# IMPACT OF PERCEIVED VALUE ON CUSTOMER SATISFACTION AND POST-DINING INTENTIONAL BEHAVIOR OF INDONESIAN RESTAURANTS' CUSTOMERS IN THAILAND



A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2014

# The Research has been approved by The Graduate School Stamford International University

: Impact of Perceived Value on Customer Satisfaction and Post-Dining
Intentional Behavior of Indonesian Restaurant's Customers in Thailand
: Franciska Sarah Sylvania
sis Committee:
in
(Dr. Boonyarat Samphanwattanachai)
(Dr. Kelvin C.K. Lam)
tee Member
(Dr. Ake Choonachatrachai)
(Dr. Apitep Saekow)
(Bit Aprile) suchow)
(Dr. Apitep Saekow)
Dean of Graduate School

January, 2014

**Thesis title**: Impact of Perceived Value on Customer Satisfaction and Post-

Dining Intentional Behavior of Indonesian Restaurant's

Customers in Thailand

**Researcher**: Franciska Sarah Sylvania Student ID: 012370020

Degree : MBA (General Management) International Program

Thesis advisor: Dr. Kelvin C.K. Lam

Academic year: 2014

## **ABSTRACT**

This study investigates the impact of customer perceived value on customer satisfaction and the intentional (post-dining/purchase) behavior especially on recommendation and revisit on Indonesian halal cuisine in Bangkok, Thailand. Combination of American Customer Satisfaction Index, Service Quality, and the customer satisfaction model developed by Ryu, Lee, and Kim are used as the framework to examine relationships among customer expectation and perception on service quality, customer perceived value, customer satisfaction, and their intentional behavior of recommendation and revisit.

The study used combination of Qualitative and Quantitative approaches. Survey method through interview and questionnaire were used as the instruments of the study. Interviews were conducted with two of Indonesian restaurant owners in Bangkok. Meanwhile, data were collected from 400 customers of Indonesian restaurants in Bangkok, whom determined using Non-probability convenience sampling method. Data were analyzed using Importance-Performance Analysis (IPA) matrix, Pearson Correlation, and Simple regression analysis tools.

The main findings indicate that there are significant positive impacts of customer perceived value on customer satisfaction and of customer satisfaction on recommendation and revisit respectively. In addition, findings also indicate customer expectation positively influences customer perception, customer perception positively influence customer perceived value and customer satisfaction, and that the influence of customer expectation on perception and satisfaction were negative. IPA shows key attributes for Indonesian restaurants success are cleanliness, taste of food, ordering system, and quality of food, in which these attributes fall into reliability and tangible dimension. In addition, the study suggested Indonesian restaurants in Thailand still have room for improvements in overall service quality and optimizing restaurant's marketing strategy, Indonesian restaurants still offered limited menu variety and assumed to have not really aware of the increasing trend of Indonesian visitors and Muslim community to and in Bangkok/Thailand as potential customers. Several recommendation regarding the findings were defined such as Indonesian restaurant manager might assign their resources to the restaurant attributes based on their importance to the customer perceived value which significantly influence customer satisfaction, and directly to the customer satisfaction itself, as well as customer's intentional behavior recommendation and revisit as post-dining effects; established customer relationship management; as well as to increase menu variety to capture other potential customers wants (Muslim community in Thailand, Thailand's visitors from Muslim countries, and Thailand's visitors in general). Further findings and recommendations are more elaborated in the review findings chapter of this study.

*Keywords*: Indonesian restaurant, customer perceived value, customer satisfaction, intentional behavior, halal, ASEAN Economic Community

## **ACKNOWLEDGEMENT**

Researcher would like to express with sincere gratitude to the Lord almighty, my beloved Mom and Dad, siblings for being wonderful mentors with their endless encouragement, moral support, and love.

Researcher would also like to acknowledge the valuable assistance from all Stamford International University Graduate School staff especially Dr. Kelvin C. K. Lam (Advisor), committee member Dr. Apitep Saekow, Dr. Boonyarat Samphanwattanachai, Dr. Ake Choonachatrachai, Dr.Chompunuch Jittithavorn, Dr. Sriwan Tapanya for their advices and comments, as well as Khun Tai and Khun Am in Graduate School.

To Indonesian restaurant owners in Bangkok, Mr. "DS" and Mr. "MM"; Fifth Avenue food-court management team, Khun Nut, Khun Yiam, Khun Geng; and Indonesian Embassy representatives Ms. Ade Veronica Christie, for all their valuable cooperation, support, and advices throughout the process of the research. Pastor Berto, Monfortan family in Bandung, all my colleagues and friends, also others whom names researcher cannot express one by one, thank you for all the prayers and supports.

