

Understanding Customer Satisfaction in Jakarta Quick Service Restaurant Industry

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Abstract:

The purpose of this paper is to examine the impact of the dimensions of service quality on customer satisfaction in the Jakarta quick serve market and to indicate which factors have a main role in driving customer satisfaction. Primary data in the form of 200 questionnaire responses were collected from a variety of quick service restaurants in the Jakarta. Likert seven-point rating scales were used to structure the questionnaire. Data were collected from the customers at two KFC restaurants, two McDonald's restaurants, and two Burger King Restaurant. The results of the analysis indicate that tangibles play the most important role in driving customer satisfaction in the Jakarta quick serve industry. Results of correlation and regression analysis show that physical attributes (tangible) of service quality are the key to customer satisfaction. In a nutshell, the tangibles variable is the most important factor driving customer satisfaction in the context of the Jakarta fast food market. This research incorporates unique and original insights in relation to the fast food restaurants market. The findings of this research have contributed to a better understanding of the main factors that influence service quality and customer satisfaction and have implications from a managerial point of view in the highly competitive Jakarta quick serve and wider fast food service industry.

Keywords: Service quality, Jakarta, Restaurants, Customer satisfaction

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I. Introduction

Recent market share report of the quick serve restaurants indicates that KFC hold 30% of market share in Jakarta. McDonald at the same time managed to secure 11% of the market share while Burger King hold the 1% market share from the industry. The number of quick serve outlets increased tremendously from 5,890 (2011) to 9,100 (2017). The numbers of outlet increased by 54% in 6 years. Recent report on the market outlook claimed that Indonesia is the largest market for quick serve food service industry based on the 267 million of population. The huge numbers indirectly indicated large market opportunity to the market player in penetrating the market. KFC as at 2018 owned 900 outlets in Indonesia. The huge market at the same time invites many similar product players to participate in the competition. The competition forced the market player to improve their service especially related to quality in order to sustain the market. The competition provides a greater option to customer to choose and evaluate which providers provides the best and high service quality.

II. Literature review

Customer satisfaction

The challenge of today business is to keep customer life cycle to be remain active despite high competition among the market player in the industry(Shamsudin, Esa, & Ali, 2019). To add more challenge is the current customer behavior that is more knowledgeable and informative(Razak & Shamsudin, 2019). All data and details is available through the support of the internet. Customer not only know which service providers provide the best service but they can even give points or left the comments for other viewer or potential buyer to read(Shamsudin et al., 2019).

Satisfied customer may help the restaurants to gain more profit and sustain in the market(Borishade et al., 2018; Kim, Cho, & Kim, 2019). Satisfied customer may tolerate on the prices and they have high tendency to repeat purchase of the products. Another contribution of satisfied customer is that satisfied customer may become loyal towards the brand or products. Past research (Chicu, Pàmies, Ryan, & Cross, 2019; Hirata, 2019)highlighted that another important result of satisfied customer is that the company growth(Shamsudin et al., 2019). Satisfied customer may help the restaurant to growth(Umasuthan, Park, & Ryu, 2017). They even helps to spread the advertisements or campaign about the brand or

products to all their friends and family members(Ahmad, Ahmad, & Papastathopoulos, 2019; Zobnina & Rozhkov, 2018). The current high usage of social media can be another benefit that the restaurant can gain benefits through e-word of mouth, which is very fast and high coverage(Hassan & Shamsudin, 2019).

