

A Review of the Utilisation of Artificial Intelligence for Human Capital Development in Nigeria

Abiodun ADEBAYO

Department of Religious and Intercultural Studies,

Faculty of Arts,

Lead City University, Ibadan, Oyo State, Nigeria

Adebayo.abiodun@lcu.edu.ng, abiodunadebayo69@gmail.com

+2348037955451

<https://orcid.org/0009-0005-1561-4229>

Samson O. Ijaola (Ph.D)

Department of Religious and Intercultural Studies, Faculty of Arts,

Lead City University, Ibadan, Oyo State

ijaola.samson@lcu.edu.ng// 08037890129

Orchid Address: 0000-0002-3235-0668

Abstract

The paper examines the utilization of artificial intelligence (AI) in human resources management (HRM) and the need to integrate this vital asset into the workplace to enhance performance of an organization. The 21st century has ushered in continuous change, with artificial intelligence, driving the growth of intangible human capital assets that are often unrecorded in organizational performance measures. The paper explores strategies for developing best-practice approaches to integrating human capital with artificial intelligence within organizations. Human capital is defined as the economic value of employees' knowledge, skills, and experiences. Today, organizations must learn to categorize AI in workforces. Such change is driving paradigm shifts. It employs descriptive design. Thus, it is exploratory in nature based on extensive review of relevant literature on artificial intelligence, human resources management and human resources accounting. The findings revealed that artificial intelligence is gradually taking over certain areas of human resources management, and most organizations have failed to recognize them in financial statements as required. The paper, therefore, recommends among others that human resources available in the public sector should be rightly assessed and should be further developed as far as organization is concerned. This will help to determine the performance of the organization. Again, AI is redirecting human capital in the organization, so the cost of acquiring artificial intelligence and Human Capital in the organization will reflect us in the financial statement of the organization. Further studies can be empirically done on this topic to establish the relationship between AI and Human Capacity development.

Keywords: Artificial Intelligence, Human Capital, Development, Management, Nigeria

Introduction

The technological developments, globalization, and accumulating competition force the businesses to evolve continuously. Progressively, technology drives commercial activities in both the service and manufacturing sectors. In many trades, swift technological development and revolutions happen regularly. The conception and preservation of data add to the economy at a progressive proportion. Opinions of the contemporary commercial firm and its goal in the world are also evolving swiftly (Raj & Kos, 2023).

According to Ciurea and Man (2020), the revolution of the present commercial setting due to digitalisation and globalisation, coupled with the development of ICT and its adaptation has led to changes in human resource management. The digital technology of the 21st century are expected to affect distress nearly all facets of contemporary society and economic life. As with other careers, the Human Resources Manager evolves and changes as a consequence of technological development and digitalisation. The present use of artificial intelligence, smart technologies, benefits and opportunities seems unrestricted, leading to high efficiency, safer working conditions, creating opportunities for these professionals to become informed about novel technologies, in addition to creating jobs, and greater work worth resulting from the digital revolution. Technological advancements and innovations like artificial intelligence, cloud, and blockchain will further strengthen the role of HR professionals.

On the other hand, the journey into the future of HRM necessitates comprehending the technological drivers for the future. Alnamrouti, Rjoub & Ozgit (2022) observed that substantial changes are happening with respect to what is conceivable, what is really trendy, and the desires of individuals and these evolutions are upsetting the home and deciding professions. Moreover, he noted that the future threatens some very significant issues worth observing. What follows is prognostic and speculative, looking at how things are developing, and will be matters of future research and investigation. One of those innovations in technology is AI.

Present technology facilitates such remote jobs in a swift digital world with vanishing boundaries to have an important influence on professions. In other words, the digital economy has fully emerged, along with the audience it attracts. (Tambe, Cappelli, & Yakubovich, 2019). Technological advancement also present the opportunity to streamline undertakings that previously had to be executed by humans (Johnson & Herranen, 2019).

According to Nawaz, Arunachalam, Pathi, & Gajenderan, (2024) the improvement of novel technologies has dramatically improved the way many human resource practices are performed. Organisations now have access to the best and brightest ideas across the world, and this alone can leverage the institution into an industry-leading position if well organised. The biggest macro-economic trend that will affect the function of Human Resources professionals in the future will indisputably be technology.

Nevertheless, the swift innovations in technology over the last eras referred to by the World Economic Forum as the “fourth Industrial revolution” – after vapour, mass production, and electronics – have resulted in an extensive range of technologies and their possible applications in Human Resources Management improvement. Yawalkar (2019) perceived that technology is one of the main important elements in an industry. Since the 19th century, the role of robots has been replacing workforces in the production department. In third revolution,

which started in the year 70s personal computers and the internet entered into working life and human labour were interchanged by the robots.

Recently, digital innovations like Artificial Intelligent (AI) and machine Language (ML) both entering everyday working at the place of work and which will lead revolution in business. Therefore, today's business world is becoming more international, more digitized and more mobile; any Human Resource team that will have huge influence in it has to be empowered by technology. The organization setting is being reinvented by occupational technologies, traditional management systems are being interrupted everyday due to modernism eruptions and it has now become a need to reform institution for agility by building out light-weight methods to keep swift moving; or else organisation will be overtook in the race to digitalization (Malik, Thevisuthan, & De Sliva, 2022).

Consequently, Artificial Intelligence and digital technology have influence on ownership and obligation for decision-making, cost reduction and improved service, employees' swings and downscaling, has effect on workplace configuration and personnel management. Artificial Intelligence is inflowing into the general system of an institution and one of the areas is Human Resource department whereby using Artificial Intelligence system human swapped the human and all jobs in HR subdivisions is carried out like applicant recruitment, screening, placement of Human Resource undertakings and performance administration, etc, (Nguyen & Malik, 2022).