Franciska Sarah Sylvania Researcher

# **CONTENTS**

	Page
ABSTRACT	i
ACKNOWLEDGEMENT	ii
LIST OF TABLES	vi
LIST OF FIGURES	vii
LIST OF EQUATION	viii
CHAPTER 1 INTRODUCTION	1
1.1. Research Background	1
1.1.1. Halal industry in Thailand	1
1.1.2. Effects of ASEAN Economic Community (AEC)	2
1.1.3. Growing Bilateral Relationship Indonesia-Thailand	3
1.1.4. Outlook of ASEAN and Muslim Visitors to Thailand	3
1.1.5. Cuisine Business in Thailand	7
1.1.6. Indonesia Restaurant in Bangkok	7
1.2. Objective of the Research	10
1.3. Scope of the Research	10
1.4. Research Questions	11
1.5. Theory and Model Being Used in the Research	11
1.6. Hypotheses	13
1.7. Significance of the Research	13
1.7.1. Significance to Academia	13
1.7.2. Significance to Practitioners	14
1.8. Limitation of the Research	14
CHAPTER 2 LITERATURE REVIEW	16
2.1.Customer Expectation	16
2.2.Customer Perceived Service Quality	17
2.2.1. Restaurant Service Quality	18
2.2.2. Restaurants Service Quality Attributes	19
2.2.3. Restaurants Atmospheric Attributes	20
2.2.4. Other Attributes	20
2.3.Perceived Value	20

2.4. Customer Satisfaction	22
2.5.Intentional Behavior	24
2.6.Conceptual Framework	28
CHAPTER 3 RESEARCH METHODOLOGY	30
3.1.Research Design	30
3.2. Data Collection Method	30
3.2.1. Qualitative Research	30
3.2.1. Quantitative Research	30
3.3.Research Instrument Testing	32
3.3.1. Validity	32
3.3.2. Reliability	33
3.4.Population and Sampling	33
3.4.1. Defining The Target Population	33
3.4.2. Sampling Frame	34
3.4.3. Sampling Method	34
3.4.4. Sampling Unit	34
3.4.5. Determining Sampling Size	35
3.4.6. Conducting Fieldwork	36
3.5.Data Analysis Approach	36
3.5.1. Calculation on Expectation	36
3.5.2. Statistical Data Analysis	37
CHAPTER 4 REVIEW FINDINGS	40
4.1.Demographic Profile of Respondents	40
4.1.1. Distribution of Gender	40
4.1.2. Distribution of Age	41
4.1.3. Distribution of Residential Status	42
4.1.4. Distribution of Continent Origin	42
4.1.5. Distribution of Monthly Income	43
4.2. Customer's Understanding of Indonesian Dining in Thail	and 44
4.2.1. Customer's Past Experience to Indonesian Dining	g in Thailand 44
4.2.2. Customers Knowledge to Indonesian Food	45
4.2.3. Indonesian Dishes Preference	46
4.2.4. Information Source on Indonesian Restaurant in	Thailand 47

4.3. The Importance – Performance Analysis (IPA)	48
4.3.1. Importance of Attributes	48
4.3.2. Performance of Attributes	49
4.3.3. Importance Performance Analysis (IPA) Matrix	51
4.4.Correlation of Independent and Dependent Variables	52
4.4.1. Pearson Correlation	53
4.4.2. Indonesian Restaurant's Customer's Perceived Value Influencing	7
Customer's Satisfaction	57
4.4.3. Indonesian Restaurant's Customer's Satisfaction Influencing	
Customer's Intentional Behavior of Recommendation	58
4.4.4. Indonesian Restaurant's Customer's Satisfaction Influencing	
Customer's Intentional Behavior of Revisit	59
4.5. Further Customer's Background on Indonesian Ethnic Dining	61
4.5.1. Ethnic Dining Restaurant Preferred	61
4.5.2. Amount Willing to Spend on Ethnic Meal	61
4.5.3. Ethnic Meal Time Preferred	62
4.5.4.Reasons to Dine at Ethnic Restaurant	62
4.6.Qualitative research Findings	63
4.6.1. Indonesian Restaurant "RK"	63
4.6.2. Indonesian Restaurant "JB"	67
CHAPTER 5 CONCLUSSION AND RECOMMENDATION	72
5.1. Impact of Indonesian Restaurants Customer's Perceived Value towards T	Their
Satisfaction	72
5.2.Influence of Indonesian Restaurants Customer's Satisfaction towards The	eir
Intentional Behavior of Recommendation and Revisit	78
5.3.Implication for Academia and Practice	79
5.4.Limitation	81
REFERENCES	83
APPENDICES	
A. Interview Question	
B. Questionnaire	
C. Index of Conjugate (IOC)	
D. Letter of Conduct Research	
BIOGRAPHY	

