides, 10 respondents (10%) choose neutral. Furthermore, two respondents (2%) disagree and one respondent (1%) strongly disagree with the statement.

The second statement is 'Close to the residential area'. Twenty-one respondents (21%) strongly agree with the statement, and 45 respondents (45%) agree. Besides, 25 respondents (25%) choose neutral. In addition, eight respondents (8%) disagree with the statement, and one respondent (1%) strongly disagree.

The third statement is 'Close to the transport interchange'. The results demonstrate that 23 respondents (23%) strongly agree with the statement, and 44 respondents (44%) agree. Besides, 19 respondents (19%) choose neutral. In addition, 14 respondents (14%) disagree.

The fourth statement is 'Reachable within the walking distance'. There are 23 respondents (23%) who strongly agree with the statement, and 43 respondents (43%) agree. Besides, 12 respondents (12%) choose neutral. In addition, 19 respondents (19%) disagree and three respondents (3%) strongly disagree with the statement.

The fifth statement is 'Easily visible and detectable'. Thirty respondents (30%) strongly agree, and 53 respondents (53%) agree with the statement. Besides, 14 respondents (14%) choose neutral. In addition, two respondents (2%) disagree and one respondent (1%) strongly disagree with the statement.

Table 4. Menu Innovation (N=100)

Responses	Frequency	Percentage (%)
The menu is attractive.		
Strongly Disagree	1	1
Disagree	1	1
Neutral	16	16
Agree	51	51
Strongly Agree	31	31
The menu is understandable.		
Strongly Disagree	1	1
Disagree	0	0
Neutral	6	6
Agree	63	63
Strongly Agree	30	30
The menu is unique.		
Strongly Disagree	0	0
Disagree	5	5
Neutral	27	27
Agree	44	44
Strongly Agree	24	24
The menu is updated.		
Strongly Disagree	1	1
Disagree	2	2
Neutral	10	10
Agree	43	43

Strongly Agree	44	44
The menu is well organized.		
Strongly Disagree	0	0
Disagree	0	0
Neutral	13	13
Agree	51	51
Strongly Agree	36	36

Table 4 shows the results of menu innovation, which is the third factor that affects the customer dining experience and retention at Marrybrown in Malaysia, with five statements.

The first statement is 'The menu is attractive'. Thirty-one respondents (31%) strongly agree with the statement, and 51 respondents (51%) agree. Besides, a total of 16 respondents (16%) choose neutral. In addition, one respondent (1%) disagree and one respondent (1%) strongly disagree.

The second statement is 'The menu is understandable'. Thirty respondents (30%) strongly agree with the statement. and 63 respondents (63%) agree. Besides, six respondents (6%) choose neutral, and one respondent (1%) strongly disagrees.

The third statement is 'The menu is unique'. A total of 24 respondents (24%) strongly agree with the statement and 44 respondents (44%) agree. Twenty-seven respondents (27%) choose neutral, which clarified that this range of customers is not focused on the menu uniqueness. In addition, five respondents (5%) disagree with the statement.

The fourth statement is 'The menu is updated'. Forty-four respondents (44%) strongly agree with the statement, and 43 respondents (43%) agreeBesides, ten respondents (10%) choose neutral. In addition, two respondents (2%) disagree with the statement, and one respondent (1%) strongly disagree.

The fifth statement is 'The menu is well organized'. Thirty-six respondents (36%) strongly agree with the statement, and 51 respondents (51%) agree. Besides, 36 respondents (36%) choose neutral.

Table 5. Restaurant Environment (N=100)

Responses	Frequency	Percentage (%)
The dining area is clean and tidy.		
Strongly Disagree	1	1
Disagree	0	0
Neutral	5	5
Agree	55	55
Strongly Agree	39	39
The dining area is comfortable.		
Strongly Disagree	1	1
Disagree	0	0
Neutral	11	11
Agree	56	56
Strongly Agree	32	32
The dining area has a pleasant smell.		
Strongly Disagree	1	1
Disagree	2	2
Neutral	8	8
Agree	55	55

Strongly Agree	34	34
The rubbish area is clean and tidy.		
Strongly Disagree	0	0
Disagree	5	5
Neutral	7	7
Agree	61	61
Strongly Agree	27	27
The sauce area is clean and tidy.		
Strongly Disagree	1	1
Disagree	2	2
Neutral	11	11
Agree	55	55
Strongly Agree	31	31

Table 5 shows the results of the restaurant environment, which is the fourth factor that affects the customer dining experience and retention at Marrybrown in Malaysia, which includes five statements.