The frequency with which the business rhetoric in organization moved from big data (BD) to machine learning (ML) to artificial intelligence (AI) is astounding (Paycom, 2024). Again, humans have developed the power of computer systems in instances of their various working spheres, their rising frequency, and decreasing size regarding time. A subdivision of computer science named Artificial Intelligence pursues making computers or devices as smart as human beings. Therefore, the evolution of Artificial Intelligence began with the purpose of producing comparable smart devices that we find and esteem high in humans. The schemes which display smart behavior, absorb, exhibit, explicate, and guide its users. Manufacturing devices that comprehend, reason, learn and behave like human beings (Koo, Curtis & Ryan, 2021).

Nonetheless, in the year 1920 during a science fiction play titled *Rossumovi Univerzalni Roboti* which means – Rossam's Universal Robots, a.k.a. R.U.R. by Czech writer Karel Capek the word Robot was initially used (Verma & Bandi, n.d.). AI was invented for the first time in researchers in 1956. The Dartmouth Conference of 1956 was packaged by Marvin Minsky, John McCarthy and two mature scientists, Claude Shannon and Nathan Rochester of IBM. At this symposium, the expression "Artificial Intelligence" was initially invented as the name of the field. The Dartmouth symposium generated a novel epoch of detection and uncontrolled takeovers of new knowledge. The computer schemes developed at the phase are regarded by most as modestly "extraordinary."

Computers resolve arithmetical problems, exhibit formulae in geometry and cultured to speak English. At that period, many did not trust that such "smart" behaviour was possible in machines.

In 2016, Artificial Intelligence celebrated 60th anniversary of the Dartmouth workshop, which marked the genesis of Artificial Intelligence being acknowledged as an

academic field. The worldwide Artificial Intelligence market was around \$260billion in 2016 and it is projected to surpass 3trillion by 2024 (Perez, Deligianni, Ravi & Yang, n.d.). Therefore, Artificial Intelligence is in the advancement of computer programmes connected with human smartness, like learning, thinking and problem solving. There are some applications which incorporate machine, software and unique information to communicate thinking and instructing. They offer enlightenment and advise to the operators (Koo, Curtis & Ryan, 2021).

The term Artificial Intelligence, consequently, was meticulously related with the area of “symbolic AI”, which was common until the end of the 1980s. In order to overcome certain restrictions of figurative AI, sub figurative methods like fuzzy systems evolutionary computation, neural networks and other computational model began gaining acceptance, leading to the word “computational intelligence” developing as a subfield of Artificial Intelligence. Currently, the word Artificial Intelligence comprises the whole conceptionalisation of a machine that is intelligent in terms of both operational and social significances. The current victories of Artificial Intelligence have caught the greatest dreams of both the scientific societies and the overall community. Given improved accurateness and complexity of Artificial Intelligence devices, they will be used in a progressively various variety of segments comprising pharmaceuticals, finance, manufacturing, energy, transport, education and public services.

It has been projected that the subsequent phase of Artificial Intelligence is the age of improved intelligence. Artificial Intelligence and Robotics intensify human abilities, rise in production and are going from modest thinking to humanoid intellectual capabilities (Perez et al. n. d.) Machines are capable to do the jobs assumed by humans. They have devices to sense bodily information from the material world like movement, sound, heat, light, temperature, pressure and bump. They have effective devices, huge memory and multiple sensors to display intelligence. Additionally, they are proficient of learning from their errors, and they can acclimatize to the new surroundings (Koo, Curtis & Ryan, 2021). A practical description projected by Li, (2022) is that Artificial Intelligence is the study of humanoid brainpower and activities simulated artificially, such that the resultant bears to its pattern a sensible level of prudence.

With the improvement of Artificial Intelligence technology, a novel generation of labor, such as humanoid brainpower or AI has become the main element for organizations to exist and evolve in changing surroundings (Li, (2022). The Standpoint of generating and the extension of human intellect through the usage of supercomputers have captivated many individuals, as in times past bodily power was extended through the use of automated devices (Li, (2022).

However, it is vital to comprehend the history of Human Resources Development before predictions about the future can be predictable (Hepaktan & Şimşek, 2022). All through the past eons Human Resources Development field has been intensely disturbed by scientific innovations, particularly the web has mainly influenced the general working of Human Resources Development management in organizations (Okonewa *et al*, 2025). The origin of Human Resources can be trailed back to the American labor challenges when working environments were awfully poor which occasioned in strikes, high work revenue and poor job

efforts. In the start of the 21st era personnel departments first appeared (Ying, Abang & May 2024) aiming to address employee-related issues. The change into HRM gave the field a modernized, wider and more advanced image which exemplified the new initiative believe that Human Resources can make all the difference in accomplishing consequently academic, competitive advantage and management attention to Human Resources grew (Agrawal Wankhede, Kumar, Upadhyay, & Garza-Reyes, 2021).

In the meantime, Human Resources Development is the procedure of procuring and conserving new skills competences and capabilities in an organization through its workers by the use of diverse administrative procedures (Bai, Quayson, & Sarkis, 2021). This is because Human Resources is such a dynamic facet of an establishment and is ever evolving, consequently it needs the right administration by a company and is ever evolving, and consequently it requires the right administrator by a company (Alfawaire & Atan, 2021). Human Resources managers use Artificial Intelligence devices as a supplementary administrative system, which can perform calculated planning more systematically, and the financial consequences must be presented in the financial report.