# LIST OF TABLES

Page
7
26
28
32
37
48
49
51
54
54
eived
56
57
58
60

# LIST OF FIGURES

	Page
Figure 1. Tourist to Thailand: ASEAN Countries (2007 – 2013)	4
Figure 2. Growth in Arrivals: ASEAN Countries (2007 – 2013)	5
Figure 3. American Customer Satisfaction Index (ACSI) Model	12
Figure 4. Conceptual Framework	28
Figure 5. Importance-Performance (IPA) Matrix	38
Figure 6. Distribution of Gender	41
Figure 7. Distribution of Age	41
Figure 8. Distribution of Residential Status	42
Figure 9. Distribution of Continent Origin	43
Figure 10. Distribution of Monthly Income	44
Figure 11. Past Experience to Indonesian Dining in Thailand	45
Figure 12. Knowledge to Indonesian Food	46
Figure 13. Indonesian Dishes Prefered	47
Figure 14. Information Source on Indonesian Restaurant	47
Figure 15. Importance-Performance Analysis (IPA) Matrix	51
Figure 16. Ethnic Dining Restaurant Prefered	61
Figure 17. Amount Willing to Spend for Ethnic Meal	62
Figure 18. Ethnic Meal Time Prefered	62
Figure 19. Reasons to Dine at an Ethnic Restaurant	63
Figure 20. "RK" Restaurant's Delivery Brochure with Discount	66
Figure 21. "RK" Restaurant's "Likes" on Facebook Account	66
Figure 22. "RK" Restaurant's Customer's Review on Tripadvisor	67
Figure 23. MBK Mall's Advertisement for "JB" Restaurant	69
Figure 24. "JB" Restaurant's Star Ratings and "Likes" on Facebook	70
Figure 25. "JB" Restaurant's Customer's Review on Tripadvisor	70

# LIST OF EQUATION

	Page
Equation 1	35
Equation 2	36
Equation 3	36
Equation 4	36
Equation 5	36
Equation 6	36
Equation 7	36



#### **CHAPTER 1**

#### INTRODUCTION

Thailand is well-known as "Kitchen of the World" (Thailand Board of Investment). Based on information cited from the Thailand Government Public Relation Department there are five top reasons for foreign visitors to come to Thailand, one of these reasons is the food.

## 1.1. Research Background

## 1.1.1. Halal Industry in Thailand

Chalermchart Nakharangkul, the chairman of the Chiang Mai Chamber of Commerce mentioned in an interview with Bangkokpost.com, that there are more than 1.8 billion Muslim people in the world and expected to grow to 2 billion by the year 2020, or about 25% of the world's population. Furthermore, ASEAN countries have a population of about 600 million with Muslim making-up 46% of this number; more than 270 million Muslim. Mr. Chalermchart also stressed the need to promote the use of local products and resources and improve halal marketing standards to cater to the ASEAN and global markets. Halal means complying under Islamic requirements. It captures not only for food ingredients but a way of life. According to Mr. Anumat Ahmad, Deputy Secretary-General of the Central Islamic Council (Bangkokpost.com), halal also includes other products such as cosmetics and pharmaceutical products and other kinds of industries and services such as fashion, financial and banking services, medical services, restaurants and tourism. Thus, the growth of Muslim population will act as major driver of growth of the halal industry.

Thailand government have been focusing on halal for the past years. As reported by Bangkokpost.com, currently Thai entrepreneurs are keen to tap the growing market for halal food products and services, both home and globally. Thus, plans are getting executed to promote Thailand as the World's Muslim Kitchen through establishments of projects for halal industrial estate and tourism in Songkhla, Phuket, and Chiang Mai. Today Thailand has become one of the major halal exporters in ASEAN with important markets in region for halal food and products being Indonesia, Brunei and Malaysia where people are mainly Muslim (The Government Public Relation of Thailand). Aside from this, according to Halalfocus.net, Thailand

government also aims to attract Muslim tourist by marketing itself as a place where halal food, halal spas, Muslim prayers rooms, as well as other halal tourism and the infrastructure needed (such as halal travel, list of halal restaurants and accommodations, etc.), are readily available. The effects have fruitfully positioned Thailand in 3<sup>rd</sup> rank of the Top10 Holidays Destination 2014 for Halal Travel in Non-OIC (Organization of Islamic Cooperation) by Crescentrating's Halal Friendly Travel.

