

# Examining the Role of Supply Chain Information Management in Enhancing Customer Satisfaction: A Case of Fast-Food Industries in South West Nigeria

Gbadegesin, A. E.<sup>1\*</sup>; Mensah, F. A.<sup>2</sup>; Ojo, J. O.<sup>3</sup>

<sup>1</sup>Department of Transport Management, LAUTECH Open and Distance Learning, Ogbomoso, Oyo State, Nigeria

<sup>2</sup>Department of Port Management, Nigeria Maritime University, Okerenkoko, Delta State

<sup>3</sup>Department of Transport Management, Faculty of Management Sciences, LAUTECH, Ogbomoso, Oyo State, Nigeria

\*Correspondent Author: aegbadegesin@lautech.edu.ng

**Abstract**— Poor information systems in supply chain management have been shown in literature to be one of the causal factors of delayed orders, stock mismanagement, and low customer satisfaction in food related sectors around the world, however the question remain that: is it the same in the case of Nigeria? Therefore, this study investigates the effect of supply chain information management on customer satisfaction focusing on fast-food industries in Nigeria. The study involved 400 respondents who were administered structured questionnaires and the data analyzed using Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM). The results indicated high factor loadings (INF: 0.590-0.967; CS: 0.846-0.983) and good model fit indices (CMIN/DF = 2.0170, GFI = 0.979, RMSEA = 0.024), which indicated that effective information flow contributes to service accuracy, operational efficiency, and customer satisfaction. The results indicate that proper data management, real-time tracking, and automated order processing are the main performance drivers. The study recommends that, within the supply chain system: there should be an adoption of integrated information systems; improvement of staff training on information management, and the adoption of digital solutions to minimize communication errors and facilitate service delivery.

**Keywords**— Supply Chain, Information Management, Customer Satisfaction, Fast-Food Industry, Structural Equation Modeling, Digital Solutions, Nigeria.

## I. INTRODUCTION

In Supply Chain Management (SCM), Information management is a key factor in the efficiency and competitiveness of businesses. It entails gathering, processing, storing, and sharing of accurate and timely information to facilitate decision-making (Taylor, 2020). In fast-food, information management improves order accuracy, inventory management, customer interaction, and service quality (Hanaysha, 2022). Good information systems allow companies to monitor customer preferences, streamline supply chains, and react swiftly to market needs (Amoako et al., 2025). Nevertheless, the fast-food sector in South-Western Nigeria has grown at a high rate due to urbanization, shifting consumer demands, and rising disposable income (Alade, Ureki, and Adekoya, 2023). Nevertheless, ineffective information management is an issue, which results in late orders, miscommunication, stock mismanagement, and customer dissatisfaction (Oleynik et al., 2015). Whereas developed economies use sophisticated information technologies, including Enterprise Resource Planning (ERP) systems, real-time data analytics, and automated order processing, many fast-food businesses in Nigeria continue to use manual systems, which raises the risk of inefficiencies (Tama, 2015). Although the use of digital solutions in service industries is increasing, there is a lack of research on the effects of supply chain information management in fast-food businesses in Nigeria.

Moreover, the fast-food business is based on speed, precision, and customer satisfaction. Proper information management systems can increase operational efficiency by minimizing order errors, better inventory tracking, and smooth

communication between suppliers, employees, and customers (Hanaysha, 2022). Nevertheless, numerous fast-food enterprises in South-Western Nigeria continue to face the problem of outdated information systems, ineffective data management, and the absence of integration between various business processes, which results in operational inefficiencies (Oleynik et al., 2015; Feriantoro et al., 2025).

Research in developed economies has shown that companies with well-integrated information systems have higher customer satisfaction, better decision-making, and lower operational costs (Taylor, 2020). On the other hand, companies with ineffective information management experience inventory shortages, miscommunication, and delays in service, which adversely affect performance (Tama, 2015). Studies have revealed that fast-food restaurants that invest in real-time information management systems are more efficient, have better service quality, and perform better financially (Hanaysha, 2022; Lee et al., 2025).