Service quality

Service quality according to(Berry, Parasuraman, & Zeithaml, 1985; A. Parasuraman, Berry, & Zeithaml, 1993) is “the discrepancy between consumers” or in this case is the customer who visited the quick service restaurants. It was emphasized that the level of service quality is actually perceived by customer thus the level of service quality between one to another is varies(Berry & Parasuraman, 1993a, 1993b). Perceived of service quality derived from one expectation based on customer hope or actual experiences. The higher the hope, the higher is the level of service quality expected by one customer. (A. A. Parasuraman, Zeithaml, & Berry, 1991) established five dimension of service quality. High expectation from customer may resulted to dissatisfaction should the service level is below the expectations(Shamsudin et al., 2019). Customer will only become satisfied once the service level received is at par or beyond the expectations level. Many studies have been conducted related to service quality however, those study have been conducted in a various research scope and deferent geographical setting background(Ahmed, Tarique, & Arif, 2017; Kant & Jaiswal, 2017; Moghavvemi, Lee, & Lee, 2018; Yilmaz, Ari, & Gürbüz, 2018). This study is focusing on customer in Jakarta evaluate the service quality in the quick service restaurant in Jakarta. To make the study on this are more interesting is that service quality is not related solely on the output that customer received but includes the total experiences throughout the process(Ahmad et al., 2019; Umasuthan et al., 2017; Zobnina & Rozhkov, 2018).

The dimension recommended by (A. A. Parasuraman et al., 1991; A. Parasuraman, Berry, & Zeithaml, 1991) includes tangibles, reliability, responsiveness, assurance and empathy. All dimension have their own role in order to be concluded by customer whether they are satisfied or not(Berry & Parasuraman, 1993b). Tangibles is referring to all aspects that is available in order to provide a positive experiences to customer such as equipment, service facilities and including the personnel who involved directly during the servicing experiences(A. Parasuraman, Zeithaml, & Berry, 1994). Reliability is covering the quality of services provided whether it is promising, accurate and dependability(A. Parasuraman, Zeithaml, & Berry, 1985). Responsiveness in this research is about the level of the quick service restaurants handle the customer order and delivery(A. A. Parasuraman et al., 1991). Responsiveness is about how good the quick service restaurant manage the order by helping, assisting and provide the service

promptly(A. Parasuraman et al., 1991). Assurance in service quality is referring to how good the restaurants attend the customer(A. Parasuraman et al., 1985). Customer always put high expectation in terms of politeness of the personnel as well as the inspiration given that the customer will be taking care in the best manner(Bihamta, Jayashree, Rezaei, Okumus, & Rahimi, 2017; Pizam, Shapoval, & Ellis, 2016). Such situation may develop customer confident level of the personnel of giving the service at their top level(Shamsudin et al., 2019). Lastly is the empathy that restaurants personnel shows towards customer(A. Parasuraman et al., 1985). The personnel should manage to serve the customer according to what their expectations are. Some service required personalized but some may just a regular service(Hassan & Shamsudin, 2019).

Tangibles in the quick service restaurants may include the facilities provided by the restaurants such as the parking space to customers. Most customer will expect that there will be a parking lot for them every time they visit the restaurants(Umasuthan et al., 2017). To make thing worse is normally the hope of getting the parking space started from the beginning of the journey to the restaurants(Zobnina & Rozhkov, 2018). The expectation is normally high and that could lead to dissatisfaction should during the visit, there is no preferred parking space as per what customer expect(Ahmad et al., 2019). Another high expectation normally is the seat availability. All customer may expect that they can enjoy their meal in their favorite spot or area. Tangibles also covers the cleanliness. Customer normally expect that the table be clean as well as the area surrounding including the toilets. On top of that, customer is also expectingthat the personnel who attend them is well dressed and friendly(Worsfold, Fisher, McPhail, Francis, & Thomas, 2016). Among other things that considered under tangibles are easy ordering process from menu. The restaurants should place the menu at the area that customer can easily read and make their order. Besidesthat, the availability of sauces, cutlery, napkins and ketchup should be at ready level in order to reach customer satisfaction(Ayo, 2018; Line & Hanks, 2019; Oh & Kim, 2017).

Past research (Ahmad et al., 2019; Shafiq, Mostafiz, & Taniguchi, 2019; Zobnina & Rozhkov, 2018)indicates that reliability is very important for service quality. Reliability in the contexts of quick serve restaurants includes the speed of the restaurants to manage the order and food delivery(Berry et al., 1985). It also related to dependability and consistency. Customer is hoping that the restaurant makes less error in delivering order or mistake during billing. Customer also expect that the personnel on duty may make immediate corrections should there is any error happened that is beyond their control. In a normal circumstance, customer will surely getting angry when the restaurant did not fulfill as according to what they make food order(Janahi & Al Mubarak, 2017; Khamis & AbRashid, 2018).

