

Research Article

INFLUENCE OF CUSTOMER SATISFACTION AND PERCEIVED VALUE ON LOYALTY TOWARDS ONLINE FOOD DELIVERY SERVICES

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ABSTRACT

Online food delivery services emerged as one of the newest trends in the food service industry providing customer convenience and accessibility of the food they want. In the Philippines, the foodservice market noted as a highly competitive industry and highly driven by the increasing number of value-conscious consumers was adversely affected with the onset of the pandemic. Likewise, the increase in internet penetration, quick access to smartphones, and simplified e-banking systems have resulted in more purchases through online channels. This significant increase in online channels has propelled several food chains. The penetration of online food delivery services in business has provided an additional impression on the economy. As part of the impression, customers must be treated with utmost care and responsiveness. In addition, the need to provide deeper understanding of this premature to better understand essential aspects for business sustainability. Loyalty has long been argued as to what constitute and influence on this variable. The research variables focus on customer satisfaction, perceived value, and customer loyalty. This study examined the influence of customer satisfaction and perceived value towards loyalty of online food delivery services. This quantitative descriptive research design was conducted among 120 respondents based on purposeful sampling technique. The study utilized descriptive statistics, correlation, and regression analysis to establish the influence of independent and dependent variables. Results showed that loyalty is highly influenced by customer satisfaction and perceived value. Therefore, high repurchase decision that leads to customer loyalty is enthused by exceptional customer satisfaction while maintaining a positive perception.

Keywords: Customer Loyalty, Satisfaction, Perceived Value.

INTRODUCTION

The surge of the global pandemic caused by SarsCov-19 has toppled nearly every facet of life ranging from the personal to the professional aspect. This global crisis provides opportunities for business organizations especially on how business be conducted. In a study conducted by McKinsey & Company (2020), of more than 200 organizations across industries, more than 90% of the executives admitted an organizational fallout as an effect of the pandemic and that this will fundamentally change the way business is done over the years as many are asserting that the health crisis will have a lasting impact on the customers' needs. Hence, channels are shifted to accommodate new and potentially creating opportunities to address customer demands.

One noteworthy business that emerged is online delivery services, particularly on food services. Ordering food online is the new eating out definition. According to the Business Research Center (2021), the global online food delivery services market will grow from \$115.07 billion in 2020 to \$126.91 billion in 2021 with a 10.3% annual growth rate. It is expected to reach \$192.16 billion in 2025 at an 11% growth rate. Also, the increasing trend of smartphone users will resort to more food delivery apps (The Mobile Economy, 2020). This will stimulate various online companies to develop online platforms to satisfy customers. The cumulative number of smartphone users reflects a potential increase in online shopping.

In the Philippines, the foodservice market noted as a highly competitive industry and highly driven by the increasing number of value-conscious consumers was adversely affected with the onset of

the pandemic. Consequently, the industry is embarking on market expansion and innovations in online delivery of food service as some of their key strategies to achieve consolidation and optimize their offerings, respectively. Likewise, the increase in internet penetration, quick access to smartphones, and simplified e-banking systems have resulted in more purchases through online channels. This significant increase in online channels has propelled several food chains in the Philippines to shift toward online portals to enhance online ordering by offering improved selection, convenience, transparency, and security to the customers (Mordor Intelligence, 2020). In fact, according to Sanchez (2020), there are expected to be 90 million smartphone users by 2025, the data suggests a chance that a good number of customers can avail online food delivery services.

However, as the online food delivery market projected to grow and an increasing number of customers preferring to 'order-in' their food, it is not surprising that several restaurants and delivery services have jumped onto the bandwagon. This result then makes the online food delivery model presents a different set of challenges. In the age of e-commerce, fidelity is common to customers. Customers think that on the mantra, "the more, the merrier"; thus, there is no sure-shot way to ensure that customers remain faithful (Dua, 2017). Customer loyalty is beneficial to every organization. Most companies strive for customer loyalty as the competition in most sector grows tighter, both the importance of and the challenge in keeping customer loyalty increases.

