

MEETING CUSTOMERS' EXPECTATIONS IN SERVICE DELIVERY RELATED TO QUICK SERVICE RESTAURANTS IN INDONESIA

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Abstract---*This study is about the factors that contributes to customer satisfaction in the quick service restaurants in Indonesia. There is a growing competition in the industry as more and more new competitors enter the market. As the results rivalry among competitor is increased and provide a tough situation to win over the customer choices and business growth. This study used a self-administered questionnaire that was designed based on the research objectives and questions. Questionnaire were used to collect primary data. Final questionnaire consists of 25 items and divided into 5 parts. Part 1 is about the respondent profiles, part 2 is about the overall satisfaction. Part 3 to 5 is about the service quality, food quality and ambiance. All items were adapted from selected past research. 700 questionnaires were distributed through 50 selected quick service restaurants over all major cities in Indonesia. Out of 700 only 511 were returns. It was found later that only 465 were good and usable for the data analysis. The results indicate that all three main factors are significantly influence customer satisfaction. It is about time for the industry players to be more alerts of customer needs and wants. Service provider need to be more advanced in understanding customer latent needs by applying market sensing. Overall, service provider has not much choices in accommodating the customer preferences as that is part of the requirement's in order to sustain in the industry.*

Keywords---*Service quality, Convenience, Food quality, Ambiance, Overall satisfaction, Quick service restaurants*

I. Introduction

Recent report on quick service restaurants' Indonesia claimed that the consumer of food service will continuous to increase from year to year. Such situation indirectly encourages the increase of outlets expansions based on the increased numbers of transactions from time to time. Recent report produced by Statista (2019) claimed that KFC is the most popular quick service brand in Indonesia followed by McDonald's. Next is Pizza Hut, Burger King and Domino's. Those are among the top five with the highest transactions based on survey made in 2019. Beside that there is also a local based operator such as HokBen and Es Teler 77 competing with the renown and established brand. The increase of customer was mainly due to the trends of working people to choose quick service restaurants as a solution to their food matters due to the time constrain in career. Quick service restaurant offers not only good meal but high food quality and food safety.

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High competition among the market players lead to an advantage to the customer. The competition lead to a more value added services provided in order to capture and attract customer intention. Besides that, most of the quick service restaurants especially from overseas have their high standard of operational strategy that focused towards providing customer experiences. The challenge is for market players to compete by identifying their unique offerings and advantage that can be increase their market share and growth.

The level of competition among the industry is essential. Number of players and outlets increase from time to time. KFC operated more than 450 outlets while McDonald's is having more than 165 outlets throughout the Indonesia. The more the outlets representing the effort to increase market share and expanding their services to acquire more customer. It is recommended that the quick service restaurants to maintains their brand image and continuous to provide high quality services to customer.

II. Literature review

Overall Customer satisfaction

Customer satisfaction can be translated into "a customer's feelings of pleasure or happiness resulting from comparing a product's perceived performance in relation to their expectations" (Kotler, 1992, 2017). In other words, it can be claimed that the overall services delivered that meet or surpass customer expectations (Parasuraman, Berry, & Zeithaml, 1993). Service providers especially quick service restaurants need to carefully understand the needs and expectations of their customer (Berry, Parasuraman, & Zeithaml, 1985). Since last decades the numbers of quick service restaurants grown very fast. Response on the type of restaurants is very high and that is the reason why most of business owner would like to venture into the type of business (Mohd Farid Shamsudin, Ali, Wahid, & Nadzri, 2019). One of the factors that lead to the grown numbers of restaurants is the purchase and consumer attitude of the current generations (M.F. Shamsudin, Razak, & Salem, 2018). They seem to prefer quick service restaurants that meet their needs and expectations. Today customer is complicated. They want everything to be fast and quick. They have a different preferences compared to the previous generation. They are more knowledgeable and demanding. Based on that service provider need to understand them in order to survive in the industry.