The first statement is 'The dining area is clean and tidy'. Thirty-nine respondents (39%) strongly agree with the statement, and 55 respondents (55%) agree. Besides, five respondents (5%) choose neutral, and one respondent (1%) strongly disagree.

The second statement is 'The dining area is comfortable' and 32 respondents (32%) strongly agree with the statement, and 56 respondents (56%) agree with the statement. Besides, 11 respondents (11%) choose neutral, and one respondent (1%) strongly disagrees with the statement.

The third statement is 'The dining area has a pleasant smell'. Thirty-four respondents (34%) strongly agree, and 55 respondents (55%) agree with the statement. Besides, eight respondents (8%) choose neutral and two respondents (2%) disagree. Lastly, one respondent (1%) strongly disagree with the statement.

The fourth statement is 'The rubbish area is clean and tidy'. Twenty-seven respondents (27%) strongly agree and 61 respondents (61%) agree with the statement. Furthermore, seven respondents (7%) choose neutral, and five respondents (5%) disagree with the statement

The fifth statement is 'The sauce area is clean and tidy'. A total of 31 respondents (31%) strongly agree and 55 respondents (55%) agree with the statement. Besides, 11 respondents (11%) choose neutral, two respondents (2%) disagree, and one respondent (1%) strongly disagrees with the statement.

Table 6. Service Quality (N=100)

Responses	Frequency	Percentage (%)
The employees are polite and friendly.		
Strongly Disagree	1	1
Disagree	0	0
Neutral	8	8
Agree	55	55
Strongly Agree	36	36
The employees are willing to help.		
Strongly Disagree	1	1
Disagree	0	0
Neutral	14	14

Agree	59	59
Strongly Agree	26	26
The employees handle special requests from customers.		
Strongly Disagree	1	1
Disagree	3	3
Neutral	12	12
Agree	51	51
Strongly Agree	33	33
The employees provide accurate bills.		
Strongly Disagree	1	1
Disagree	1	1
Neutral	2	2
Agree	65	65
Strongly Agree	31	31
The employees provide quick services.		
Strongly Disagree	0	0
Disagree	2	2
Neutral	11	11
Agree	56	56
Strongly Agree	31	31

Table 6 shows the results of service quality, which is the fifth factor affecting customer dining experience and retention, with five statements.

The first statement is 'The employees are polite and friendly'. A total of 36 respondents (36%) strongly agree, and 55 respondents (55%) agree with the statement. Besides, eight respondents (8%) choose neutral, and one respondent (1%) strongly disagrees with the statement.

The second statement is 'The employees are willing to help'. A total of 26 respondents (26%) strongly agree, and 59 respondents (59%) agree with the statement. Besides, 14 respondents (14%) choose neutral. Lastly, one respondent (1%) strongly disagree with the statement.

The third statement is 'The employees handle special requests from customers'. A total of 33 respondents (33%) strongly agree and 51 respondents (51%) agree with the statement. Besides, 12 respondents (12%) choose neutral, three respondents (3%) disagree, and one respondent (1%) strongly disagrees with the statement.

The fourth statement is 'The employees provide accurate bills'. A total of 31 respondents (31%) strongly agree and 65 respondents (65%) agree with the statement. Besides, two respondents (2%) choose neutral, one respondent (1%) disagrees, and one respondent (1%) strongly disagree with the statement.

The fifth statement is 'The employees provide quick services'. The results indicate that 31 respondents (31%) strongly agree, and 56 respondents (56%) agree with the statement. Besides, 11 respondents (11%) choose neutral. In addition, two respondents (2%) disagree with the statement.

DISCUSSION

Food Quality
Table 2 indicates that most of the respondents believe that the food served by Marrybrown is crispy because the exterior of the fried chicken served is crispy all the time. However, nine respondents (9%) choose neutral. This is because the respondents

believe that the fried chicken served is sometimes crispy and sometimes not, which they think that the food quality is not stable all the time. Therefore, Marrybrown should maintain the food and reach the quality level and benchmark to improve the customer dining experience and retention.

Additionally, most of the respondents agree that The food is fresh. Nevertheless, three respondents (3%) disagree with the statement. This is because the respondents may think that the ingredients, such as vegetables, may not be as fresh as the meat. Marrybrown must alert the freshness of the ingredients used in preparing the product by updating the stock stored to increase customer satisfaction. The respondents believe that the food is worth the price as it is served in large portions. To maintain it, the food portion served should be controlled at a fixed volume to maintain the food quality and keep the customers satisfied.