In addition, organizations should know how to keep their customers satisfied to keep them coming and continue purchase. Customer satisfaction is a contributory factor to the success of a business, and it is the most important indicator of customer loyalty. Some research says that 6-7 times more expensive to acquire a new customer than it is to keep a current one (Kierczak, 2021). On the other hand, another

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component to consider by online food delivery service providers is perceived value. Minimol and Kakkanad (2018) acknowledged that perceived value explains more than one-third of the variation in customer loyalty. Likewise, Lin *et al.*, (2011) accentuated that value perception has a strong influence on the satisfaction of new customers who shift from other rivals due to added online shopping experiences and value awareness. Also, some commentators have expressed observations such as customer complaints, delayed delivery of service, product quality, and the conditions of the people working as it reached the doorsteps. This now turns into a challenge for the online food delivery services providers. Hong Lan *et al.*, (2016) emphasize that the online food delivery industry is immature yet and that glitches in the areas have to be taken into consideration to open chances for improvisation.

The penetration of online food delivery services in the arena of business has provided an additional impression to the economy. As part of the impression, customers have to be treated with utmost care and responsiveness. Additionally, as a premature industry with limited studies on online food delivery services, there is a need to provide a deeper understanding essential for the business' sustainability. This study aimed at determining factors that may influence customer loyalty to online food delivery services. Thus, it explored the influence of customer satisfaction and perceived value towards customer loyalty. Further, the study hopes to present valuable insight that can be helpful for online food delivery service providers to be more functional and being able to sustain themselves in this highly competitive business environment landscape.

FRAMEWORK

The following are the Theories used in the study: Theory of Reasoned Action (TRA) by Ajzen and Fishbein (1975) and Theory of Planned Behavior by Ajzen (1985).

This study is entrenched in the Theory of Reasoned Action (TRA). This theory suggests that a person's behavior is determined by their intention to perform the behavior. This intention is, in turn, a function of their attitude toward the behavior and subjective norms (Ajzen & Fishbein, 1975). The best predictor of behavior is intention or instrumentality (the belief that the behavior will lead to the intended outcome). Instrumentality is determined by three things: their attitude toward the specific behavior, their subjective norms, and their perceived behavioral control. The more favorable the attitude and the subjective norms and the greater the perceived control, the stronger the person's intention to perform the behavior. In this study, the customer perception towards online food delivery will determine their behavior when it comes to availing the service or otherwise. The customer satisfaction and perceived behaviors of the customers are to identify an effect on ordering through an online platform. As a result, customer loyalty is attained. This mean that when customers opt for purchasing decision, whether product or service is yet to be experienced or already experienced, the determinants of the behavior towards loyalty is on the degree of the reason to purchase and repurchase based on satisfaction and value of perception. Furthermore, customer loyalty, according to Kincaid (2003), is a consumer behavior as a result of experience and the value they received from the service. It can be construed that TRA is also applied to customer repurchases.

Also, the Theory of Planned Behavior (TPB) (Ajzen, 1985) is emphasized in this study. It started as the theory of reasoned action to predict an individual's intention to engage in a behavior at a specific time and place. The model was intended to explain all behaviors over which people can exert self-control. The main

component of this model is behavioral intent; behavioral intentions are influenced by the likelihood that the behavior will have the expected outcome and the subjective evaluation of the risks and benefits of that outcome. The TPB states that behavioral achievement depends on motivation (intention) and ability (behavioral control). It distinguishes between three types of beliefs - behavioral, normative, and control. In turn, customers availing of online services are more likely to be subjective because they are influenced by intentions to buy or not to buy, similarly with the ability to buy or not. Availing of online food delivery services have reservations and are influence by the customers' beliefs and behavior. In this framework, the independent variable, which is perceived value, is being anchored. The variable focuses on the consumers' perceptions while using the online platform thru their mobile phones, tablets, or laptops. Each indicator for perceived value which is: efficiency, system availability, fulfillment, and privacy, denotes the online application system. Moreover, online food ordering and delivery services are operated by the users through websites or mobile apps.

Hence, given the above theoretical backdrop, this study focused on the variables that significantly impact customer loyalty to online food delivery services. This study postulates that customer loyalty can be affected by the following factors: Customer satisfaction and perceived value. Figure 1 shows the schematic presentation showing the interplay of variables in the study. In the diagram, the independent variable customer satisfaction points to its indicators which are delivery time, customer service quality, and product quality towards customer loyalty. The other independent variable, the perceived value, has the following indicators: efficiency, system availability, fulfillment, and privacy pointing towards customer loyalty. And the dependent variable is customer loyalty with its sub-variables on brand name, price, trust, promotion, and customer relationship.