Although these findings are available, but there is little research on the role of information management in fast-food businesses in Nigeria. There are studies that focus on the positive aspects of digital transformation, and there are those that point out the obstacles, including cost limitations, inexperience, and infrastructure shortages (Hanaysha, 2022). This paper, therefore, fills this gap by examining the impact of supply chain information management on business performance, operational efficiency, and customer satisfaction in the fast-food industry in South-Western Nigeria.

## II. LITERATURE REVIEW

Empirical studies have repeatedly demonstrated that information management influences business performance within the SCM, but evidence is limited and there is no consensus. Arli et al. (2024) conducted survey research on customer satisfaction in fast-food restaurants across countries and observed that effective communication increased loyalty. Their emphasis on cross-national perception did not take into account the mechanics of information flow. In comparison, Lee et al. (2025) created a technical information system in restaurants based on case analysis, focusing on efficiency but not on the experience of end users, especially customers. This opposition shows a long-standing gap between customer-focused research and technology-driven methods. Hanaysha (2022) conducted a quantitative study to determine the impact of social media information on fast-food purchases and found that brand trust mediated satisfaction. Although useful, the focus on digital marketing overlooked internal operations like inventory management and order accuracy, which this current study takes into consideration. In a similar study, Agyabeng-Mensah et al. (2020) used regression analysis to show that digital logistics enhanced the performance of Ghanaian firms, although the contextual differences in infrastructure and consumer behaviour do not allow generalizing the results to Nigeria. This comparison shows the lack of locally based studies.

Moreover, Naik and Suresh (2018) reported on the issues of digital transformation in logistics based on secondary data, emphasizing infrastructural gaps. However, their macro-level approach overlooked firm-specific practices, and this study fills the micro-level evidence gap using SEM. Attah et al. (2024) conducted interviews and claimed that cost and skills limit technology adoption, but customer satisfaction was not measured as an outcome. In the same vein, Christopher (2016) provided a conceptual explanation of supply chain efficiency, but did not provide any empirical evidence. More methodologically, Lopez-Lemus et al. (2023) used SEM to investigate leadership and information systems, establishing a standard of rigorous modelling. Thresholds of model fit were refined by Tabachnick and Fidell (2025), Kline (2023), and Jobst et al. (2023) to guarantee statistical credibility. However, the majority of methodological contributions were not applied to fast-food operations.

Therefore, previous research focused on either technology design, marketing, or methodological innovation but did not combine them with customer satisfaction in fast-food settings. This study fills that gap by using SEM to investigate the direct relationship between structured supply chain information management and customer satisfaction in the fast-food industry in Nigeria, offering both contextual richness and empirical strength.

### 2.1 Hypothesis Formulation

Information management refers to the process of collecting, storing, processing, and retrieving information to facilitate decision-making and business processes (Taylor, 2020). Companies with well-designed information management systems have enhanced coordination, service delivery, and cost

savings (Hanaysha, 2022). The efficiency of information practices within the fast-food industry determines the accuracy of orders, demand forecasting, and inventory management (Gilbert et al., 2004). In the meantime, Ongena and Ravesteyn, (2020) state that information integration within supply chains increases responsiveness and minimizes stockouts. Companies with real-time tracking and automated data systems have a higher level of operational efficiency and service quality (Tama, 2015). Nevertheless, inefficient information management remains a problem in many developing economies, causing inefficiencies, data errors, and higher operational costs (Naik and Suresh, 2018). According to Christopher (2016), inefficiencies in information management in the fast-food industry lead to mismatched orders, inaccurate inventory, and customer dissatisfaction. According to Gounder et al. (2018), information solutions based on technology, including cloud-based management systems and AI-powered analytics, can greatly enhance efficiency, but most businesses do not use them because of their high cost, expertise, and infrastructure constraints. Based on this background, this study developed the following hypothesis:

H<sub>01</sub>: Supply chain information management have no significant effect on customer satisfaction of fast-food industries in South-Western Nigeria.