The respondents also agree that the food smells good. Marrybrown induces a good recipe as most respondents strongly agree that the food smells good. This is because a good smell can improve a bad mood. As a result, the customers are more likely to order more in the next visit. They also agree that the food is visually attractive. They agree that the fried chicken sold in Marrybrown is served with a golden and crispy exterior, which is visually attractive and catches the customer's eyesight. However a small percentage of the respondents disagree. This occurs because of overcooking and the improper packaging. As a result, Marrybrown should train its employees regularly regarding the techniques and the appropriate cooking duration of food served.

Location Preference
Table 3 indicates the majority of the respondents agree Marrybrown's car park area is provided. It demonstrates that there are enough parking lots available for the respondents as they can allocate their cars without spending much time finding a car park. This indicates that Marrybrown is efficient in choosing a strategic location to operate the business, convenient for customers.

The respondents mostly agree that is located in a region close to the residential area, allowing the residents to dine in whenever they want by just a short walking distance, which is more convenient for them. This attracts more customers to dine in, increasing customer retention at Marrybrown.

Table 3 also indicates that the location of Marrybrown is convenient for those seeking fast food during their rest time, especially for the customers who are working in a town. More than half of the number of respondents stand that Marrybrown in Malaysia is situated in a strategic area close to a transportation interchange, making it more convenient for customers to dine in after a long time journey. This highly will improve the customer dining experience and retention.

A total of 63% of the respondents agree that Marrybrown is reachable within the walking distance, which means that a shorter period is needed for them to travel and arrive. However, Marrybrown should identify a better location for its business, such as the region surrounded by the residential area, to make it more customer-friendly and help in improving the customer retention to dine in regularly.

Table 3 signifies that 83% of the respondents agree that Marrybrown is easy to be found and noticed by its current and potential customers allowing them to save time and cost to arrive. As it is easily visible and detectable, it will get high attention from potential customers.

Menu Innovation
Table 4 illustrates that Marrybrown's menu is attractive'. This is due to the colorful and visualized menu. This attractive menu catches customers' attention when they pass by the restaurants. This demonstrates that the menu prepared by Marrybrown is visually attractive and improves the customers' intention to visit and dine in more frequently.

Additionally, the majority of the respondents (93%) agree that the menu is understandable. The menu is explained clearly illustrated with pictures and prices. An understandable menu is vital for Marrybrown to allow its customers to order the food they prefer correctly and improve the customer dining experience and retention at the same time.

A total of 68% of the respondents agree that the menu is unique because it presents the menu not only in a traditional view but in a standing view. There are banners printed with colorful and attractive products hanging outside the restaurant daily. This signifies that a unique menu will make the customers feel more familiar when ordering the food, increasing their retention to visit Marrybrown regularly.

Most of the respondents (83%) notice that the menu prepared in Marrybrown is updated regularly. This allows the new products to be easily spread among the potential customers. The results demonstrate that an updated menu will motivate the customers to be more willing to visit a restaurant regularly as the menu indicates the improvement of a restaurant. This improves the customer retention to visit and try the new products.

Most of the respondents agree that the menu is well organized because the products are assigned into different sections such as main course, desserts, drinks, and side dishes, which provides a clearer picture for the customers to choose and purchase. This demonstrates that the menu represents a positive branding image of the business, as the customers are more willing to dine in due to the convenience ordering system.

Restaurant Environment
Table 5 illustrates that 94% of the respondents believe that Marrybrowns's dining area is clean and tidy. This demonstrates that the employees of Marrybrown clean the dining area regularly to ensure every customer have a clean seat to enjoy their food, ensuring their excellent dining experience. Marrybrown shows an excellent example in ensuring the cleanliness and tidiness of its restaurant consistently achieved the benchmark, which increases the willingness of customers to visit regularly.

A total of 88% of the respondents agree that the dining area is comfortable and the arrangement is appropriate. The result show that the setting and arrangement of dining seats, temperature, and lighting are suitable for the customers, which allows them to have a great dining experience. Also, most of them (89%) agree that the dining area has a pleasant smell, which implies that there is no smoke or bad smells that may affect the customers' appetites and their dining experiences. Marrybrown has successfully provided the customers with a dining area that presents a pleasant smell, which improves the customer's dining experience and retention.