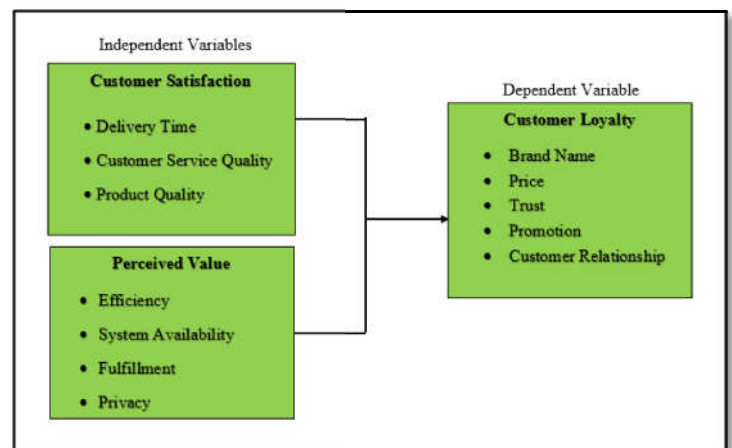


Fig 1: The schematic presentation showing the interplay of the variables of the study

OBJECTIVES

This study aimed at determining factors that augment customer loyalty of online food delivery services using the regression analysis. Thus, it explored which among the variables, customer satisfaction and perceived value exert the most influence towards customer loyalty. Further, the study hopes to present valuable insight that can be helpful for online food delivery service providers to be more functional and being able to sustain themselves in this highly competitive business environment landscape.

METHODOLOGY

The study made use of a quantitative descriptive research method utilizing a regression analysis to which among the independent variables, customer satisfaction and perceived value significantly impact the dependent variable, loyalty of online food delivery services. Two (2) survey questionnaires have been adapted and revised by the researcher to suit the needs of the study. These are "The Influence of Online Food Delivery Service Quality on Customer Satisfaction and Customer Loyalty: The Role of Personal Innovativeness" by Yusra and Agus (2020) to measure customer satisfaction and customer perceived value and "Effect of Perceived Value and Social Influences on Mobile App Stickiness and In-App Repurchase Intention" by Hsu and Lin (2016) to measure customer loyalty. The instruments were content validated by six experts and subjected to reliability test with an over-all Cronbach's alpha of 0.959.

Non-probability sampling technique was used to conduct the survey because of the immensity of the population and employ the stratified random method wherein participants are identified and carefully chosen among individuals with deep knowledge and experienced with online food delivery services. Further, the selection of participants was made through identifying respondents with food online applications in their mobile and other gadgets with respect as well to their experiences while availing the service. Henceforth, the researcher selected 120 individuals from the online food delivery customers in Malaybalay City, Bukidnon. Descriptive statistics, Pearson's correlation, and multiple regression were applied to the data gathered to determine relationships among the variables, examine the degree of predictive influence of the independent variables to the dependent variable, and make implications.

RESULTS AND DISCUSSION

Assessment of Customer Satisfaction

Table I. Overall Mean Summary of the Respondent's Assessment on Customer Satisfaction

Indicator	Mean	Sd	Description
Delivery Time	4.19	0.60	Very Satisfied
Customer Service Quality	3.82	0.68	Very Satisfied
Product Quality	4.04	0.73	Very Satisfied
Over All Mean	4.02	0.26	Very Satisfied

Note: (N=120)

From Table 1, generally, the respondents assessed their level of satisfaction as very satisfied (M = 4.02, SD 0.26). Among the indicators, the highest mean is delivery time (M = 4.19; SD = .60); followed by product quality (M = 4.04; SD = .73); then customer service quality (M = 3.82; SD = .68). This means to say that the above three indicators are favorable factors that need to be considered in assessing the level of customer satisfaction towards the online food delivery services.

In a study conducted by Ziaullah *et al.*, (2014) shows that delivery services, which focuses on timely factors have significant effect on customer satisfaction. This result is also supported in the study of Blut (2016), that online buyers are widely particular on the on-time performance as an indicator for customer satisfaction. Another study by Handoko (2016) supports the claim that delivery time has positive impact customer satisfaction. Xu *et al.*, (2017) also revealed that fast delivery gives pleasure to customers, whether food or beverages

because accordingly, consumers tend to be impulsive and eager to have the products on their hands quickly. Likewise, product quality has a significant effect on customer satisfaction (Handoko, 2016) which is in consonance with Lin *et al.*, (2011), that product quality has increasingly improved customer satisfaction online. Meanwhile, e-service quality demonstrates a positive effect on customer satisfaction to online customers (Blut, 2016). Also, there exist a significant relationship in service quality and customer satisfaction (Oh and Kim, 2017; Yee *et al.*, 2011).