Despite the technological innovation and growing significance of computerization, Human Resources continue to carry out a governing role in the efficient usage of financial and physical resources (Ahmad, Zhang, Huang, Zhang, Dai, Song, & Chen, 2021). Therefore, ever increasing scopes and growing intricacies of commercial activities, increasing governmental watching on business matters, persistent trade unions' request for better revelation on human performance in industry and secretion of scientific administration within the organization demand the development of a system crucial resources to an organization (Agrawal Wankhede, Kumar, Upadhyay, & Garza-Reyes, 2021).

Although few research have been piloted over the years under this standpoint in the Nigeria. Human Resources Development was introduced back in the 1980s (Okonewa *et al.*, 2025), recent years have seen the advent of several dissertations on the comparative merits of human resource development (Abiodun, Olusola, Oluwatoyin, Adeniran, Felix, & Apata, 2025; Nguyen, et al, 2022). Reporting performance consequence in a rapid approach (Thanseena, Jeena and Aziya 2024), and emphasizing the regions of weakness within the segments, units and amongst workers, is vital in exhibiting response interaction. During the past couple of eras, several works have claimed that main parts of the world economy have moved into a knowledge-based economy. They accentuate on impalpable resources as either 'assets' or 'skills' (Abiodun, Olusola, Oluwatoyin, Adeniran, Felix, & Apata, 2025). For Ying *et al.*, (2024) until current years, the 'value' of a business as dignified within traditional balance sheets, (e.g. buildings, production plant, etc.), was seen as an adequate reflection of the company's assets.

Statement of Problem

A study connected with Artificial Intelligence (AI) is highly methodological and organised as it connects to Human Capital Development. Nguyen, *et al.* (2022) *affirms that the traditional challenges (or objectives) of Artificial Intelligence (AI) study comprise thinking, information, planning, representation, learning, perception, natural language processing and the capability to move and control things.* General intelligence remains one of the long-term objectives in this field.

Several scholars have studied Artificial Intelligence (AI) in different fields of human endeavour and human resources; nevertheless, in the study region, there is still a dearth of studies on the general Artificial Intelligence (AI) utilisation and for Human Capital Development practices. It is becoming progressively acknowledged that the existence and breakthrough of the public sector in contemporary intricate civilisation hinges essentially upon the value of human capital. The crux of this paper is to decide where Artificial Intelligence (AI) will make or mar Human Capital Development in future and its cost implications in the public sector.

Whether Artificial Intelligence (AI) will displace employees, engage more workforces or aid workers in performing their duties. A study documented that the request for exceptionally human abilities to emerge, according to the future of jobs, from a report. Nguyen, et al (2022) assert that 75million present-day jobs will be displaced as Artificial Intelligence (AI) takes over more routine facets of work. Nevertheless, 133million new jobs will be generated, and abilities in both emotional intelligence will be imperative.

Nguyen et al (2022) state that Artificial Intelligence (AI) will generate more jobs than it eradicates. The emphasis for the future will be on determining how to use Artificial Intelligence (AI) to aid employees in doing their work better. Sarah Smart, vice president of Global recruiting, says, “By using Artificial Intelligence (AI) to source, interview and screen applicants, we have augmented our speed to employ by 85%. Unlike individuals who can become weary or fed up, or unconscious prejudices into their choices, Artificial Intelligence (AI) programmes are swift, assiduous and effective. It is progressively being employed to computerize several Human Resources procedures, and it seems computerization is going to yield big time (Biro, 2019). He observed that organizing through inbound resumes is an laborious job that’s prone to error when left to humans. Artificial Intelligence (AI) can save Human Resources departments up to 23 hours per hire by scrutinizing inbound requests and employing algorithms to evaluate and assess the applicants knowledge, experience and abilities, Human Resources executives who don’t use computerization for jobs such as personnel, interviewee tracking, training, job placements and more say they lose an average of 14 hours a week implementing these jobs manually.

To Okonewa *et. al*, (2025) another development will be observed in cases Artificial Intelligence (AI) will replace humans in labour jobs, giving them space to create value and become specialists. With machines it cost little, and executing is better than specific Human Resources. This will let organisations evolve and variety their investment. 69% of employers attribute inadequate talent intelligence to bad employing. The Mckinsey Global Organizations believes that “more than 30% of undertakings in 60% of jobs can be substituted by Artificial Intelligence (AI) (Halid, Ravesangar, Mahadzir and Halim 2024). Nguyen, et al, (2022) documented investigation research of the university of oxford, which exposes that, in the next 10 to 20 years, half of the 702 works in United States will vanish under the inspiration of IT, an approximately 47% of US workers will be engaged comparable research by Bai, Quayson, & Sarkis, (2021) by job-based method and work-based method.

Frey and Osborne’s work-based method forecast that 47% of all American occupations are at danger of being automated is an overestimation. Their job-based method cannot accept that task and job configurations between and even within countries are the same.

Therefore, they discovered that merely 9% of all occupations in the OECD nations are in danger of being automated. But the information did not offer us any perception of whether and to what extent parts of a job can be automated.

Consequently, to them, it is very doubtful that machine learning applications will abolish work on a large scale soon. The question then is what work will be like in the future. From the weight of this question, it is expected that in the proximate future, some jobs might vanish, but most will perhaps not vanish totally. This opinion is reinforced by Abiodun, Olusola, Oluwatoyin, Adeniran, Felix, & Apata (2025), who state that humans will still play a significant part in the future since the partnerships between humans and devices are likely to produce the best results, or at least better than humans and devices both acting autonomously.