## 1.1.2. Effects of ASEAN Economic Community (AEC)

With the existence of Master plan on ASEAN (Association of South East Asian Nation) connectivity in the preparation towards ASEAN Economic Community (AEC) in 2015, ASEAN countries have been integrated and connected in many ways. Particularly in the transport sector, large numbers of people are travelling within the ASEAN countries. This large inbound of people travelling also impact to the inbound of people to each ASEAN countries specifically Thailand which geographically located at the center of ASEAN countries (hub). As hub for ASEAN transport, Thailand have established connection with its neighboring countries through various means of transportation including road, railways, sea, and air transportation. This connectivity will encourage inbound of people arrivals to Thailand for business, education, tourism, socio-cultural activities, etc... from ASEAN countries. In preparation for AEC, Thailand also strives to be hub of MICE for ASEAN (The Government Public Relation Department of Thailand) which will also encourage inbound of people and moreover encourages the investments for infrastructures needed to cater these growing demand.

ASEAN Connectivity have been and will encourage more people arrivals from various countries to Thailand. Not only does this connectivity encourages people to people exchange to Thailand but also through Thailand as gateway to other ASEAN countries; ease of access to travel to other ASEAN countries. This is also triggered by Thailand government strives in making Thailand as hub for ASEAN aviation because of its strategic location that connects Thailand to ASEAN countries as well as other Asian countries also through Singapore-Kunming rail-link (Railwaybulletin.com) and Asian highway (UNESCAP). In summary, effects of AEC pinpoints Thailand strategic geographic location in the heart of ASEAN as well as its impacts on Thailand as hub for catering the fast-growing market of ASEAN.

## 1.1.3. Growing Bilateral Relationship Indonesia - Thailand

The future implementation of AEC has encourage more intense bilateral relationship between Indonesia and Thailand as part of the ASEAN countries, particularly in economy, connectivity, and tourism. According to Indonesian Embassy in Bangkok, Indo-Thai bilateral trade have been increasing from USD 3 million in 2002 up to USD 19 million in 2012. Furthermore it is also stated that Indonesia and Thailand have agreed on continuing to increase trade value between the two countries for mutual benefits. As mentioned by MCOT on 5<sup>th</sup> September 2013, Indonesian and Thai investors are setting up a chamber of commerce to boosts the economic cooperation of both countries. On 27th November 2014 Bangkok Post Business stated, Indonesian diplomats and business leaders vowed to foster trade and investment relations with Thailand in preparation for the AEC following the grand opening of Indonesian-Thai Chamber of Commerce in Bangkok. Also occur in 2013, Garuda Indonesia airlines from Indonesia had increase flights from Jakarta to Bangkok from twice a day to three times a day (Tribunnews.com). Another airlines affiliate of Lion Group from Indonesia, Thai Lion Air also starts operating on 4th of December 2013 in Thailand with non-stop route every day from Jakarta-Bangkok vice-a-versa which adds more connectivity between the two countries (Metrotvnews.com). Recent information published by the Department of Tourism Thailand shows the gradual increase of Indonesian visitors to Thailand to double digits since the last six years, where in 2013 the number have reached up to 594,251 visitors. According to the statement of H.E. Lutfi Rauf, Ambassador of Indonesian Embassy in Bangkok from interview cited in TEMPO.CO, the number of Indonesian citizen currently domiciled in Thailand recorded as of December 2013 have increase to approximately 3.200 people with 1.200 lived in Bangkok, in which most of them are students and professionals in the field automotive, electronics and energy. Along with the presence of Indonesian community the needs to consume Indonesian cuisine also increases and eventually encourage the presence of Indonesian dining/restaurant.

#### 1.1.4. Outlook of ASEAN and Muslim Visitors to Thailand

The Department of Tourism Thailand stated that there are 26.5 million visitors coming to Thailand in 2013 out of which 7.2 million visitors comes from ASEAN

countries (please refer to Figure 1, p.4). Figure 1 shows that Malaysia positioned itself at number 1 with more than 3 million visitors, followed by Laos and Singapore with 976.639 and 955.468 visitors consecutively, as well as Vietnam by 725.017 and Indonesia by 594.251 visitors. The annual growth of arrivals based on country of origin shows that Brunei, Myanmar and Indonesia placed as the top three growing visitors in 2013 with 35.82%, 33.23%, and 32.7% consecutively (please refer to Figure 2, p.5).. Followed by Malaysia by 19.05% and Vietnam by 17.02%. The percentage growth of arrivals from each country may represent the growing interest of each country to visit Thailand but also as the results of Thailand's effort to become hub of transport in its preparation for AEC. From these percentages, researcher concluded that Indonesian people in general have higher interest to visit Thailand compared to Malaysia even though Malaysia have the highest number or visitors to Thailand.