Past research (Moghavvemi, Lee, & Lee, 2018) mentioned that customer overall satisfaction can be obtained through many factors that is very much depending on the products or services. Overall customer satisfaction in quick service restaurant means the combination of customer overall experience from before, during and after purchase (Rosli & Nayan, 2020). There are many elements that quick service restaurants can do to improve their services. Research by (M.F. Shamsudin, Ali, Ali, & Shabi, 2019) claimed that employees courteous is very important in contributing towards customer satisfaction. Quick service restaurant must hire dedicated and committed staff in dealing with multi type of customer who come to the restaurant. Quick service restaurant should prepare to provide the customer first customer experience before they becoming as customer. Employee can start to greet customer at the entrance and such thing can influence psychological that they will be treated politely and handled by well-mannered employee (Thakur, 2019). Another research (S. Hassan, Shamsudin, & Mustapha, 2019) emphasized the important of hiring knowledgeable employees. The employees should at least have a good product knowledge that can answer any enquiries by the customer. Some questions could be just a general issues related to the food and meal but others could be related to the food quality and food safety (Kataria & Saini, 2019). Employee should be able to accommodate the customer by giving the right answer.

Recent research (Hasim, Shamsudin, Ali, & Shabi, 2018) highlighted that customer will get disappointed should they experience error at the service level. Error in billing for example is not acceptable as it will reflect the poor services by the quick service restaurant. Service provider must ensure that such mistake related to billing should not happened. The used

of gadgets or computerization should at least reduce the error (Amirul, Islaini, & Nayan, 2020). There could be possible the error started during the booking stage where the employee mistakenly recorded different things. Service provider must ensure that such thing should not happened in order to meet customer satisfaction. Recent report published on customer issues related to quick service restaurant (B. Kadir & Shamsudin, 2019) highlighted customer complaint on the billing timeliness. As mentioned, today customer wanted everything to be quick (Rita, Oliveira, & Farisa, 2019). Customer just could not wait and they want to be entertained like an important person (Salem, Shawtari, Shamsudin, & Hussain, 2016). Service provider should study the best way on how to deliver quick service especially during peak period.

Past studies (Kim, Cho, & Kim, 2019) indicated that customer overall satisfaction can be contributed by the reasonable pricing. A fair and moderate pricing could influence customer on their overall expectations and experiences. Customer perceived about price however, is different between one segment into another (M. Shamsudin et al., 2015). There is customer who do not mind on pricing as long as the product is quality (Amoako, Neequaye, Kutu-Adu, Caesar, & Ofori, 2019). At the same time, certain customer is not willing to pay high price compared to the benefits gained (Ilyas & Nayan, 2020). The pricing should be competitive and suitable to the objective of the quick service restaurant.

Since last decades, the issue of service quality is getting popular as a main concern of customer. Today customer is demanding high quality service that should meet their expectations. There are many elements in the service quality and each element play their individual roles towards satisfying customer (Mohd Farid Shamsudin & Razali, 2015). Good service quality and meet customer expectations will lead to customer satisfaction (Zarifah, Azahari, & Nayan, 2020). It was recorded (Borishade et al., 2018) that there is customer who measure the cost to benefits in evaluating their satisfaction. The benefits gain from the quick service restaurant must be better than the cost paid to have the meal. The higher is the benefits, the higher is the value perceived by the customer (Baharudin Kadir, Shamsudin, Nurul, & Mohd, 2020). It was recommended by (Ruzanna, Baharin, & Nayan, 2020) that the quick service restaurant must provide a clear billing to customer. The billing should comprise all the details consume and the cost per units. There is customer type that is very particular about their billing issues and any mistake will immediately lead to disappointment and frustration (M. F. Shamsudin, Razak, & Salem, 2018). Quick service restaurant may invest in a good billing service that may provide customer on the overall details. Customer should be able to view the price before ordering. The price tag should clear and details. Good billing and employee services will contribute to overall customer satisfaction.

As mentioned by (Broetmann, Kemp, Rossano, & Marwaha, 1995) employee in quick service restaurant must be helpful and friendly. Employee should be ready to serve customer that might come from various background, needs and expectations (M. F. Shamsudin, Shabi, & Salem, 2018). Employee should use the adaptive approach in handling customer. Each customer requires customization approach according to their needs. Some customer may have ample time to wait for service delivery but some may be running short of time due to other urgency (Izarul, Syed, & Nayan, 2020). Understanding customer and ready to helps will contribute to the customer satisfaction.

The most important service in the quick service restaurant must be quick. It should meet the objective of the business and among the reason why customer choose quick service restaurant for their meal. Management should strategically have managed their employee during the peak hours in order to keep their promise on the quick service delivery. The quick service contributes to the customer overall satisfaction (M. F. Shamsudin, Nurana, Aesya, & Nabi, 2018).