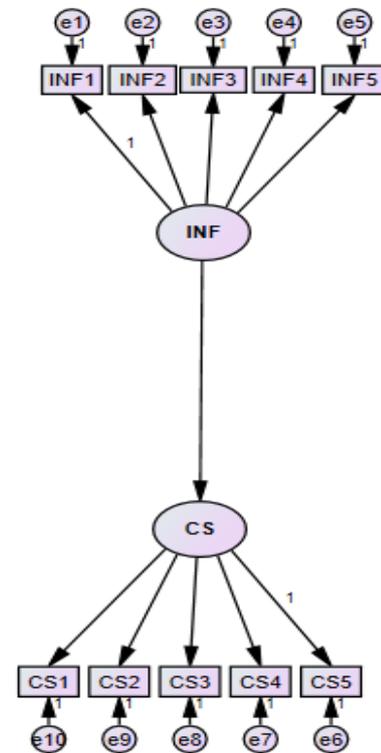


Fig. 1. Conceptual framework

### 2.2 Conceptual Framework

Figure 1 shows the conceptual framework of the study that investigates the influence of Supply chain information management (INF) on Customer Satisfaction (CS) as a performance indicator of fast-food industries in Southwestern Nigeria. The INF construct, which is represented by five key practices (INF1 to INF5), has a direct influence on CS through

five outcome indicators (CS1 to CS5). The pathway between INF and CS assesses the effectiveness of efficient information flow, order tracking, and communication systems in improving service quality and customer experience. The external factors are covered in error terms ( $\epsilon_1$  to  $\epsilon_{10}$ ) and the importance of proper information management in customer satisfaction and operational performance is highlighted.

### III. METHODOLOGY

The research was carried out in South-Western Nigeria, including Lagos, Ogun, Oyo, Ondo, Osun, and Ekiti states (Ajikah et al., 2023). Lagos is the commercial capital of Nigeria, and it contributes significantly to information-based business activities (Taiwo, 2021). The region was chosen because it has a high density of fast-food enterprises and information management issues are common.

The target population is the estimated more than 32 million monthly fast-food consumers, with Lagos having the highest number (Nigeria Bureau of Statistics, 2023). The research targets fast-food restaurants like Mr. Bigg, Tastee Fried Chicken, Chicken Republic, Kilimanjaro, and Domino Pizza, which are prevalent in the area (AFFCON, 2023).

The sample size was calculated using the Taro Yamane formula, which gave 400 respondents. A simple random sampling method was employed to provide equal representation of the six states. The distribution is as follows: Lagos (152), Ogun (70), Oyo (56), Osun (43), Ondo (41), and Ekiti (38).

Primary and secondary sources were used to collect data. Primary data were gathered using structured questionnaires that focused on accuracy of information, efficiency of data management and effectiveness of customer service. The secondary data were collected by using industry reports, government records, and previous research on fast-food information management.

To examine how information management affects business performance, the research used Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). The hypothesis was tested using Structural Equation Modeling (SEM), a path analysis that measures the correlation between information variables and their impact on customer satisfaction, inventory accuracy, and operational efficiency.

### IV. FINDINGS

The demographic of the respondents involved in this study is shown in Table 1, it was found that, the gender demographic shows that females are highly represented, constituting 72.7 percent of the respondents. This demographic profile indicates how women are involved or impacted by logistics management in the fast-food sector. This may be a revelation since women consumers tend to make food decisions in the household and are key players in the food sector (Inman & Nikolova, 2017). In the marital status context, the table shows that a significant 82.9 percent of the respondents are single. This demographic information is significant since singles are a major target market of fast-food restaurants, particularly due to the busy lifestyles that are often attributed to this group (Pettinger et al., 2018). This high representation may provide information on how the logistics management practices are satisfying the expectations

of this group of people who are likely to value speed and convenience.

TABLE 1. Socio-Economic Characteristics of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>				
Male	105	27.3	27.3	27.3
Female	280	72.7	72.7	100.0
Total	385	100.0	100.0	
<b>Marital Status</b>				
Single	319	82.9	82.9	82.9
Married	19	4.9	4.9	87.8
Divorced	47	12.2	12.2	100.0
Total	385	100.0	100.0	
<b>Age</b>				
Less than 20yrs	85	22.1	22.1	22.1
21 – 30yrs	198	51.4	51.4	73.5
31 – 40yrs	61	15.8	15.8	89.4
41 – 50yrs	24	6.2	6.2	95.6
50yrs above	17	4.4	4.4	100.0
Total	385	100.0	100.0	
<b>Occupation</b>				
Student	100	26.0	26.0	26.0
Civil Servant	52	13.5	13.5	39.5
Self-employed	233	60.5	60.5	100.0
Total	385	100.0	100.0	