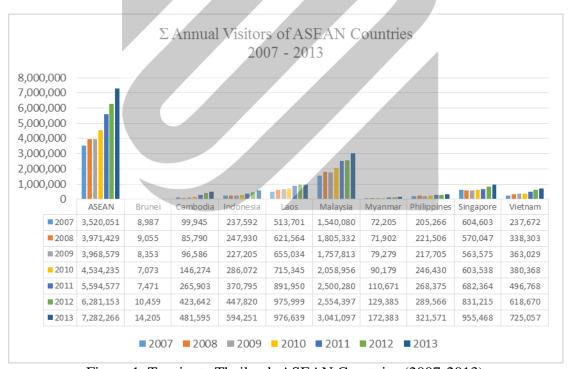


Figure 1. Tourist to Thailand: ASEAN Countries (2007-2013)

Source: Analyzed by researcher based on information adopted from http://www.tourism.go.th/index.php?mod=WebTourism&file=content&dID=6&cID=276



Figure 2. Growth in Arrivals: ASEAN Countries (2007 – 2013)

Source: Analyzed by researcher based on information adopted from 
http://www.tourism.go.th/index.php?mod=WebTourism&file=content&dID=6&cID=276

Over the years the Muslim population and visitors in Thailand has increased thus creating demand for halal food. Quoted from publications of Royal Thai Embassy Riyadh, Kingdom of Saudi Arabia, at present, there are approximately 7.5 million Thai Muslims in the Kingdom or about 12% of the total 62.5 million Thai populations. The number of Thai Muslims living in the 3 southern border provinces of Patani, Narathiwat, Yala Muslim community are 1.4 million people which constitutes about 18% of the total Thai Muslim population. Furthermore, Figure 1 on page 4, shows that the trends of Indonesian visitors and other ASEAN Muslim country visitors (Brunei and Malaysia) have also gradually increase over the last 6 years. Although Indonesia is not a Muslim country, its population is dominated by more than 87% Muslim. From Figure 2 on page 5, it shows that most of the year to year growth arrivals of Indonesian and other Muslim countries' visitors to Thailand have generally grown by double digits for the last six years. In addition to these, Department of Tourism Thailand also find increase in numbers of visitors from Middle-east countries to Thailand over the past six years. In 2013, Department of Tourism Thailand recorded 630,243 visitors from Middle-east countries, an increase of more than 550,000 visitors compared to 2007 visitors of 58,796. In summary, there are approximately more than 12 million halal consumers in Thailand. Thus, researcher draws conclusion that there are potential market opportunities for serving Indonesian cuisine as one of halal food option in Thailand. Not only for catering the growing

Indonesian and halal consumers in Thailand itself but also potential customers in general who wishes to experience the Indonesian ethnic dining. These may include Thai residents, non-Thai residents, as well as visitors in general.

#### 1.1.5. Cuisine Business in Thailand

Thailand is well-known as "Kitchen of the World" (Thailand Board of Investment). Not just for producing and exporting product globally but also as home of various international cuisines including Indonesian cuisine. These days many countries are domiciled by various ethnics. In Thailand the population demographic according to the world fact book by CIA as of July 2013 has reached more than 67 million people. It comprises of 75% Thai people, 14% Chinese and 11% other ethnics. These numbers indicates a high demand of food in the market. Currently there are thousands of restaurants in Thailand. According to Tripadvisor as of 4 September 2013, there are more than 7,000 restaurants in Bangkok area only (see Table 1, p.2). The compositions are 11.29% Thai restaurants,  $\pm$  14.22% ethnic restaurants, and other global/international restaurants covering 74.49% of the total Bangkok market. In other words, the percentage comparison shows that consumers both Thailand's resident as well as visitors have higher demand towards global/international cuisine or ethnic cuisine than Thai food itself. These may be a results of the varieties of food offered in the market is very high that it surpassed the number of Thai restaurants. Another consideration are the needs and wants of the market itself, as a Thai resident or visitor you may feel that you need to eat something but what is it that you want to eat will differ based on the options provided in the market.