One of the reason why people like to visit quick serve restaurant because of the speed especially during the peak and rush hours(Ryu, Han, & Jang, 2010; Uddin, 2019). Customer is expecting speedy service supported by quality of service. Responsiveness is all about speed as well as quick service(Lau, Cheung, Pires, & Chan, 2019). Customer is expecting prompt services by the personnel who are ready to help them with their order. There are also sometime, customer is looking for a special request and need extra attention of the personnel on duty(Ahmad et al., 2019; Gregory, 2019; Raza, Jawaid, & Hassan, 2015).

Besides delivering quick services, restaurant must also make sure that customer feel comfortable during the time they are engaged with the restaurant(Amin & Isa, 2008). Restaurant need to provide positive experiences by instilling confident to customer that they are looking and focusing into customer satisfaction(Samen, Akroush, & Abu-Lail, 2013). Restaurant also must strive hard to ensure that the restaurant will keep their personal data confidential as well as their financial transactions. Customer is always looking forward being serve by the knowledgeable and courteous employee(Janahi & Al Mubarak, 2017; Khamis & AbRashid, 2018). Past research(Eberle, Milan, & Dorion, 2016; Yilmaz et al., 2018) also indicates that customer is also expecting employee to be able to answer all their questions concerning the restaurant, menu and other related matters.

It was highlighted many times by past researcher that customer will become dissatisfied once the service level that they received is below the expectations(Shamsudin et al., 2019). Customer are looking for employee that can understand their needs and want. They are looking for employee that know what is their latent needs(Razak & Shamsudin, 2019). Good employee will always put himself or herself to the customer situation. Most customer refused to accept reasons such as company policy or company rules that may result to non-delivery services on the customer request. Employee should be ready to understand customer and serve them at their highest level best(Ramanathan, Di, & Ramanathan, 2016; Shafiq et al., 2019; Zhang, Zhang, & Law, 2013).

Relationship between service quality and customer satisfaction

Past research using the (A. A. Parasuraman et al., 1991; A. Parasuraman et al., 1991)service quality dimension produced various result that is actually depends on the scope of study. Some nay indicates that all dimension resulted to customer satisfaction and some may bring in different result based on their respondent and topic of study.