Assessment of Customer Perceived Value

Table II. Overall Mean Summary of the Respondents Assessment on Perceived Value

Indicator	Mean	Sd	Description
Efficiency	3.62	0.87	Agree
System Availability	4.24	0.57	Strongly Agree
Fulfillment	4.10	0.61	Agree
Privacy	4.50	0.59	Strongly Agree
Over All Mean	4.12	0.22	Agree

Note: (N=120)

As illustrated in Table 2 above shows that generally the respondents assessment on perceived value is "agree" (M=4.12, Sd=0.22). It also indicates that *privacy* (M=4.50, Sd=0.59) and *system availability* (M=4.24, Sd=0.57) are highest among the indicators and were described as strongly agree. Meanwhile *fulfillment* (M=4.10, Sd=0.61) and *efficiency* (M=3.62, Sd=0.87) has agree level. This indicates that the above indicators demonstrate an advantageous reason that measures the level of perceived value.

The result of the study was supported by Kurt and Hacıoglu (2010), that privacy is factorable to perceived value. Likewise, Tsao *et al.*, (2016), stated that system availability significantly effects on perceived value, which in turn had a substantial influence on online loyalty. System availability includes a website with quality information and it is a key to successful e-commerce (Sharma & Lijuan; 2015). For fulfillment, Zhao, Zhang, Huang (2020) concluded that a dimension of fulfillment indicates a positive relation to perceived value. This was also affirmed in the study of Anastasiadou and Papdaki (2019) that fulfillment is connected to perceived value and loyalty intentions. Lastly, Hernando and Gunawan (2021), provides that efficiency significantly influence to customer perception.

Assessment of Customer Loyalty

Table III. Overall Mean Summary of the Respondents Assessment on Customer Loyalty

Indicator	Mean	Sd	Description
Brand Name	3.54	0.66	Very Loyal
Price	4.16	0.64	Very Loyal
Trust	4.42	0.60	Very Much Loyal
Promotion	4.54	0.61	Very Much Loyal
Customer Relationship	4.08	0.62	Very Loyal
Over All Mean	4.15	0.62	Very Loyal

Note: (N=120)

As viewed from Table 3, the general perception of the respondents on customer loyalty is 'very loyal' (M = 4.15, SD = .62). Among the indicators, the highest mean is promotion (M = 4.54, SD = .61);

followed by trust (M = 4.42, SD = .60); price (M = 4.16; SD = .64); customer relationship (M = 4.08; SD = .62) and the lowest mean is brand name (M = 3.54; SD = .66). This information suggests customers are concerned on the promotional activities on online service providers which can ignite their attitude to a possible repurchase of the products or services regardless of its brand name.

Méndez (2012) mentioned that product promotions affects loyalty. It further concludes that promotional activities are either reinforcing or reducing the behavior of customer loyalty. Promotion is an effective tool and has a positive direct impact on the client’s intention to buy. A positive attitude exists from clients towards promotional activities techniques (Genchev and Todorova, 2017). The finding of Ahmed et al. (2014) highlighted that a consumer could not enter in repurchases set without the trust of a brand. This finding is also evident in the study of Kishada and Wahab (2013), where customer loyalty to an association is improved by the trust formed between the customer and the service provider. Gul (2014), stressed that when the customer is loyal to a product or service, they are gullible in it and trust plays a vital role in driving repurchase intention for all services business (Saleem, Zara, and Yaseen, 2017). Price is also a determinant of customer loyalty, Amiruddin (2013), mentioned that price has a significant influence on customer loyalty. This result is congruent to Nazari, Hosseini, and Kalejahi (2014) and Kaura, Durga Pasad, and Sharma (2015), where price strongly predicts and positively impact loyalty. Customer relationship is another indicator of loyalty and it has a significant relation to loyalty (Bhakane , 2015) Consecutively several studies affirmed that a positive correlation and exists between customer relationship and loyalty (Hassan, Nawaz, Lashari, and Zafar, 2015; Javed and Cheema, 2017). Finally, among the indicators, brand has the lowest effect to loyalty, the study of Veloutsou (2015) revealed that brand name predicts of customer loyalty while it links to achieve customer repurchases.