Service quality

Service quality in the quick service restaurants is related to the overall service delivery to the customer that lead to their overall satisfaction (Ting et al., 2018). There are important elements that service provider need to ensure in designing the service quality to customer. Past research claimed that service provider must provide reliability service to customer. It

covers the elements of the staff and the service delivery. The staff should have product knowledge and information. Staff should be able to answer any questions related to the products. Gregory (2019) stated that response from staff should be correct and accurate in order to influence customer on the reliability services. Besides that, service provider must also make an assurance that their service is as per what their objective. They must provide quality food and concerns about the food safety (Peng & Chen, 2015). Service provider must always portray their effort towards delivering the best services to customer. Such thing considered as a good assurance from the perspective of customer.

Service provider need as well to look at the tangibles matters such as the facilities provided by them to customer. It may also include the equipment's used in their operations. Shahzadi, Malik, Ahmad and Shabbir (2018) claimed that tangibles are all related to the things that customer can touch and felt. Service provider need to ensure to learn on the customer flow from the moments they enter to the compound until the customer make a move to exit way. Service provider need to improve the customer journey related to the tangibles matters (Ryu, Lee, & Kim, 2012). The best is to ask the feedback from customer on how and what they felt about the current set up and what else they wish to be there in order to improve experiences.

Past research (Bujisic, Hutchinson, & Parsa, 2014) stated that they are various type of customer to quick service restaurants. They may come from a various background, reason and purpose. (Izarul et al., 2020) claimed that standard approach to all customers or visitors is no longer the best practiced. Staff need to be more empathy and adaptive. Recent research (Zamry & Nayan, 2020) stated that there is a slight different behavior when a customer is with family, friends, offices mates and loved one. The research indicates that customer behave according to their mood and purpose of their meetings. The same goes to the service by the staff. They need to basically understand the customer needs and wants. Among the challenges for the quick service restaurants is to be responsive all the time includes the peak hours. Staff need to trained themselves to be more responsive and have a sense of identifying when is the time that customer is looking for them (Amin & Isa, 2008). Staff also need to works in a team to support each other and solve customer's problem immediately. The overall services characteristics will lead to the overall customer experiences.

Food quality

According to Anouze, Alamro and Awwad (2019) food quality is referring to the characteristics and food quality that is acceptable by customer. Based on literature, there are many factors that contribute to the characteristics of food quality (M. F. M. F. Shamsudin, Esa, & Ali, 2019). Among the important characteristics are the appearance, color, taste and nutritional value and contaminations (Jun, Kang, & Hyun, 2017). Such thing is important in order to keep customer satisfied. The food should be high quality as per regulated by local regulators and does not bring harm to customer (Botonaki, Polymeros, Tsakiridou, & Mattas, 2006). Failure to adhere to the regulations may lead to lose of customer and eventually exit from business.

Service provide must ensure that they control the raw materials quality as well as final products. According to (Sallaudin Hassan & Shamsudin, 2019) it is important for the service provider to understand the overall process so that they know to identify the level of freshness and purity (Djekic et al., 2016). Ding, Jie, Parton and Matanda (2014) suggested that the service provider to control the important parameters such as the packaging, physical storage and the contents of chemical.

Ambience

Past research (Milman, Okumus, & Dickson, 2010) indicates customer come to quick service restaurant based on various purposes. There are segments that come to enjoyed their food because it is nice and easy (Lari, Jabeen, & Iyanna,

2020). There are also type of customer who come for meeting (Shafiq, Mostafiz, & Taniguchi, 2019) and some may come for family treat (Razak & Shamsudin, 2019). Beside that there are also people who come because they wanted to have real meal (Shafiq et al., 2019) or in hurry for limited time (Zamry & Nayan, 2020). Above all there are also customer that come because they simply like it (M. F. Shamsudin, Shabi, et al., 2018). Such various type of customer and purposes lead to a challenge to the service provider to combine the best ambience that meet the expectations of all (Bin et al., 2016).