The organisation needs to align organizational executed with human resource management activities, which would be revealed by organizational production of financial variables (sales growth, goal achievement, good services, productivity) (Al-Ayed, 2025) and nonfinancial variables (management quality, long-term orientation, continuous improvement, workforce quality) (Thanseena, Jeena and Aziya 2024) and also other results as commitment, excellence and elasticity (Alfawaire & Atan, 2021). Once a commercial entity has scrutinised its task, recognised all its shareholders, and defined its objectives, it needs a way to achieve growth toward those objectives (Ahmad, Zhang, Huang, Zhang, Dai, Song, & Chen, 2021). This encompasses three specific areas of the company's results, which comprise product market performance, financial performance and stockholder profit (Nguyen, et al, 2022). Organisational performance can be seen as a multi-dimensional concept comprising of more than just financial performance (Ying, Abang & May 2024). Therefore, this paper is to review the existing literature on human resource development and Artificial Intelligence (A.I.) in the public sector in Nigeria.

Methods and Procedures

The study engaged descriptive design. Therefore, it is investigative in nature based on extensive appraisal of pertinent literatures completed earlier and comparative pictures of the various aspects of Artificial Intelligence and Human Capacity Development have been debated to arrive at concluding remarks. Consequently, it is a qualitative or opinion paper with secondary data collected from internet, journals, and proceedings.

Review of Related Literature

Conceptual Review

Human Resource Development

Lately, it has been seldom understood that a company's human resources and human capital are the bases of competitive benefit. Competitiveness cannot be accomplished without handling performance and, at the same time, improving the abilities and the proficiency of workers. Performance management possibly makes the most noteworthy contribution to personal and organizational development and aids raising organizational productivity and encourage development (Nguyen, et al, 2022).

The world of employment has evolved radically, and technology is impacting practices, experiences, and civilisations are becoming more universal and multiethnic. With the advent of globalisation, employability is becoming one of the major objectives for commercial enterprises.

Today's business owners necessitate workers to have soft or non-technical skills in addition to practical skills (Okonewa *et. al*, 2025). So, the Human Resources Development work is different from personnel/HRM jobs. Al-Ayed, (2025) summarises the following roles of a Human Resources Development manager:

- Decentralization, delegation and shared responsibility.
- Balancing change and adaptation.
- Building feedback and reinforcement mechanisms, etc.
- Developing the enabling capabilities in individuals and the system.
- Integrating the development of the people with organisational development.
- Maximising the learning opportunities of individuals in organisations through various mechanisms, autonomy and responsibility.

Therefore, we define Human Resources Development for the purpose of this study as a systematic process of improving strategic human resources (which include talent development, training/ development, organization development, performance development and career development) in order to enable the organization to achieve its strategic goals comprising quality, productivity, customers satisfaction, employees satisfaction and innovation.

Human Resource Development Components

Even though everyone does not agree on the definitive boundaries of Human Resources Development within HR, most Human Resources Development scholars agree on the following as the three central components of HRD: organization development, career development and training and development (Thanseena, Jeena and Aziya 2024).

The Concept of Artificial Intelligence

The term Artificial intelligence known as AI is “a branch of computer science dealing with the simulation of intelligent behavior in computer. AI is also the capability of a machine to imitate intelligent human behavior. AI is a computer system able to perform tasks that normally require human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages (Alfawaire & Atan, 2021).

Al-Ayed, (2025) initially coined the term AI in 1956 when he invited a bunch of researchers from a variety of disciplines as well as language simulation, vegetative cell nets, quality theory known as the Dartmouth Summer research on AI to debate what would ultimately become the sphere of AI.

In the book *Introducing Artificial Intelligence: A Graphic Guide* by Henry Brighton, he divided AI into two forms: Strong AI and Weak AI. There is little to discuss about Strong AI, also called Artificial General Intelligence (AGI). AGI is a form of intelligent machine capable of performing a wide range of tasks at the level of a human being. Sciences just had a feeling

that AGI will appear. On the other hand, they are linked to weak AI. It is a weaker form of AI in comparison with AGI which can solve some specific problems or perform specific tasks as a normal human.

At that point, the researchers came along to clarify and develop the ideas around “thinking machines” that up to the present moment had been quite divergent. Al-Ayed, (2025) was alleged to picked the name AI for its neutrality; to avoid highlight one in every of the tracks being pursued at the time for the sphere of “thinking machines” that enclosed information processing, automata theory and sophisticated information processing (Ahmad, Zhang, Huang, Zhang, Dai, Song, & Chen, 2021). The proposal for the conference aforementioned, “The study was to proceed on the idea of the conjecture that each side of learning or the other feature of intelligence will in essence be thus exactly represented that a machine will be created to simulate it”.

These days, fashionable lexicon definitions specialize in AI being a sub-field of applied science and the way machines will imitate human intelligence (being human-like instead of changing into human). Al-Ayed, (2025) offers this definition as, “The theory and development of laptop systems ready to perform tasks ordinarily requiring human intelligence, like beholding, speech recognition, decision-making, and translation between languages.”

It turns out that the majority of the AI development happening nowadays by trade leaders falls below the third objective and uses human reasoning as a guide to supply higher services or produce better merchandise rather making an attempt to attain an ideal reproduction of the human mind.

Amazon builds a great deal of its business on machine-learning systems (as a set of AI) and defines AI as “the field of engineering science dedicated to finding psychological feature issues usually related to human intelligence, like learning, downside finding, and pattern recognition (Alfawaire & Atan, 2021).”

Theoretical Framework

The momentous theoretical developments that arose in management and organisation studies during the last three eras have gone a long way to widen the range of organisation theory. This theory recommends that neither the individual nor the organisation's behaviour is solely self-determining but that employees' behaviour is mainly determined by elements that lie outside the path, i.e. in their environmental system (Al-Ayed, 2025). Consequently, this paper will adopt the Socio-Technical School of System Theory and the replacement cost model.