Additionally, the majority of the respondents (88%) agree that the rubbish area is clean and tidy. This shows that the employees dispose of the garbage frequently by following the schedule set to ensure cleanliness is always achieved. A clean and tidy rubbish area improves the customer's positive perspective towards the image of Marrybrown because hygiene is the key concern of customers during their dining experiences. Table 5 also indicates that the sauce area is clean and tidy, proving that the employees clean the sauce area frequently to ensure no sauce spills and that the stock of sauces is always ready and enough to be served. The cleanliness of the sauce area affects the customer

dining experience and retention at Marrybrown. The employees must make sure that the area is achieved the targeted hygiene level.

Service Quality
Table 6 illustrates that most of the respondents agree that the employees are polite and friendly. This indicates that the employees at Marrybrown are polite and friendly towards the customers, which improves customers' dining experiences and retention. Most of them also agree that the employees are willing to lend a helping hand when the customers need assistance or when they are facing any difficulties. The excellent services will increase customer perception and retention.

A total of 84% of the respondents agree that the employees handle special requests from customers. This indicates that the respondents are treated with outstanding dining experiences as the employees try their best to fulfill customer requirements such as providing them with warm water, and reducing the number of ice cubes in drinks. As a result, more than half of the respondents believe that the employees' performance at Marrybrown is excellent as they are responsible and willing to provide their best services to the customers by handling special requests from the customers.

The majority of the respondents also agree that the employees provide accurate bills. However, one respondent (1%) disagrees, and one respondent (1%) strongly disagree. This may occur due to human error that causes the wrong calculation of bills. Sometimes, the employees will make mistakes during peak hours, such as wrong ordering. Marrybrown must recruit enough employees to be in charge of different tasks given to improve the customer dining experience.

The employees also provide quick services. This indicates that Marrybrown has fulfilled its objectives as a fast food restaurant that provides quick services to the customers who are rushing or busy with their tasks and need to save their time by having their meals quickly. Therefore, the results show that the customers are satisfied with the fast services provided by Marrybrown in Malaysia, which has improved their dining experiences and increased the customers' retention to revisit in the future.

CONCLUSION

In conclusion, the research is carried out to provide a better insight into the factors that affect customers' dining experiences and retention towards Marrybrown in Malaysia by clarifying the variables of food quality, location preference, menu innovation, restaurant environment, and service quality. According to the results, all five factors are essential variables because most of the respondents strongly agree and agree with each aspect of the factors and some are willing to recommend Marrybrown to their family members and friends. Besides, they intend to dine at Marrybrown again, indicating that Marrybrown is doing well in attracting new customers and maintaining long-term customer relationships.

The customers' dining experiences significantly impact customer intention to revisit the restaurant. Marrybrown cannot afford to ignore any of those factors. If a customer has a negative dining experience, they will choose another restaurant that meets their dining expectations level. If Marrybrown ignores the restaurant environment, location preference, menu innovation, or service quality improvement, the customers will more likely not choose to revisit a dirty and foul-smelling restaurant even if the food is attractive and cheap. Therefore, Marrybrown should pay more attention and effort to those factors to ensure a better dining experience and stronger relationship with the existing customers or potential customers to increase customers' retention to revisit.

The management team and marketers in Marrybrown are imagined to scrutinize the problems with a significant impact on customer satisfaction intensity, which includes the five factors mentioned in this research. As an example, the management team in Marrybrown must insert much effort to enhance the restaurant's quality from different dimensions such as food, service, and environment. Since these are the variables that influence most of the customers' intention to visit regularly in the future time, the management team and marketers should identify more strategies in improving the freshness, taste, and the presentation of the products.

To understand and satisfy the customers' needs and requirements, the management team of Marrybrown should study customers' perceived values towards the product and services. Besides, employees in Marrybrown should be trained regularly and effectively to become professional employees, with the ability to deal independently with difficulties. Marrybrown should also invest in the employee training and development program as it will create a personal image within the customer's mind regarding the actual branding image of Marrybrown and help in increasing the opportunities of Marrybrown regularly, and maintain the customers' retention through the efficiency of employees' working performances.

The duration of the data collection process is short and the sample size collected is limited because the research must be completed within one month. Therefore, several limitations occur in the research process, such as the limited quantity of respondents, only 100 respondents, and the low quantity of data collected. Besides, a face-to-face interview cannot be conducted due to the Covid-19 pandemic affecting the method and communication need to be done online, which is full of uncertainties. However, this research is still suitable to use as the reference for future research related to customer dining experience and retention in the food industry since some valuable recommendations are provided in this research, such as increasing the number of respondents and the data collection process period to improve the reliability and accuracy of the data.

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