According to Agriculture and Agri-food Canada's report on Thailand foodservice profile (June 2012), the food and beverage sales in hotels and resorts in Thailand accounted about 30% of its' total tourism revenues. This number is not just comprised from Thai food cuisine revenues but also from other international cuisines' including Indonesian cuisine. According to media release Investine.com by Arno Maierbrugger viewed 4<sup>th</sup> September 2013, the Tourism Authority of Thailand (TAT) forecasted foreign arrivals to the country to hit 28 million by 2014, a 7% jump from the 2013 projection of 25.5 million. Tourism receipts are expected to rise 13 per cent, indicating higher spending of tourists. According to the World Travel & Tourism

Council (WTTC), Thailand's tourism and travel sector had contribute 825.6 billion baht or 7.3% directly to its' GDP in 2012. Further the WTTC expects tourism's direct contribution to Thailand's GDP to grow by an average 6.8% per year between 2012 and 2022. With this being said, Thailand foodservice market is expected to proportionally grow with the increase of the number of visitors. Thus, these reasons make Thailand foodservice sector as an attractive sector to enter.

Table 1. Cuisine business market share in Bangkok, Thailand

Restaurants	Number of restaurants	Percentage of market share
Thai	839	11.28%
Japanese	266	3.58%
Italian	204	2.74%
Chinese	203	2.73%
French	100	1.34%
Indian	92	1.24%
Mediterranean	45	0.61%
Vietnamese	39	0.52%
British	23	0.31%
Spanish	22	0.30%
Mexican/Southwestern	18	0.24%
Middle Eastern	15	0.20%
German	10	0.13%
Greek	6	0.08%
Irish	5	0.07%
Indonesian	3	0.04%
Cajun & Creole	3	0.04%
Caribbean	3	0.04%
African	1	0.01%
Other Global/ International cuisine	5537	74.47%
Total	7435	100.00%

Source: Analyze by researcher based on information adopted from http://www.tripadvisor.com/Restaurants-g293916-Bangkok.html

#### 1.1.6. Indonesian Restaurants in Thailand

Currently there are four Indonesian dining places established in Thailand. These restaurant are, (1) The Indonesian Embassy staffs' cafeteria which located in Petchaburi road, Bangkok; (2) The "JB" fast food outlet located in MBK mall, Bangkok; and (3) "RK" restaurant, located in Asoke road, Bangkok; and (4) The Bali Breeze restaurant, located in Pataya. All three of the Indonesian restaurant in Bangkok are serving halal food. Having experience to interview the owners of two Indonesian

restaurants in Bangkok, the inquiry shows that Indonesian cuisine provided in Thailand were not only catering its own Indonesian market and the Thai market itself but also visitors of Thailand. According to the owner of "JB" fast-food outlet, its customers were not only Indonesian people and Thai people, but also Muslims of Asia's Countries (Brunei, Malaysia, Singapore, and Philippines), and other foreigners. Therefore, researcher draws conclusion that even though visitors come to Thailand for travel, the needs and wants in fulfilling ones appetite may not directly to Thai food but also considering the available options in the market. This also implies to Thai residents in general. Below are profiles of Indonesian restaurants in Bangkok.

## A. Indonesian Restaurant "JB"

"JB" restaurant was established since 11 December 2009. The restaurants can also be the best option for Muslim who wishes to get delicious Halal food. The menu offered are not merely Balinese food but also representative of Indonesian national dish. The restaurants cater Indonesian cuisine for Indonesian residents in Bangkok as well as Thai people and travelers who visit Thailand. The customers of "JB" were not only Indonesian people and Thai people, but also Muslims of Asia's Countries (Brunei, Malaysia, Singapore, and Philippines), and people from other foreign countries. The target market are tourists visiting Bangkok, this is the main reason for choosing MBK mall as prime location because the mall have busy traffic and good access to BTS station with average monthly sales above THB900,000. Indonesian food by "JB" is owned by Mr. "DS", Balinese Indonesian and his Thai partner Mr. "AV". Besides as an owner, Mr. "DS" also holds the role as General Manager and directly involves with the daily management of the restaurants along with his six employees comprises of one Indonesian chef and five supporting staff with Thai and Burmese nationality. Located in the The Fifth Food Avenue, 5th Floor Mah Boon Krong (MBK) mall, the restaurants caters for average 2,500 customers in a month operation. Operating hours are Monday to Sunday from 10:00 AM – 10:00 PM.