Socio-Technical School of System Theory

This theory was developed by Eric Trist of the Tavistock Institute as one of the most significant contributions to systems theory. A.K. Rice of the socio-technical school claims that the traditional organisation models are, for the most part, based on closed systems – that the organisational challenges can be evaluated by referring only to its interior setting and can be housed within the existing organisation. The social systems and the technical systems are absolutely different. The objectives of the systems and the mechanical systems can be best accomplished by joint organisation (CIPM Study Pack, 2013). In other words, technological innovation in terms of Artificial Intelligence can work

together with Human Resource Development (HRD) to accomplish organisational objectives and not be independent of others. Artificial Intelligence cannot replace human effort, nor can man do without technology.

Consequently, the school of thought with regard to sociotechnical schemes treat technology or science and human behaviour or humanities as two facets that can be debated individually but can't be disconnected. Humanities (HRD) search for or supply us with the challenges in an organisation, but technology (AI) offers us ways of unravelling them. The socio-technical scheme permits for exterior impact as it is open to what goes on in the surroundings. There must be a connection between Artificial Intelligence (AI) and Human Resources in the organisations.

Artificial Intelligence (AI) technology is progressively being employed to systematise several Human Resources procedures, and it seems computerisation is going to pay off big time.

Replacement Cost Model

This methodology was established by Rensis Likert and Eric G. Flamholtz in 1973. The Model opines that Human Resources are esteemed at their current cost. Under this technique, Human Resources of an organisation is to be determined on the basis of the projected cost of replacing the prevailing Human Resources with others of corresponding abilities and competence. HR is to be determined on the hypothesis that a new akin organisation has to be fashioned from scratch, and the cost to the company is computed if the present resources are essential to be interchanged with other individuals of corresponding experience and talents. It takes into cognisance all costs required in employing, recruiting, developing and training the replacement to the current level of productivity.

Computational Learning Theory.

This study adopts it because it is the mathematical framework for quantifying learning tasks and algorithms pertinent in the programming of Artificial Intelligence. It encapsulates a profound essence, constituting a cornerstone in the domain of AI. Okonewa *et. al*, (2025) attest that computational learning theory (COLT), or statistical learning theory, is a field of study concerned with the use of formal mathematical methods applied to learning systems. Brownlee intimates that it seeks to use the tools of theoretical computer science to quantify learning problems. This includes characterising the difficulty of learning specific tasks. The author posits that computational learning theory is like the analytical extension or relation of statistical learning theory (SLT). It employs formal techniques to measure and assess the effectiveness of learning algorithms.

Computational learning theory is applicable to this study because it can support the integration of Artificial Intelligence (AI) in Human Capacity Development within the Nigerian organisational settings by providing insights into how AI algorithms can be trained to understand and interpret HCD procedures. This understanding can aid in developing AI-powered tools such as chatbots or recommendation systems tailored to effectively communicate teachings and messages to diverse organisational settings. Additionally, computational learning theory can assist in optimising the performance of these AI systems

through continuous learning and adaptation based on user interactions and feedback, enhancing their effectiveness.

Empirical Review

Most studies on AI, HR and HCD are qualitative papers. (Hanan, et al, 2024; Malik, et al., 2022). In later years, due to the technological modifications, a study has been piloted on how these imperative concepts, HRM, HCD and AI, can be combined. Generally, literature is piloted of how the recruitment procedure can be smoother and enhanced with the aid of focus, lies a lot more on technological developments assisting recruiters through computerisation. Due to this, it can be stated that the human touch in recruitment is becoming reduced (Malik, et al., 2022). In the research of Somen Mondal the CEO of Ideal Company, a software company that uses Artificial Intelligence to automatically recruitment tasks, the biggest influence of AI is to automatically screen applicants and lessen favoritism, AI can learn the experiences for successful workers in a specific position and use this knowledge to handpick competent applicants and score and grade applicants, according to Mondal, the company used Artificial Intelligence software to employ, with 71% reduction in recruitment costs and a threefold surge in staffing productivity (Thanseena, Jeena and Aziya 2024).

Alfawaire & Atan (2021) had a paper on "Intellectual Capital and Corporate Performance: A Value Creation Efficiency Analysis". The literature surveyed the association between intellectual capital and corporate performance of 15 manufacturing firms listed in the Dhaka Stock Exchange, value creation indicator used is the value-added concept and intellectual capital is explained by market valuation, productivity and profitability. The literature discovers that there is no robust relationship between the studied variables except the relation between a component of VAIC, CEE and the dissimilar measures of the companies' performance.

Physical capital efficiency is the most important variable connected to productivity, while human capital efficacy is of huge significance in improving the productivity of the company.

Conclusion and Recommendations

The paper has discussed Artificial Intelligence (AI) in the workplace and the future of HCD in the Nigerian public sector. The arena is so wide that it cannot be restricted to a specific area of study. Artificial Intelligence (AI) is more of an ambition that seeks to comprehend how human cognition works by creating cognitive procedures that imitate those of human beings and HCD in the workplace. Therefore, the future of Human Resources will be both digital and human as HR leaders focus on enhancing the amalgamation of human and automated work.

The paper consequently recommends the following:

1. The human resources accessible in the public sector should be correctly assessed and should be further developed through motivation, development and training. This will help us decide the performance of the firm.

2. Technological developments, business strategies, quality concerns etc., will all have to be executed through individuals, hence while engaging Artificial Intelligence (AI) in human capacity development, innovative thinking must be applied, and human resource accounting will be used to measure the healthiness of the organization.
3. Artificial Intelligence holds significant potential for driving sustainable organizational performance and through the integration of AI technologies in HCD, organizations can leverage these tools to achieve rapid and sustainable performance.