Past study indicates that

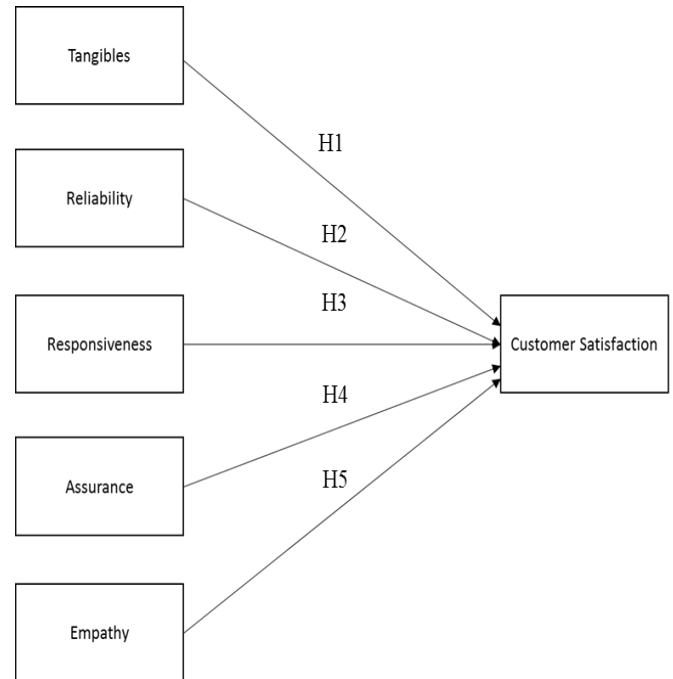


Figure 1: Research framework

III. Methodology

This research applied survey methodology in order to support the hypothesis testing. Survey was conducted using questionnaire consist of all the items belong to the service quality and customer satisfaction. There are in total 35 items which 26 was used to measure the service quality. Satisfaction was measured using nine items. The survey using questionnaire is the most effective in collecting data despite it is also the best way and cost-effective. The survey method was also useful in gathering data to be used for exploring the relationship between the service qualities towards customer satisfaction in the context of quick service restaurant in Jakarta. There are all together 3 parts in the questionnaire. The first part is to ask general question for the classification purposes. The second parts consist of descriptive question in order to understand about the respondent background and details about their income and behavior. Part 3 consists of all the questions related to the study. Overall, the questionnaire used 7-pointLikert scale. Seven pointLikert scales were used to gather more accurate feedback from respondent in which point no 7 is strongly agree and point no 1 is strongly disagree. The questionnaire used for this research also went through face validation process where the whole sets of question sent for feedback by at least three Marketing professors from selected universities. It was then go through another testing where the final questionnaire was given to 10 respondents to test their understanding of the items and to gather any feedback concerning the language and sentences used before finally ready for full data collection. Feedback gathered from the pilot

test was than went through another correction process in order to ensure smooth process of full data collection.

Two hundred data collected over 5 day's data collection efforts. Questionnaires weredistributed in selected MC Donald, KFC and Burger Kings. Data collection exercised was done in multiple session in a day. The first session was in the morning between 10 am to 11.am followed by the second session between 12 pm to 2 pm. The next session was between 4 pm to 5 pm and finally was between 8 pm to 10 pm. The reason of time segregation was to ensure that the data was collected from peak and off peak times. The split session was also beneficial to the research, as it will contribute to a various background of respondent in all the three quick serve restaurants in Jakarta.

All 200 data collected on voluntary basis. Target respondent was briefed about the purpose of this research and they have the option whether to participate or not. There is no token given to any respondent as a complimentary of their kindness to support the research. All data gathered was than analyzed using SPSS.

IV. Findings

Table 1: Respondents' profile

Classification	Frequency	Percentage
Gender or respondents		
Female	77	39%
Male	123	62%
Total	200	100%
Age of respondent		
Under 18	33	17%
18-24	79	40%
25-34	38	19%
35-49	19	10%
50-64	27	14%
Above 65	4	2%
Total	200	100%
Visiting time		
1-3 times	27	14%
4-6 times	65	33%
7-9 times	55	28%
10 and above	53	27%
Total	200	100%

The respondent profile indicated that 62% of the participant is male while the balance is female. Male normally used to choose quick serve restaurant during quick break or while gathering with friends. 40% of respondent is at the age 18 to 24. At this age, the respondent could be a university student or young group of graduates. The group may also represent a

young employee that currently focus on developing their career. Next highest respondent is from the age of 25 – 34. At this age, they normally come to quick serve restaurants to for office matters or family time. Respondent at the age of 25 -34 normally will choose the quick serve restaurant as a place for discussion and informal meeting. Young family at the same time bring their children for their quality time. The survey also indicated that 33% of the respondent visited the quick serve restaurant at least 4- 6 time a month. They choose quick serve restaurants because that is the place where they can stay longer, comfortable and free internet.