Past research (Torres, Milman, & Park, 2018) suggested that the service provider to study their customer segment and align it with their concept. The combination of both market needs and concept should be blend to come out with a solid atmosphere or ambience. Recent research (Ahmed, Ali, Jan, & Hassan, 2019) claimed that ambience is important as it influenced the mood and psychological factors of customer during they are in the restaurant. It was found that positive ambience leads to amount of spending, duration of stay and customer overall feeling (M. F. Shamsudin, Razak, et al., 2018). Ambience in the context of restaurants involved few elements such as decorations, lighting, noise, music, space and color (Baharudin Kadir et al., 2020).

Restaurant should first of all must have a suitable decoration that is align with the eating environments. Restaurant should design their restaurants by creating a positive internal environment that can provide comfort and lead to customer satisfaction. The decorations should be too many but suitable based on the space and corner to attract customer attention (Abror et al., 2019). Beside that lighting is important to support the overall concept (Mohd Farid Shamsudin & Razali, 2015). There are certain areas that may need extra light such as entrance and kitchen but the other place should be flexible to be adjust according to the situation. Some areas may need a natural and artificial light that could provide a new experience to customer (Hamzah, Othman, & Hassan, 2016).

Noise and music are two separate elements in the ambience. Noise is related to the overall sounds that may derived from the kitchen or equipment's used during the operations. It could have derived from a loud conversation from the employee that may distract customer feeling. Music at the same played according to the situation. It can be used to support the customer emotion based on the crowd and event. Most of the time a slow music as a background could help to support the overall customer satisfaction (M. Shamsudin et al., 2015). It was also recorded (Adams, Bodas Freitas, & Fontana, 2019) that space is important in restaurant. Customer need space and they don't like cramp areas that may interrupt their occasions. Some customer may require a privacy session and small space may lead to uneasiness and dissatisfaction (Smirnova, Rebiyazina, & Frösén, 2018).

Other than that, it was also recoded that color smell as another important element that can touch customer emotions while having meal. Right color should be used either to match with the concept or theme (Javalgi, Hall, & Cavusgil, 2014). It is also important the service provider to maintains the cleanliness of the restaurants and avoid any uneasy smell from the dining areas. Overall, ambience is important as many past research stated that have a significant relationship towards the customer satisfaction.

III. Methodology

This study used a self-administered questionnaire that was designed based on the research objectives and questions. Questionnaire were used to collect primary data. Final questionnaire consists of 25 items and divided into 5 parts. Part 1 is about the respondent profiles, part 2 is about the overall satisfaction. Part 3 to 5 is about the service quality, food quality and ambience. All items were adapted from selected past research. The questionnaire went through a validation process by the appointed subject matter expert. Two senior lecturers and one professional from industry were involved in the validation of the questionnaire items. As a result, there are some comments related to the sentences, vocabulary and spelling errors that need to be corrected. Pilot test was conducted earlier before the full data collection. Pilot test was

conducted to measure the validity of contents and 30 respondents was chosen to participated in the pilot test. The results indicate that all items and variables are valid and above the minimum requirements values as suggested by Hair (2017). 700 questionnaires were distributed through 50 selected quick service restaurants over all major cities in Indonesia. Out of 700 only 511 were returns. It was found later that only 465 were good and usable for the data analysis.

IV. Results

Table 1, indicates the demographic and respondent's profiles for this study. 465 respondents participated in the data collection and out of that 48% is male and the balance of 54% is female. There a close gap between the percentage of gender and it should reflect a neutral results and no issues on gender bias. Majority of the respondents are below 20 years old and the balances are equally divided between 21 – 40 years old. 20% of respondents aged above 41 years old. Income level shows that most of them are earning below USD500 = 7.7millions. the results also show that majority are coming with friends (48%) and 61% of them are actually visited the restaurants at least 1-3 times per month.

Table 1: Demographic and profiles of respondents

Characteristics	Category	Number	%
Gender	Male	214	46%
	Female	251	54%
		465	
Age	20 or below	161	35%
	21 - 30	108	23%
	31 - 40	98	21%
	41 - 50	62	13%
	51 -60	31	7%
	61 and above	5	1%
		465	
Monthly income	Less than USD 500	203	44%
	USD 500 - USD 1500	136	29%
	USD 1501 - USD 3000	102	22%
	More than USD 3001	24	5%
		465	
Group visiting	Alone	62	13%
	Family	114	25%
	Friends	221	48%
	Business	68	15%
		465	
Frequency of visiting (Monthly)	1 - 3 times	283	61%
	4 - 6 times	145	31%
	7 - 10 times	36	8%

	11 and above	1	0%
n = 465		465	

Table 2, indicates the results of CR and AVE above the minimum acceptance values. CR is recorded within the range of 0.91 and 0.97 while AVE is in between the range of 0.89 and 0.92. Besides that, the ASV was recorded between the range of 0.45 and 0.63 while MSV is between the range of 0.53 and 0.77.