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Service Quality and Customer Satisfaction in Selected Food Outlets, Lagos State, Nigeria

¹KESINRO, Olalekan Rasheed, Ph.D, ² OTURUHOYI, Agbaovwe Emmanuel, Ph.D

¹Department of Administration and Management, Crawford University, Igbesa, Ogun State, Nigeria. romarke07@yahoo.com, olalekankesinro@crawforduniversity.edu.

+234-8037230104

² Department of Private and Commercial Law, Kola Daisi University, Ibadan, Oyo State, Nigeria. oturuhoyiae@gmail.com, oturuhoyi@koladaisi.edu.co, +234-8026876981

Abstract

Most customers expect value for their money in the form of quality products and services. The study examines the relationship between quality products or services and customer satisfaction in selected food outlets in the Ikeja Local Government Area of Lagos State, Nigeria. The research design is the descriptive survey and data gathered through a well-structured questionnaire. The sample for the study consists of 120 literate individuals who are customers of selected food outlets in the Ikeja Local Government Area of Lagos, drawn through the simple random technique. The questionnaire was the main instrument for data collection, measured on a 5-point Likert Scale. Data collected were analysed using the descriptive statistical techniques of Percentiles and Regression methods with the aid of the Statistical Package for Social Sciences (SPSS) software for editing and encoding. The findings of the study revealed that quality service consistency has a significant relationship and effect on the sales volume ($r = 0.336$, $p < 0.05$) and that there is a significant relationship between staff etiquette and customer purchase intention ($r = 0.766$, $p < 0.05$). The study, however, recommended that food outlet owners should properly identify and anticipate the needs of the customers, maintain consistency of service quality with customer orders, ensure periodic staff training to enhance customer-service skills in active listening, empathy, complaints handling, role playing, teamwork and collaboration, upselling and closing thoughts, introduce modern safety techniques and excellent interpersonal relationships.

Keywords: Service Quality, Customer Satisfaction, Service Quality Consistency, Staff Etiquette, Purchase Intention

Introduction

Presently, the ever-increasing consumers' demand for quality food has left many fast food and restaurant owners in a dilemma. Product and service quality is the marketer's main positioning tool.

Restaurants and other food service providers compete fiercely in the food processing and supply industries. Customer satisfaction is essential for businesses to win over recurring business and client loyalty (Uddin, 2019). Service quality is a key factor in determining customer satisfaction. Studies have found a positive relationship between the five dimensions of service quality and customer satisfaction (Ahmed et al., 2023; Nguyen, 2018). After getting or using a service, customers evaluate its quality immediately and compare their experiences to what they had anticipated. Perceptions of the anticipated service level determine levels of

satisfaction or discontent, the quality of the service, and the difference between these two (Ahmed et al., 2023; Nguyen, 2018; Uzir et al., 2021; Uddin, 2019).

Restaurants and other food service providers compete fiercely in the food processing and supply industries. Customer satisfaction is essential for businesses to win over recurring business and client loyalty (Uddin, 2019). Service quality is a key factor in determining customer satisfaction. Studies have found a positive relationship between the five dimensions of service quality and customer satisfaction (Ahmed et al., 2023; Nguyen, 2018). It is claimed that customer satisfaction in a service factory is positively correlated with service quality and that service quality accurately reflects consumer satisfaction levels. After getting or using a service, customers evaluate its quality immediately and compare their experiences to what they had anticipated. Perceptions of the anticipated service level determine levels of satisfaction or discontent, the quality of the service, and the difference between these two (Ahmed et al., 2023; Nguyen, 2018; Uzir et al., 2021; Uddin, 2019).

Objectives of the Study

The broad objective is to examine the effect of service quality on customer satisfaction in selected food outlets in the Ikeja Local Government Area of Lagos State, Nigeria. The specific objectives are to:

- i. investigate the effect of quality consistency on sales volume in selected food outlets in the Ikeja Local Government Area of Lagos State, Nigeria.
- ii. examine the influence of staff etiquette on customer purchase intention in selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria.

Research Questions

- i. To what extent does service quality consistency affect sales volume in selected food outlets in the Ikeja Local Government Area of Lagos State, Nigeria?
- ii. How does staff etiquette influence customer purchase intention in selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria?

Research Hypotheses

H₀₁: Service Quality consistency has no significant relationship with the sales volume in selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria.

H₀₂: There is no significant relationship between staff etiquette and customer purchase intention in selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria.

Scope and Significance of the Study

The study was limited to all categories of numerous customers of selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria. The local government area was chosen because it enjoys the patronage of a large number of customers. However, the study is desirable for managers in the eatery business and organisations to imbibe the concept of standard products at a reasonable price, so that customers can start having the belief that they are now exchanging their money for standard service quality. When customers start seeing themselves as king, it will make them loyal to the menu of such food outlets. Again, the study will make

the managers of food outlets aware of the consequences of reducing the quality of their menu/food or services, thereby providing insights into the development and management of food outlets by designing strategies for better quality control.

Literature Review

Namkung & Jang (2007) described the quality of food as a concept that includes “taste, freshness, variety, healthy options, and temperature”. According to the study of Annaraud & Berezina (2020), food quality is an indispensable factor in the foodservice industry, it greatly affects customer satisfaction. It is also a “necessary condition” to meet the needs and expectations of customers, then make them feel satisfied (Peri, 2006).

Moreover, the research of Kedah, Ismail, Ahasanul, and Ahmed (2015) suggested that companies need to consider service quality as a vital issue and have specific strategies and plans to maintain and improve service quality.