#### B. Indonesian Restaurant "RK"

"RK" is an Indonesian restaurant based in Bangkok. The idea of establishing the restaurant was originated from Mr. "MM" who is an Indonesian expat living in Thailand. Mr. "MM" has devoted his time to bringing the authentic flavors from different parts of Indonesia to Thailand through the restaurant ever since it was open

in January 2013. "RK" means "special flavors". The restaurant is aimed to providing its customers with most authentic Indonesian cuisine experience. Furthermore the restaurant is intended to maintain the authenticity by using natural ingredients such as lemon grass, lime leaves, etc.. Target market of "RK" restaurant is Indonesian people living in Bangkok as well as tourists passing by Sukhumvit area. However, identification of customer's nationality was unable to be determined due to no previous records made by owner. Information regarding average monthly sales was not available due to security reason however owner mentioned roughly numbers of customer visiting per day are approximately 25 customers. "RK" restaurant is owned by Mr. "MM" and his Thai partner complying with the investment regulation of Thailand. Aside being owner of the restaurant, Mr "MM" also act as Restaurant General Manager and responsible for the restaurant daily operation as well as Chef. Currently the restaurant operates with nine employees divided by their function as cooks (back -side) as well as waitress and cashier (front-side). Located in soi 86/2 Sukhumvit 23, Khwaeng Khlong Toei Nuea, Khet Watthana, the restaurant caters for average 750 customers in a month. Operating hours are Tuesday to Sunday from 11:00 AM - 11:00 PM.

## C. Indonesian Embassy's Staff Cafeteria

Indonesian Embassy staff cafeteria is 100% belongs to the Indonesian Embassy in Bangkok. Its initial function is to cater the staff of the embassy, however, more and more Indonesian community in Bangkok felt the longing to eat authentic Indonesian food, and therefore the canteen until present time is open to public. The resources assign to manage the cafeteria are the wives of Embassy's staff as well as Thai nationalities local staff who have been working at the embassy for years. Due to the fact that the cafeteria is not fully commercialized, there were not many information available. Located in 600-602 Petchaburi Road Ratchatewi, the cafeteria caters for the embassy staff and visitors, as well as the students and teachers of the Indonesia-Bangkok School which is located inside the Embassy itself. Operating hours are Monday to Friday from 11:00 AM – 02:00 PM.

## 1.2. Objective of the Research

In restaurants settings, service quality is an important determinant of customer satisfaction (Kim *et al.* 2009, cited in Markovic, Raspor, and Segaric, 2010) and return intention (Kivela *et al.*1999). Keiser (1998, cited in Markovic, Raspor, and Segaric, 2010), in his research was able to prove that there is a positive correlation between firms' ability to deliver high service quality with long-term financial viability and sustainable business. In order to be more competitive in the market by focusing on its' customer Service providers need to assess its' service quality. With this being said, there is a need to review Thailand's customers' perceptions in regards to established Indonesian halal restaurant overall service quality in Thailand in order to determine their key success factors for sustainability. Therefore, the objectives of this research are:

- 1. To identify the impact of perceived value towards customers' satisfaction on Indonesian restaurants service quality.
- 2. To explain how customer satisfaction level on Indonesian restaurants service quality influence customers' post-dining intentional behavior.

## 1.3. Scope of the Research

The research scope will focus on operation service management and marketing perspectives. From the operation service management perspective this study will attempt to assess customer satisfaction level of Indonesian restaurants. While from the marketing perspective this study attempt to describe the implication of customer perceived value towards customer satisfaction and intentional post-dining behavior of Indonesian restaurants. The study also extended to forecast potential customers' attitude towards new dining experience.

The data collection methods of this research were combination of Qualitative and Quantitative approach. The approach was designed to answer the research questions. Survey methods used through Qualitative was done by interviewing two Indonesian restaurant owners in Bangkok whilst Quantitative approach by distributing questionnaires to each restaurant customers. The study was conducted within Bangkok area as the major location of Indonesian cuisine providers. Population for

the study was the entire Bangkok population and the visitors which will be more elaborated in the research methodology chapter of this study.

## 1.4. Research Questions

The questions regarding this topic are:

- 1. What is the impact of perceived value towards customers' satisfaction on Indonesian restaurant service quality?
- 2. How does customer satisfaction level on the Indonesian restaurant service quality influence its' customers' post-dining intentional behavior?

## 1.5. Theory and Model Being Used in the Research

The model used in the research were adopted from three different customer satisfaction models (1) American Customer Satisfaction Index (ACSI) (see Figure 3, p.12) developed by Fornell et al. (1996), (2) SERVQUAL model developed by Parasuraman et al. (1985, cited in Markovic, Raspor, and Segaric, 2010), as well as (3) customer satisfaction model developed by Ryu, Lee, and Kim (2012). The first two models have similarity in a way that each of the models studies the influence of customer expectation and perception as antecedents of customer satisfaction. The different point is that ACSI not only include both of these variables but also added perceived value as one of the antecedent of customer satisfaction aside from customer expectation and customer perceived service quality. Fornell et al. (1996) also noted that customer expectation and customer perceived service quality are significant determinants of perceived value, and exclusively customer expectation as a significant determinant of customer perceived service quality. Further, Fornell et al. extended the study to examine the influence of customer satisfaction towards intentional behavior by adding two other variables into the model which are customer loyalty and customer complaints as effect of customer satisfaction. Attributes from each models also differ in a way that ACSI only include customization, reliability, and overall whereas SERVQUAL include tangibles, reliability, assurance, responsiveness, and empathy. The third model adopted most of its attributes from Parasuraman et. al. (1985, cited in Markovic, Raspor, and Segaric, 2010), SERVQUAL attributes, adding