Table 2: Overall reliability of the constructs and factors loadings of indications

Items	Factor loading	t-value	MSV	ASV	AVE	CR
Service Quality						
SQ1	0.96	22.50	0.74	0.55	0.90	0.95
SQ2	0.98	23.24				
SQ3	-	-				
SQ4	0.86	18.32				
SQ5	-	-				
SQ6	0.91	20.49				
SQ7	0.83	18.24				
Food quality						
FS1	0.95	21.90	0.72	0.60	0.91	0.97
FS2	0.96	22.21				
FS3	-	-				
FS4	0.89	18.96				
FS5	0.88	18.67				
Ambience						
AM1	0.91	21.67	0.77	0.63	0.89	0.91
AM2	0.90	21.30				
AM3	0.87	18.05				
AM4	0.79	16.98				
Customer satisfaction						
CS1	0.94	21.29	0.53	0.45	0.92	0.97
CS2	0.91	20.04				
CS3	0.72	16.04				
CS4	0.82	18.36				

Table 3 confirmed the discriminant validity. These results also demonstrated that all measures were reliable (Bagozzi and Yi, 1988). Means, standard deviations and correlations of latent variables are presented in Table 2. The results in Table 3 indicate that all correlations are significant.

Table 3: Means, standard deviations and correlations of study constructs

	Mean	SD	Service Quality	Food Quality	Ambience	Customer satisfaction
Service Quality	4.18	0.71	(0.95)			
Food Quality	4.22	0.82	0.86	(0.96)		
Ambience	4.63	0.78	0.61	0.78	(0.86)	
Customer satisfaction	4.87	0.81	0.69	0.71	0.84	(0.81)

Notes: All correlations are significant at the 0.01 level (two-tailed test). SD: Standard Deviation. The numbers in the cells of diagonal line are squared root of AVE

Table 4: Path estimates of structural models

Hypothesis	Standardized path coefficients	t-values	Result
H1 Service quality → Customer satisfaction	0.29	5.69	Supported
H2 Food quality → Customer satisfaction	0.27	4.75	Supported
H3 Ambience → Customer satisfaction	0.15	2.07	Supported

In the present study, the hypotheses were tested using structural equation modelling. Therefore, the fit indices values of the appropriate model, the values for path estimates are shown in table 4. Service quality influences customer satisfaction positively ($\beta = 0.29$ $p < 0.001$), supporting H1. Further, food quality influences customer satisfaction positively ($\beta = 0.27$ $p < 0.001$), thereby supporting H2. At the same time, ambience was found to have a positive influence over customer satisfaction ($\beta = 0.24$ $p < 0.001$), therefor H3 is accepted.

V. Discussions

The results clearly indicate that none of the factors can be ignored based on the current and latest feedback from customers. Those three elements can be considered as important to keep customer satisfied and most importantly is judged by the customers as necessary at this point of time. Customers still requires those three factors to be fulfill especially ambience. Some past research recorded that customer may tolerate on the ambience as long as the food and service quality are fulfilling. The results for this study however, recorded that all three elements or factors are important and there is no excuse for any of the service providers to skip or take for granted on the food and service quality as their selling points.

The burden faced by the current quick service restaurants is to ensure that all elements are fulfill in order to meet customers' need and demand. Service quality is not new to the quick service restaurants as they are very much concerns about the obligations and most of them engaged a professional consultant in making sure that the service level meets the international standards and practiced in uniforms across all branches or outlets through a standard operating procedures. Food quality is currently becoming mandatory and at the same times government agency is also looking after their

operations to ensure that they meet the minimum requirements in the food quality. It has becoming a trends of the current customer demanded for high quality including food quality as their awareness towards health increased and becoming priority. Ambience is also important as customer today, is not only visit for a single purpose but they visited to enjoy the overall experiences. It has been becoming the lifestyles of people to visit the quick service restaurants and the elements of positive customer experiences with additional valued added as ambience to be includes as part of customer decision making to visit.

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