Hawkins et al. (2010) also mentioned that “satisfaction leads to a number of positive outcomes”, including repeat purchases. East, Wright, & Vanhuele (2013) also showed that most firms are keen to increase satisfaction among customers because this is thought to retain customers. So, it is no wonder why so many firms attempt to create satisfied customers because they are much more profitable than occasional buyers or spend a large budget to build campaigns and events to attract new customers.

Measuring service quality is also challenging, as service quality assessment is conducted both during the service delivery process and after the service is completed (Nguyen, 2018). Organisations can obtain a bigger competitive advantage by providing higher levels of service quality; this is why service quality has been extensively explored in marketing and management literature (Su et al., 2022). Service quality is a vigorous factor for consumer-centric business as it is the prime factor for customer satisfaction (Kim, 2021; Uzir et al., 2021).

The SERVQUAL Model is used to measure and record the level of service quality that clients get in different service sectors, such as on-demand home service (Sivathanu, 2019), hotel businesses in Indonesia (Priyo, 2018), the life insurance industry in Malaysia (AI Halbusi et al., 2020), and restaurant businesses in Korea (Kim, 2019). Service quality has been found to have a positive and significant relationship with customer satisfaction (Uzir et al., 2021). Food delivery from restaurant to dine in at home includes the app and web-based (UI and UX) user interface and user experience through timely and accurate order delivery, immediate customer support, trust in the platform, deliveryman, and customised service (Madhuritha & Nedumaran, 2025). By applying SERVQUAL, restaurants can identify areas where service quality falls short, make data-driven improvements, and enhance customer satisfaction and loyalty in the following industry (Arlı, D. et al., 2024).

Consumption of quality food is vital to health and well-being. Ashakiran and Deepthi (2012) confirm that consumption of healthy food is one of the essential requirements for a long life. Unfortunately, today’s world has been adapted to a system of consumption of foods which has several adverse effects on health. These foods are known as junk. What makes food junk is that it contains high levels of refined sugar, white flour, trans fat and polyunsaturated fat, salt, and numerous food additives such as monosodium glutamate and tartrazine; at the same

time, it is lacking in proteins, vitamins, essential minerals, and fibre, among other healthy attributes (Ashakiran and Deepthi, 2012).

Evidently and indisputably, most of the contemporary fast-food outlets are associated with junk foods because of the profit motive. They are cheap and easy to prepare, easy to carry, purchase and consume. They have an attractive appearance based on the added food colourants and additives, which enhance flavour and texture. But one thing is sure and is sadly overlooked, that consumers want to enjoy their purchased food, they need quality food for healthy living and longevity. They are desirous of having value for the money spent on purchased food.

Liu and Jang (2009) found that food quality has the capacity to create a favourable preference for the firm's products, whereby consumers can differentiate the quality of its products from those of competitors. Physical evidence is the environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service (Olannye, 2016). According to Bhasin (2018), how do you differentiate a premium food outlet from a regular food outlet? To create such differentiation, physical evidence is used.

Physical evidence, however, comprises the elements which are incorporated into a service to make it tangible and somewhat measurable, such as the ambience, layout and branding. At the same time, it helps in the positioning of the brand and targeting the right kind of customers. It is said that customers cannot assess the quality of service as it is an intangible performance. It is the customer's expectation that the physical environment of a firm should possess the quality attributes it seems to have, with a good sense of comfort and serenity. Olannye (2016) stated that service marketers must manage physical evidence effectively because potential customers use it to gauge service quality.

Theoretical Perspectives

The Dissonance Theory suggests that a person who expected a high-value product and received a low-value product would recognise the disparity and experience cognitive dissonance (Cardozzo, 1965). That is, the disconfirmed expectations create a state of dissonance or a psychological discomfort (Yi, 1990). According to this theory, the existence of dissonance produces pressures for its reduction, which could be achieved by adjusting the perceived disparity. This theory holds that "post-exposure ratings are primarily a function of the expectation level because the task of recognising disconfirmation is believed to be psychologically uncomfortable.

Thus, consumers are posited to perceptually distort expectation-discrepant performance so as to coincide with their prior expectation level" (Oliver, 1977). For instance, if a disparity exists between product expectations and product performance, consumers may have a psychological tension and try to reduce it by changing their perception of the product (Yi, 1990).

Applying the Comparison Level Theory to the confirmation/disconfirmation process, LaTour & Peat found that experience-based standards or norms play a role as a baseline for comparisons in consumers' satisfaction judgments. They found that situationally induced expectations had little effect on the customer satisfaction, while expectations based on prior experiences were the major determinant of customer satisfaction.

Methodology

The descriptive survey research design was adopted for the study. A sample of 120 literate individuals was randomly selected from the population of numerous customers of selected food outlets in Ikeja Local Government Area of Lagos, Nigeria. A structured questionnaire, divided into two parts, A and B, was used in collecting the required data from the respondents. Part A contained items on demographic variables, and Part B contained items to measure the active variables of (Service Quality and Customer Satisfaction), Customer Request, and Food Delivery Cycle Time. The questionnaire items were measured on a 5-Point Likert-Type Scale from Strongly Disagree (SD) = 1 to Strongly Agree (SA) = 5, while the descriptive statistical techniques of Simple Percentile and Regression were used to analyse the data.

Results and Analysis

Hypothesis I

H₀ Service quality consistency does not have a significant relationship with sales volume in selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria.

Table 1: Model Summary for service quality consistency and sales volume

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.336 ^a	.113	.105	.484

a. Predictors: (Constant), Service Quality Consistency

The result, as presented in Table 1, indicates that there is a weak positive relationship ($r=0.336$) between service quality consistency and sales volume. The coefficient of determination of 11.3% affirmed that about 11.3% of variation in sales volume at the selected food outlets could be attributed to quality consistency. However, the addition of any other explanatory variables to the model will only result in about 10.5% variation in sales volume.