Source: Author's Field Survey (2025)

In terms of age, the majority of the dominant group is aged between 21-30 years, which constitutes 51.4 percent of the respondents. This demographic superiority is in line with the industry targeting younger consumers who tend to be more open to fast-food products. The literature available confirms that this age group is more likely to consume fast-food, due to their lifestyle choices and preferences (Agbo et al., 2025). The findings may give a more precise insight into the effects of logistics management on a population that is arguably the most important to the fast-food industry. Finally, in terms of occupation, 60.5 percent of the respondents are self-employed. This statistic is interesting because self-employed people tend to have irregular schedules and may therefore visit fast-food restaurants at different times than those who are more structured in their employment. This demographic reality may offer useful information on how logistics management is responding to different consumption patterns and demands (Gardner, 2018).

#### 4.1 Exploratory Factor Analysis of the Variables

Table 2 shows the results of an Exploratory Factor Analysis (EFA). The "Supply chain information management" (INF) shows slightly different results. Although INF1 and INF2 have high loadings and R2 values, just like those in the IMP and TMP domains, INF3 has a significantly lower loading of 0.590 and an R<sup>2</sup> of 0.348. This indicates that INF3 is not as closely associated with the latent construct as the other items in this domain. Although the contributions of INF3 are lower, the CR of this domain is still rather high at 0.888, which indicates good internal consistency (Tavakol and Wetzel, 2020). The AVE of this domain is a bit lower, 0.734, which may suggest that the construct definition should be refined further. Nonetheless, the Customer Satisfaction (CS) domain has high loadings and R2 values, which indicate a strong correlation with the latent construct and a large percentage of variance explained (Hair et.

al., 2010; Babalola & Harinarain, 2024). The CR of 0.950 indicates that the items are internally consistent, and the AVE of 0.826 indicates that the construct is well defined. In short, the EFA findings indicate that the constructs in all domains are well-defined and the items in each construct have high internal consistency and a strong correlation with the latent construct.

TABLE 2: Exploratory Factor Analysis Result

	Standard Loading	R <sup>2</sup>	CR	AVE
INF1	.967	0.935	0.888	0.734
INF2	.958	0.918		
INF3	.590	0.348		
CS2	.886	0.785	0.950	0.826
CS3	.915	0.837		
CS4	.846	0.716		
CS5	.983	0.966		

Source: Author's filed survey (2025)

Note:

INF = SUPPLY CHAIN INFORMATION MANAGEMENT

CS = Customer Satisfaction

#### 4.3 Effect of Supply chain information management on Customer Satisfaction

Table 3 and Figure 2 gives a detailed outcome of the goodness-of-fit indices of a structural equation model (SEM) that examines the impact of inventory management practices on customer satisfaction. These indices are essential in determining the extent to which the proposed model fits the observed data and each index provides a different view of model fit. The Chi-square/degrees of freedom (CMIN/DF) is an absolute fit measure, where lower values indicate a better fit. According to Tabachnick and Fidell (2007), a value less than 3 often indicates a good fit. The CMIN/DF value in this model is 2.0170, which indicates a good fit and that the structure of the model is sufficient to explain the observed data. The Goodness of Fit Index (GFI) is a number between 0 and 1, where higher numbers indicate a better fit. A GFI value of over 0.95 is typically regarded as acceptable, according to Sathyanarayana and Mohanasundaram (2024) and Hair, Black, Babin, and Anderson (2010). The model's GFI score of 0.979 falls within the acceptable range, providing more evidence of its validity.

Moreover, the Adjusted Goodness of Fit Index (AGFI) is also a significant indicator, and it is equal to .943 in this model. According to Lopez-Lemus, et. al., (2023), an AGFI value of more than 0.90 is generally acceptable, which means that the model explains a significant amount of the variance in the observed variables. Root Mean Square Residual (RMR) is another measure of absolute fit, with lower values indicating better fit. Hitt, et. al., (2020) state that a good RMR value is less than 0.08. The RMR value of the model is .032, which is within the acceptable range, meaning that the residuals (i.e., the difference between the observed and predicted values) are small.