Relationship between Customer Loyalty and the Independent Variables of Customer Satisfaction and Perceived Value

Table IV. Correlation between Customer Loyalty and the Independent Variables Customer Satisfaction and Perceived Value

Independent Variables	Correlation Coefficient	p-value	Degree	Remarks
Customer Satisfaction	.537**	.000	High	Significant
Perceived Value	.520**	.000	High	Significant

**Correlation is significant at the 0.01 level (2-tailed), **p < 0

As the results indicated in the Table 4, the variables are positively correlated and are statistically significant with p values of <.000, hence, there is a significant relationship between customer satisfaction and perceived value to customer loyalty. It is further noted that customer loyalty although weak relationship with perceived value (r = .520, p < .00), it is still significant while a strong relationship is manifested between customer satisfaction (r = .537, p < .00).

The above findings is confirmed by Gobiraj and Nimalathasan (2011), that a strong positive relationship existed between customer satisfaction and customer loyalty. According to Khristianto et al., (2012), customer satisfaction is a result of experience; and customer satisfaction is attained when the final deliverable is (i.e., experience) met. Satisfaction and loyalty are the significant rudiments that determine the success of market implementation (Khristiano et al., 2012). Satisfied customers are most likely to want to repurchase if the service provider reached or surpassed their expectations. The

relationship between perceived and loyalty still exhibits a positive correlation which indicates that perceived value is a factor that determines customer loyalty. The study of El-Manstrly (2016) found that associations within the customers will be stronger between perceived value and customer loyalty by offering efficient prices and good quality services. A mere sensory experience through mobile applications just before experiencing the products gives an idea to consumers that they are most likely to be fulfilled. Consumers' value perceptions are critical for their purchase judgments (Wang, 2015). This study also suggests that consumers' perceived value is about how the customers formulate their outlooks about any online or e-commerce product or website. The same is correct of the perceived value correlated to customer repurchases (Kumar, 2017).

Predictors of Loyalty

Table V. Multiple Linear Regression between Customer Satisfaction, Perceived Value and Loyalty

Predictor Variables	Unstandardized Coefficients	Standardized Coefficients	T	p
	B	Beta		
Constant	1.25807	0.329310	3.82031	0.000
Customer Satisfaction	0.34034	0.066903	5.08706	0.000
Perceived Value	0.369505	0.077872	4.74505	0.000

R= 40.29% R² = 39.27% (p < .05) f-value = 39.4735 p-value = 0.000

As exhibited in the Table 5, the adjusted R² (39.27%) value explains the amount of influence of the whole set of independent variables taken as one, on customer loyalty as the dependent variable. With the f-value of 39.4735, the model is highly significant at 0.000. In this case, the independent variables taken as a whole can predict customer loyalty.

A cautious analysis of the table reveals that *customer satisfaction and perceived value*, highly influence customer loyalty with (t=5.08706; p=0.000); (t=4.74505; p=0.000) respectively in which it reaches the significance level of less than or equal to 0.05. Likewise, these independent variables are also strong predictors of customer loyalty with standard coefficient *Beta* 0.066903 and 0.077872 correspondingly. It also signifies further, that for every 1 level of change customer satisfaction, there is a corresponding increase by 0.34034 of that of customer loyalty, and for every 1 level of change in the perceived value, there is as well a corresponding increase by 0.369505 of that of customer loyalty. This suggests that the higher the customer satisfaction and perceived value from the customers, the higher it indicates customer loyalty or repurchase.

Many empirical studies agreed with these results. According to Suchánek and Králová (2019), customer satisfaction positively influenced customer loyalty and created competitiveness in business. There was also an affirmation in the study of Otaibi and Yasmeen (2014), that customer satisfaction and perceived quality strongly affect customer loyalty and the other relevant previous studies. Moreover, the findings of Leninkumar (2017) revealed that customer satisfaction greatly influenced customer loyalty. Many authors have cited that customer satisfaction influences and determinates customer loyalty (Belás & Gabčová, 2016; Coelho & Henseler, 2012). According to Munari et al., (2013), satisfaction and loyalty are the elements of definitive loyalty, and satisfaction is the beginning point of loyalty. It can be deduced in this study that customer satisfaction has a strong influence on customer loyalty.

Meanwhile, according to Ramadhan and Yolanda (2019) in their study on "Impact of Customer Perceived Value on Loyalty: In Context CRM," customer perceived value significantly impacts loyalty. There is also an agreement on this study by Keshavarz and Jamshidi (2018), where there is a significant influence between perceived value and customer loyalty. Consecutively, El-Manstrly (2016) also discovered that perceived value had a positive and significant effect on loyalty. Further, this means that loyalty is also dependent on quite a few numbers of customer-related factors, such as value perception of the business rather than what it does. According to Lin *et al.*, (2011), perceived value has a high impact beyond what is with the customer satisfaction who shift from rivals because customers have gathered experiences and value awareness. Consecutively, customer perception will lead to loyalty with the considerations of other significant indicators by customers such as positive feelings and good experiences (Keshavarz & Jamshidi, (2018).