Table 2: Model summary

Model	R	R ²	Adjusted R ²	SE of the estimate
1	0.975 ^a	0.981	0.970	0.37081
Note: ^a Predictors (constant), assurance, reliability, empathy responsiveness, tangibles				

Table 3: Significance of independent variables on dependent variable

	Anova ^a				
	Sum of squares	Df	Mean square	F	Sig.
Model 1					
Regression	726.486	5	163.297	979.181	0.000 ^b
Residual	22.514	131	0.163		
Total	748.000	136			

Notes: ^aDependent variable: customer satisfaction; ^bpredictors: (constant), assurance, reliability, empathy, responsiveness, tangibles

Table 2 indicates the model summary of regression analysis. The R-value with 0.975 is known as the correlation coefficient between the dependent and independent variables. According to Hair (2010), the R²-value, which accounts for 0.981 illustrates that 98.1 per cent of the variance in customer satisfaction is explained by the five independent variables, tangibles, reliability, responsiveness, assurance and empathy.

Hair (2010) suggested that the function of the ANOVA table is to present the statistic test for the overall model fit in terms of the F-ratio.

Table 4: Coefficients

	Unstandardised		Standardized		Collinearity		
	coefficients		coefficients		Statistics		
	B	SE	B	t	Sig	Toleranc	VIF
e							
<i>Model 1</i>							
Constant	5.276	00.32		174.065	0.00		
Tangibles	2.019	00.32	0.854	67.152	0.00	1.000	1.000
Responsiveness	0.470	00.32	0.274	17.852	0.00	1.000	1.000
Empathy	0.413	00.32	0.199	14.458	0.00	1.000	1.000
Reliability	0.432	00.32	0.188	16.048	0.00	1.000	1.000
Assurance	0.578	00.32	0.254	17.939	0.00	1.000	1.000

Note: Dependent variable: customer satisfaction

Table 3 shows that the independent variables influencing the dependent variable are significant with a p-value of 0.00. It implies that if p is less than 0.001, there is 99 per cent certainty of a linear relationship between the variables. On the other hand, Table 4 provides the coefficients of the variables with collinearity statistics.

Based on the collinearity statistics, according to Janssens et al. (2008), the Variance inflation factor (VIF) is a test to indicate that the variables are not highly correlated with each other. Table 4 shows that the VIF of the five independent variables is equal to 1.000. It implies that the value illustrates a complete lack of multicollinearity. It is evident that all tolerance values, which must be higher than 0.5 to prevent multicollinearity (Janssens et al., 2008), are 1.000. As a result, it can be said that the five independent variables are unaffected by each other and verifying the appropriateness of conducting the regression analysis. Moreover, the results shown in Table 4 also indicate that the significance of the independent variables is 0.000, which is less than 0.05. Therefore, it can be concluded that the five independent variables have an influence on the dependent variable (customer satisfaction).

H1: the results show that the β coefficient of tangibles is highest and positive at 0.854 and with p-0.05. Therefore, the variable tangibles and customer satisfaction have a significant and positive relationship. It is important to note that H1 is supported.

H2: based on Table 4, it is obvious that the factor reliability has a positive influence on customer satisfaction with a β coefficient of 0.188 and p-0.05. Thus, it can be accepted that H2 is supported.

H3: regarding the relationship between responsiveness and customer satisfaction, it can be seen from the results of Table 4 that the β coefficient and p-value of responsiveness are 0.274 and less than 0.05, respectively. As a result,

responsiveness has a positive impact on customer satisfaction. Thus, H3 is supported.

H4: the results from Table 4 indicate that assurance is significant in predicting the customer satisfaction with second highest β coefficient (0.254) and 0.00 in p-value (lower than 0.05). Consequently, it is evident that H4 is supported.

H5: finally, with the β coefficient 0.199 and p value below 0.05, the research findings point out that empathy is positively related to customer satisfaction of fast food restaurants in Jakarta. As a result, it can be concluded that H5 is supported.

V. Discussion, conclusion and implications of research

The result from the above research indicates that all dimension of service quality is positively related to customer satisfaction. The results however indicated that tangibles are the more dominant followed by responsiveness, assurance, empathy and the lowest is reliability.