In addition, the Normed Fit Index (NFI) and the Comparative Fit Index (CFI) are incremental fit indices, where values nearer to 1 represent better fit. According to Moshagen and Auerswald (2018), values above 0.95 are usually good in both indices. The model's NFI and CFI values are .953 and .959, respectively, indicating that it represents a considerable advancement over a null model lacking any predictors. The RMSEA is a fit measure per degree of freedom, with smaller

numbers indicating a better fit. An RMSEA value of less than 0.08 is generally acceptable, according to Sathyanarayana and Mohanasundaram (2024). The RMSEA value of the model is .024, which falls within the acceptable range, and this means that the model fits the covariance structure of the data. Finally, the Tucker-Lewis Index (TLI) or Non-Normed Fit Index (NNFI) is an incremental fit index, where values nearer to 1 represent a better fit. According to Morrison, et. al., (2017) and Hershberger, (2014), a TLI value of more than 0.95 is usually good. The TLI value of the model is .953, which means that the proposed model is a significant improvement over a null model with no predictors.

TABLE 3: Model Fit for the Effect of Supply chain information management on Customer Satisfaction

Index	Score	Threshold	Status	Supported Literature
CMIN/DF	2.0170	CMIN/DF<3	Fit	Ullman, (2001); Tabachnick and Fidell, (2007); Tabachnick and Fidell (2007)
GFI	.979	GFI>0.95	Fit	Hooper, Coughlan, and Mullen, (2008); Hair, Black, Babin, and Anderson, (2010)
AGFI	.943	AGFI>0.90	Fit	López-Lemus, et. al., (2023)
RMR	.032	RMR <0.08	Fit	Hitt, et. al., (2020)
NFI	.953	NFI>0.95	Fit	Moshagen, and Auerswald (2018)
RMSEA	.024	RMSEA<0.08	Fit	Lai and Green (2016)
TLI	.953	TL>0.95	Fit	Morrison, et. al., (2017) and Hershberger, (2014)
CFI	.959	CFI>0.095	Fit	Hitt, et. al., (2020); Wixom and Todd, (2005)

Source: Author Field Survey, (2025)

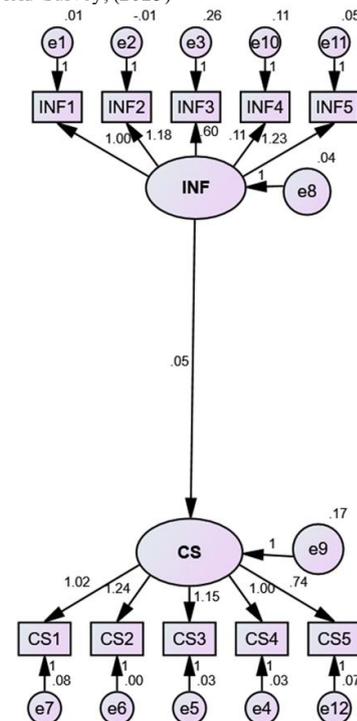


Figure 2: Model Fit of the Effect of Supply chain information management on Customer Satisfaction

Source: Author's Construct through AMOS 21 (2025)

In conclusion, all fit indices show that the suggested model fits the data nicely. This means that the inventory management practices, as theorized in this model, are good predictors of customer satisfaction.

#### 4.4 Test of Hypothesis

H<sub>01</sub>: Supply chain information management has no significant effect on customer satisfaction of fast-food industries in south western Nigeria.

From Table 4, the line of interest for testing the hypothesis is:

$$CS \leftarrow INF \ 1.046 \ .078 \ 23.593 \quad (1)$$

This line (equation 1), Table 4, indicates the relationship (path) between Supply chain information management (INF) and Customer Satisfaction (CS). The standardized regression weight (also known as the path coefficient) is the estimate of 1.046, which is the expected change in the dependent variable (CS) when the independent variable (INF) increases by one standard deviation, all other variables held constant. The standard error of the estimate is .078, which is the S.E. of the estimate. In addition, the critical ratio is 23.593, which is obtained by dividing the estimate by the standard error. The critical ratio is applied to test the hypothesis that the path coefficient is significantly different to zero. A critical ratio of more than 1.96 or less than -1.96 (at the .05 level) would indicate that the path coefficient is significantly different than zero. Nevertheless, the p-value is less than .001, which is usually regarded as highly statistically significant. In this case, the critical ratio (23.593) is greater than 1.96, suggesting that the path coefficient is significantly different from zero. Thus, we would not accept the null hypothesis and conclude that supply chain information management do significantly influence customer satisfaction of fast-food industries in southwestern Nigeria, based on this model. This finding implies that customer satisfaction is linked to better supply chain information management, which is significant to fast-food industries in southwestern Nigeria. These businesses can possibly increase customer satisfaction by working on their information