Thus, the theory generated in this study advances that customer loyalty can be predicted by customer satisfaction and perceived value. Very essential to customer loyalty is customer satisfaction while maintaining a positive perception.

CONCLUSIONS

The determination of the association between customer satisfaction and perceived value towards loyalty, specifically for online food delivery services, will yield contribution on improving and providing opportunities for both the owners and the consumers. Such improvements eventually offer immense economic involvement in the forthcoming. Similarly, keeping customers in their most loyal state in the service retains consumer viability which is an indicator of an organization's profitability. The significant relationship between customer satisfaction and loyalty indicates that the higher the customer satisfaction in terms of delivery time, customer service quality, and product quality, the higher the customer repurchase. It also suggests that customer satisfaction is a determinant to predict customer loyalty or repeated purchase. Meanwhile, the significant relationship between perceived value and customer loyalty indicates that the greater the value perception in terms of efficiency, system availability, fulfillment, and privacy, the greater the customer loyalty. It also proposes that perceived value is closely associated with customer loyalty.

Finally, the significant influence of customer satisfaction and perceived value on customer loyalty entails that the higher the customer satisfaction and perceived value from the customers, the higher also it indicates to customer loyalty or repurchase decision. The result also suggests that the indicators for customer satisfaction which are delivery time, customer service quality, and product quality, significantly influence customer loyalty. The same is true with the determinants of perceived value on efficiency, system availability, and fulfillment, where it also shows significant influence on customer loyalty.

RECOMMENDATIONS

Based on the above findings and conclusions of the study, the following are the recommendations to wit:

Online Food Delivery Services Providers. These service providers may look into the whole operations not just from the online platform ordering until products have been delivered doorsteps but also the impressions upon receiving and using or consuming the product. They may take note that upon utilizing the platform, it should manifest an added value to users that they are well taken care of and that the

application must ensure its availability and be responsive. With these, it may provide customers perception a gratification towards the service online.

Managers and Supervisors of Online Food Delivery Service. This line of management knew that profitability in this industry depends on the number of consumers who availed of the service. This statement means that providing customer satisfaction especially on the quality of the product, customer service, and promptness of delivery, may keep the customers coming for their service. Consecutively, managers and supervisors may oversee the whole operations of the online food delivery by having checklists on the items that customers want the service to have. Additionally, managers and supervisors are representatives of the service providers which they may adhere to the principles of the top management. With these, they may conduct at least a customer feedback program in such a way to assess their performance for the period. A regular and timely meeting with their people is a great suggestion to know what other possible areas needed to improve or taken more support.

Food Establishments. The food industry benefits from the online food delivery service, where they also make profits directly. As they are the providers of the products and service, they may ensure in providing high-quality products from preparation up to packaging. The customer's perception about the product based on what they see and described in the online platform will represent the actual merchandise when delivered and experienced. They may also provide a presentation of safe attributes of the products when they arrived and are consumed. *Customers.* As customers, they contribute great successes in the business. With their honest and truthful feedback, the service may become more convenient and improved. They should not be embarrassed to tell service providers for the improvement and benefit of both customers and suppliers

Local Government Unit. The government may indulge with a regulation that will keep the online food delivery service be safer and more secure from fraud. An agency of the government unit may secure a regular visit of these service providers assessing the safety measures of the food and the conditions of the people working. Considering that online food services provide an economic contribution to the city or municipality, the favor of securing them may also be given. *Researchers.* Considering that few studies have been conducted on this area and online food delivery services had just popularly known when the COVID-19 pandemic crisis came, this study may become a source for data in the forthcoming. This study may also lead to formulating another study in the areas like ensuring privacy and security to both service providers and the customers. The findings of the study may also contribute deeper understanding of customer satisfaction (indicators: delivery time, customer service, and product quality), perceived value (indicators: efficiency, system availability, fulfillment, and privacy) influenced customer loyalty (indicators: brand name, price, trust, promotion, and customer relationship) towards online food delivery services. Future researchers may also indulge in increasing the number of participants relating to this study as the socio-demographic profile and culture of the current setting may be different from other regions.

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