Tangibles play an important role because customer visited to quick serve restaurant for many reasons. Firstly, the place must provide ample and easy parking for the customer to visit at all-time regardless peak or off peak time. The car park services facilities must be in the compound of restaurant so that customer may not need to walk in order to reach the restaurant. A drive thru concept is also among the services that customer is looking forward especially those who come with family members with the intention not to dine in. The restaurant must also keep in clean condition, with a good air condition and smoke free. Customer is also looking for a multiple areas of dining in which the restaurant provides the zone for children away from the corner for private and quiet session. Restaurant also must provide light

music or entertainment that sooth to the customer ear. Loud and heavy music may interrupt the customer by making them feel not comfortable. Among other important facilities that is important is the cleanliness of the toilet. The toilet should be mend regularly function at any time. Under the tangibles dimension, customer is also expecting that the staff are well dressed and helpful. The counter for making order is under controlled and the system used to order is easy for customer to follow through. It is also important that the restaurant used the latest equipment in the kitchen so that they managed to deliver the food within a reasonable time.

Second important dimension of service quality that influenced customer satisfaction is responsiveness. It is very clear that customer is actually very concern about the service level provided by the staff. A casual greeting at the entry door is a warm welcome to the customer. Employee must also practice prompt services. In some situation customer may request something beyond the standard menu. They may require slight customization due to their personal reason as example. A good employee will always respond to requests and willing to help. Employee of quick serve restaurant must also inform customer on the duration for them to wait after they made order. The fact is during peak hours the delivery could take longer time than usual. Customer is expecting that employee to inform them a rough time of waiting so that they can prepared and wait calmly. In certain situation. Customer may request additional things such as baby seat that is located in a specific area. Employee must always ready to serve customer to avoid hassle to them. Quick serve restaurant actually invests a lot in the employee training. It is noticeable that the staff keep on being trained and supervised by a floor manager. By doing so, employee will continuously perform better to satisfied customer.

The next important dimension is assurance. Politeness is the key of customer service. Customer would feel happy when they are being served politely regardless how stress or heavy traffic of customer during peak time. Employee must be trained to serve customer politely with a standard welcome greeting and gesture. Such politeness even though is very subjective but managed to developed trust of customer. Customer will feel safe and they trust that their request, transaction or even personal data will be kept limited to the business only. On top of that, employee must also work as a team. Quick serve restaurant normally divided their staff into section. Each section will be couple with employee. Working together is much better besides being observed by a good supervisor or leader. Overall quick serve restaurant practiced good team work and employee ethics but some time situation may turn differently due to sudden heavy customer or congestion due

to parallel event conducted at the same branch such as birthday party.

Empathy is the second last dimension that is positively influenced customer satisfaction. Although empathy contributed to low percentage of influence but that could be because of the nature of the quick serve restaurant. The setting of the restaurant has been made to mainly served customer. Quick served customer is very customer focused. The empathy part such as individual attention or understanding customer is blended in their normal operation. Another thing that make empathy is low because the customer intention and purpose to the restaurant has been well established. There are no unique ala carte services that may need extra attention. All the menu is standard with reasonable customization based on request. The rest of operation is standard and have been accepted by customer (Hussain et al., 2019).

The last dimension of service quality is reliability. Reliability is less applicable because of the same reason explain above. Quick serve restaurant is not new in Jakarta and the process and standard operating procedures have been widely used and tested. There could be some changes of setting from time to time but it would be a new setting that simple based on trial and error. Overall, not to say that reliability is not important as part of the service level dimension towards customer satisfaction but the role that reliability take art in a worldwide standard operation is becoming acceptable and acknowledged by the customer.

Quick service restaurant should take note on the result of this research and improvised their services especially related to tangibles and responsiveness. There could be some limitation in terms of looking for a great location with full facilities. Jakarta is a big crowded city and heavy developed. Quick service restaurant operator must find ways to compensate the tangibles materials to another should that tangibles issue is limited and not available. Customer today is knowledgeable. They know what they want and always looking for the best to fulfill their needs. The emerging of food delivery services recently could be another alternative that may reduce the requirement of tangibles on physical assets. The results should also use as a benchmark by other similar concept of restaurant. They must take note what customer is looking after and important towards their satisfaction.

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