TABLE 4: Regression Weights

			Estimate	S.E.	C.R.	P	Label
CS	←	INF	1.046	.078	23.593	***	
INF1	←	INF	1.000				
INF2	←	INF	1.183	.021	55.494	***	
INF3	←	INF	.597	.101	5.886	***	
CS4	←	CS	1.000				
CS3	←	CS	1.147	.031	36.683	***	
CS2	←	CS	1.240	.027	45.370	***	
CS1	←	CS	1.023	.042	24.506	***	
INF4	←	INF	.115	.064	1.787	.074	
INF5	←	INF	1.231	.060	20.534	***	
CS5	←	CS	.739	.036	20.388	***	

Source: Author Field Survey, (2023)

#### 4.5 Discussion of Findings

The findings of this research indicated that the model fit well with the observed data, with the Chi-square/degrees of freedom ratio (CMIN/DF = 2.0170) being less than 3, which is the acceptable level of model fit (Hair et al., 2019). The Goodness of Fit Index (.979) and the Comparative Fit Index

(.959) were also above the .95 threshold, which means that the model was a good fit to the data patterns (Hu & Bentler, 1999; Kline, 2023). Moreover, the RMSEA (.024) and the Tucker-Lewis Index (.953) indicated that the hypothesised paths were satisfactory in explaining the variance in customer satisfaction (Jobst et al., 2023). The overall results indicate that effective supply chain information management are strong predictors of satisfaction in the fast-food industry.

Moreover, the results support the findings of other researchers who note that effective information management can improve the quality of services, minimise errors, and facilitate communication throughout the supply chain (Oleynik et al., 2015; Naik & Suresh, 2018). As shown in the results, in accordance with Hanaysha (2022), when businesses implement structured information flows, customers feel more reliable and trusting, which leads to higher loyalty. Similar evidence by Agyabeng-Mensah et al. (2020) indicates that the incorporation of digital information systems facilitates accuracy in order fulfilment and inventory control, which directly affect satisfaction. Furthermore, recent research highlights that information capabilities are strategic assets that increase competitiveness in service provision (Barney, 2020; Qureshi et al., 2023). In a nutshell, the results of this research thus confirms that information practices are critical in the determination of satisfaction in fast-food businesses in Nigeria. When information systems are precise, timely, and accessible, customers are more likely to feel that they are getting more value, which can help with operational efficiency and long-term loyalty (Liu & Li, 2020; Park & Lee, 2021).

#### V. CONCLUSION AND RECOMMENDATIONS

The results of the model indicated that supply chain information management had a significant impact on customer satisfaction and the relationships were strong and reliable. The benefits of better information accuracy, timeliness, and communication can be measured in terms of customer perceptions of service quality and reliability. The findings indicate that when fast-food companies have organised and effective information flows, they are in a better position to satisfy their customers, reduce errors, and achieve consistency in service delivery. This gives a clear indication that customer satisfaction is directly related to the efficiency of information handling in the industry.

To enhance performance, companies must work on improving the accuracy and timeliness of data at all customer touchpoints. There should also be more focus on making information systems more accessible and usable to facilitate operations. The adoption of robust policies that ensure data integrity and accountability will assist in the elimination of inefficiencies and the development of customer trust. Responsiveness and reliability will also be improved by investing in cost-effective digital solutions, such as automated order processing, inventory management tools, and integrated communication platforms. By prioritizing these strategies, fast-food operators will be capable of improving customer experiences, increasing loyalty, and building more competitive positions in a more challenging market.