Table 2: ANOVA^a for service quality consistency and sales volume

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.520	1	3.520	15.025	.000 ^b
	Residual	27.646	118	.234		
	Total	31.167	119			

a. Dependent Variable: Sales Volume

b. Predictors: (Constant), Service Quality Consistency

Furthermore, the F-value is 15.025 with a p-value (0.000) less than the 5% significance level. This affirmed that the model is adequate and sufficient in relating the dependent and the independent variable. Hence, the test is significant.

Table 3: Coefficients^a for service quality consistency and sales volume

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.153	.707		10.112	.000
	Food Quality Consistency	.061	.016	.336	3.876	.000

a. Dependent Variable: Service Quality Consistency

Moreover, the regression coefficient for quality consistency is 0.061 with a standard error of 0.016. The t-value is 3.876 with a p-value of 0.000.

This result confirms that for every unit increase in consistency in the provision of quality foods to the customers, there will be about a 6.1% increase in sales volume. Since the test is significant, we then accept the alternative hypothesis and conclude that service quality consistency does have a significant relationship and effect on the sales volume of selected food outlets in Ikeja Local Government Area, Lagos State.

Hypothesis II

H₀ There is no significant relationship between staff etiquette and customer purchase intention in selected food outlets in Ikeja Local Government Area of Lagos State.

Table 4: Model Summary of Staff etiquette and customer purchase intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.586	.583	.302

a. Predictors: (Constant), Staff etiquette

The result of the analysis indicates a very strong positive relationship between staff etiquette and customer purchase intention, with a correlation coefficient of 0.766, and about 58.6% variation in customer purchase intention could be attributed to staff etiquette.

Table 5: ANOVA of Staff etiquette and customer purchase intention

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.228	1	15.228	167.320	.000 ^b
	Residual	10.739	118	.091		
	Total	25.967	119			

a. Dependent Variable: Customer Purchase Intention

b. Predictors: (Constant), Staff etiquette

From the ANOVA (table 5), the result revealed an F-value of 167.320 with a p-value of 0.000, which is less than the 5% significance level. Hence, the model is adequate and sufficient in relating Staff etiquette and customer purchase intention. The test is significant.

Table 6: Coefficients of Staff etiquette and customer purchase intention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.796	.396		-2.009	.047
Staff Etiquette	.115	.009	.766	12.935	.000

a. Dependent Variable: Customer Purchase Intention

The constant value is negative (Table 6), which is a point that in the absence of staff etiquette, there is likely to be lower customer purchase intention in the shopping mall under consideration. In addition, the regression coefficient for staff etiquette is positive with a value of 0.115 and a standard error of 0.009. Also, the t-value is 12.935 with p-value (0.000) less than the 5% significance level.

This result implies that as staff etiquette increases, there will be about 11.5% increase in customer purchase intention at the selected eateries and restaurants. Since the test is significant, we then conclude by accepting the alternative hypothesis that there is a significant relationship between staff etiquette and customer purchase intention.

Discussion

The responses from the respondents revealed that most of the respondents affirmed that there is service quality consistency in selected food outlets in Ikeja Local Government Area of Lagos State, with confirmation that the staff of the company serve food in an orderly manner and that they treat customers well such that there is always an influence, such that customers wish to come back the second time.

This, however, corroborates the Dissonance Theory, which posits that ‘post-exposure ratings are primarily a function of the expectation level because the task of recognising disconfirmation is believed to be psychologically uncomfortable.

This finding also conforms with the Comparison Level Theory that ‘situationally induced expectations had little effect on customer satisfaction, while expectations based on prior experiences were the major determinant of customer satisfaction.

Nevertheless, the study was confined to Lagos State; it may enjoy limited generalisation due to location, population characteristics and sample size.

Conclusion

The study investigates the relationship between service quality delivery and customer satisfaction among customers of selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria. The simple random sampling method was used to select 120 individuals who are customers of selected food outlets in Ikeja Local Government Area of Lagos State, Nigeria.

The research design was a survey design with a self-structured questionnaire as the main instrument for data collection. Data analysis instruments were Percentages, Correlation and Regression statistical techniques for data analysis. However, the findings of the study revealed that service quality consistency does have a significant relationship and effect on the sales volume of food outlets ($r = 0.336$, $p < 0.05$) and that there is a significant relationship between staff etiquette and customer purchase intention ($r = 0.766$, $p < 0.05$).

Recommendations

Nevertheless, from a managerial perspective, it is important for operators and owners of food outlets to develop appropriate induction programs and provide ongoing training on the various attributes of responsiveness to strengthen employees' ability to improve customer service. Although easy to suggest, instilling these qualities in the frontline personnel and gaining their commitment can be challenging.

However, if full-service food outlets want to deliver high levels of customer satisfaction, they could periodically track staff performance to measure the level of responsiveness. By doing so, supervisors and owners of food outlets can design targeted training programs that enhance customer-service skills in active listening, empathy, complaints handling, role playing, teamwork and collaboration, upselling and closing-thought techniques. Again, modern food safety techniques must be put in place to enhance proper food handling, food storage and hygiene through integration of technology.

Furthermore, employees of food outlet owners must introduce training programs that will enhance excellent service and waiting time, such as between 5-10 minutes for a table, 15-30 minutes for food preparation and 30 minutes for a table in busy environments. These techniques will, however, assist in developing an appealing menu, excellent service quality at all times, which will aid in the appropriate identification and anticipation of the needs of customers, ensure consistency of service quality with customer orders, strengthen periodic staff training to enhance good staff etiquette and service lead-time.

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