REFERENCES

- [1]. AFFCON. (2023). Nigeria's food industry worth over \$3.2 billion. Retrieved from <https://www.nipc.gov.ng/2016/10/22/nigerias-food-industry-worth-3-2-billion/>
- [2]. Agbo, E. C., Nnadi, I. M., & Nnadi, U. P. (2025). Anthropometric Indices, Dietary Diversity Score and Fast Food Consumption among University Workers in Southeast Nigeria: A Cross-Sectional Study. *IPS Journal of Nutrition and Food Science*, 4(2), 390-396.
- [3]. Ajikah, T. A., Alabi, S. M., & Okedirin, J. O. (2023). Urbanization and food consumption patterns in Southwestern Nigeria. *Journal of African Development Studies*, 15(2), 112-124.
- [4]. Alade, A. V., Ureki, A. I., & Adekoya, C. O. (2023). Reflection on possible role of academic libraries in facilitating post-COVID-19 food security. *Information Discovery and Delivery, ahead-of-print*(ahead-of-print).
- [5]. Amoako, G., Martins, A., Heer, F. D., & Caesar, L. D. (2025). Service quality and customer satisfaction: the moderating effect of innovation at KFC. *International Journal of Business Excellence*, 36(1), 70-92.
- [6]. Ari, D., van Esch, P., & Weaven, S. (2024). The impact of SERVQUAL on consumers' satisfaction, loyalty, and intention to use online food delivery services. *Journal of Promotion Management*, 30(7), 1159-1188.
- [7]. Attah, R. U., Garba, B. M. P., Gil-Ozoudeh, I., & Iwuanyanwu, O. (2024). Enhancing supply chain resilience through artificial intelligence: Analyzing problem-solving approaches in logistics management. *International Journal of Management & Entrepreneurship Research*, 5(12), 3248-3265.
- [8]. Babalola, A., & Harinarain, N. (2024). Policy barriers to sustainable construction practice in the Nigerian construction industry: an exploratory factor analysis. *Journal of Engineering, Design and Technology*, 22(1), 214-234.
- [9]. Bai, C., & Sarkis, J. (2013). A grey-based DEMATEL model for evaluating business process management critical success factors. *International Journal of Production Economics*, 146(1), 281-292.
- [10]. Christopher, M. (2016). *Logistics and supply chain management*. Pearson UK.
- [11]. Davenport, T. H. (2013). *Process innovation: Reengineering work through information technology*. Harvard Business Press.
- [12]. Fabrigar, L. R., & Wegener, D. T. (2012). *Exploratory factor analysis*. Oxford University Press.
- [13]. Feriantoro, T., Wijaya, T., & Mulyani, E. (2025). Customer Experience in Culinary Business: A Bibliometric Analysis of Trends and Themes. *East Asian Journal of Multidisciplinary Research*, 4(6), 2843-2860.
- [14]. Gardner, P. (2018). *The lost elementary schools of Victorian England: The people's education*. Routledge.
- [15]. Gilbert, G. R., Veloutsou, C., Goode, M. M., & Moutinho, L. (2004). Measuring customer satisfaction in the fast-food industry: A cross-national approach. *Journal of Services Marketing*, 18(5), 371-383.
- [16]. Gounder, R., Kamal, M., & Gunasekaran, A. (2018). The role of technology in logistics management. *International Journal of Information Management*, 36(5), 564-574.
- [17]. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Pearson.
- [18]. Hanaysha, J. R. (2022). Impact of social media marketing features on consumer's purchase decision in the fast-food industry: Brand trust as a mediator. *International Journal of Information Management Data Insights*, 2(2), 100102.
- [19]. Hershberger, S. L. (2014). Factorscore estimation. In N. Balakrishnan, T. Colton, B. Everitt, W. Piegorisch, F. Ruggeri, & J. L. Teugels (Eds.), *Wiley StatsRef: Statistics Reference Online* (pp. 1-9). Wiley.
- [20]. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2020). *Strategic management: Concepts and cases: Competitiveness and globalization* (13th ed.). Cengage Learning.
- [21]. Hooper, D., Coughlan, J., & Mullen, M. R. (2008). Structural equation modelling: Guidelines for determining model fit. *Electronic Journal of Business Research Methods*, 6(1), 53-60.
- [22]. Inman, J. J., & Nikolova, H. (2017). Shopper-facing retail technology: A retailer adoption decision framework incorporating shopper attitudes and privacy concerns. *Journal of Retailing*, 93(1), 7-28.
- [23]. Lai, K., & Green, S. B. (2016). The problem with having two watches: Assessment of fit when RMSEA and CFI disagree. *Multivariate Behavioral Research*, 51(2-3), 220-239.
- [24]. Lee, Y. S., Chen, S. C., Zhan, Y., & Zheng, M. C. (2025). Design of interactive systems: information visualization methods of self-service technology in fast food restaurants. *Computers in Human Behavior Reports*, 17, 100585.
- [25]. López-Lemus, J. A., & De la Garza Carranza, M. T. (2023). The impact of transformational leadership on challenging influence strategies: An approach using structural equation models. *International Journal of Organizational Analysis*, 55(1), 352-370.
- [26]. Morrison, T. G., Morrison, M. A., & McCutcheon, J. M. (2017). Best practice recommendations for using structural equation modelling in psychological research. *Psychology*, 8(9), 1326-1343.
- [27]. Moshagen, M., & Auerwald, M. (2018). On congruence and incongruence of measures of fit in structural equation modeling. *Psychological Methods*, 23(2), 318-336.
- [28]. Naik, D. N., & Suresh, R. (2018). Digital transformation in logistics. *International Journal of Information Management*, 40(1), 131-142.
- [29]. Nigeria Bureau of Statistics. (2023). Consumption expenditure pattern in Nigeria. Retrieved from <https://www.nigerianstat.gov.ng/pdf/uploads/Consumption%20Expenditure%20Pattern%20in%20Nigeria%202019.pdf>
- [30]. Oleynik, P. P., Nikolenko, O. I., & Yuzefova, S. Y. (2015). Information system for fast-food restaurants. *Engineering and Technology*, 2(4), 186-191.
- [31]. Ongena, G., & Ravesteyn, P. (2020). Business process management maturity and performance: A multi group analysis of sectors and organization sizes. *Business Process Management Journal*, 26(1), 132-149.
- [32]. Pettinger, C., Holdsworth, M., & Gerber, M. (2018). Psycho-social influences on food choice in Southern France and Central England. *Appetite*, 36(2), 117-131.
- [33]. Rydell, S. A., Hamack, L. J., Oakes, J. M., Story, M., Jeffery, R. W., & French, S. A. (2008). Why eat at fast-food restaurants: Reported reasons among frequent consumers. *Journal of the American Dietetic Association*, 108(12), 2066-2070.
- [34]. Sathyanarayana, S., & Mohanasundaram, T. (2024). Fit indices in structural equation modeling and confirmatory factor analysis: reporting guidelines. *Asian Journal of Economics, Business and Accounting*, 24(7), 561-577.
- [35]. Sathyanarayana, S., & Mohanasundaram, T. (2024). Fit indices in structural equation modeling and confirmatory factor analysis: reporting guidelines. *Asian Journal of Economics, Business and Accounting*, 24(7), 561-577.
- [36]. Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Pearson.
- [37]. Tabachnick, B. G., & Fidell, L. S. (2025). Multivariate Analysis of Variance (MANOVA). In *International Encyclopedia of Statistical Science* (pp. 1616-1619). Berlin, Heidelberg: Springer Berlin Heidelberg.
- [38]. Taiwo, L. A. (2021). Organisational characteristics, performance measurement and effectiveness of small and medium enterprises in Lagos State, Nigeria (Doctoral dissertation, Kwara State University).
- [39]. Tama, B. A. (2015). Data mining for predicting customer satisfaction in fast-food restaurants. *Journal of Theoretical and Applied Information Technology*, 75(1), 1-7.
- [40]. Tavakol, M., & Wetzell, A. (2020). Factor analysis: A means for theory and instrument development in support of construct validity. *International Journal of Medical Education*, 11, 245-253.
- [41]. Taylor, J. (2020). Information management in business decision-making. *Journal of Business and Information Systems*, 17(3), 44-56.
- [42]. Wixom, B. H., & Todd, P. A. (2005). A theoretical integration of user satisfaction and technology acceptance. *Information Systems Research*, 16(1), 85-102.