to these attributes are the food and physical related environment. Physical related environment/atmospheric attributes captures the same items included in Parasuraman tangibles' attributes such as neat and well-dressed employee, environment cleanliness, and interior design. The different points are in atmospheric attribute there are additional items such as aroma, room temperature, music, and lighting. For food attributes, the items include taste, food presentation, menu variety, healthy menu options, food freshness, appropriate food temperature and food safety. Most of these items were categorized by Parasuraman into the reliability attribute. In addition to these attributes, researcher also included price fairness and authentic related attributes which is adopted from Liu and Jang (2009) study of Chinese restaurants. Furthermore, the study examined influence of customer satisfaction towards intentional behavior which was adopted from Bitner (1990 cited in Patterson and Spreng, 1997). Bitner found the influence of perceived service quality towards intentional behavior of word-of-mouth and repurchase intention.

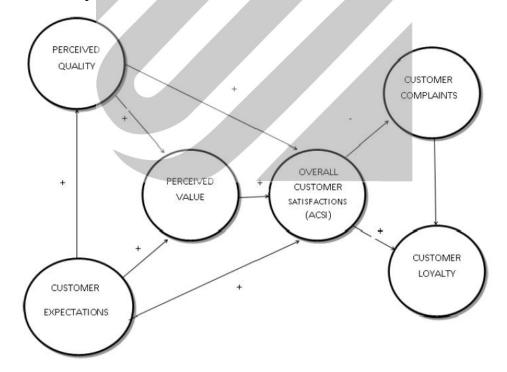


Figure 3. American Customer Satisfaction Index (ACSI) Model Source: Fornell *et al.* (1996)

## 1.6. Hypotheses

This study consists of eight hypotheses as elaborated below:

- H1: Customer Expectation on overall service quality has a positive correlation towards Customer Perceived Service Quality.
- H2: Customer Expectation (food, atmospheric, and service) has a positive correlation towards Customer Perceived Value on overall service.
- H3: Customer Perceived Service Quality (food, atmospheric, and service) has a positive correlation towards Customer Perceived Value on overall service.
- H4: Customer Expectation on overall service quality has positive influence towards Customer Satisfaction.
- H5: Customer Perceived Service Quality on overall service quality has positive influence towards Customer Satisfaction
- H6: Customer Perceived Value on overall service quality has positive influence towards Customer Satisfaction
- H7: Customer Satisfaction has positive influence towards Recommendation
- H8: Customer Satisfaction has positive influence towards Revisit

## 1.7. Significance of the Research

## 1.7.1. Significance to Academia

Currently there are still limited studies that discussed about the correlation between the impact of perceived value towards customer satisfaction and post-dining intentional behavior in restaurant setting. Previous study were conducted to relationship between service quality, customer satisfaction, and behavioral intention in fast-food restaurant (Qin and Prybutok, 2009), customer satisfaction with services; putting perceived value into the equation (McDougall and Levesque, 2000) and the study of influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions of Chinese restaurants (Ryu, Lee, and Kim, 2012). All of these studies examined the influence of perceived value on customer satisfaction in restaurant context. However, only study by (Ryu, Lee, and Kim, 2012) stated the further influence of customer satisfaction towards intentional behavior. Moreover, this study also examine attributes ratings of customer expectations and perceptions on service

quality which influence both customer perceived value and customer satisfaction. Examination was conducted using the approach of three determinants of restaurants quality dimensions food, service and other attributes using Importance-Performance Analysis (IPA) as elaborated on section 3.5.2 methodology chapter on page 37. The conceptual framework as well as the constructs used in the questionnaires will be elaborated in the second chapter of this study.

## 1.7.2. Significance to Practitioners

- To help increase Indonesian restaurant's owners awareness on the increased trend
  of Indonesian tourist visitors to Bangkok and greater Thailand recently. Indonesian
  restaurants will answer the needs of Indonesian visitors as well as community for
  home-taste cuisine.
- To help Indonesian restaurant's owners in Thailand in realizing other potential customers for Indonesian Halal cuisine such as visitors from Malaysia, Brunei, Middle-east or other Muslim countries as well as Muslim community of Thailand itself.
- 3. To encourage Indonesian investors to invest in Indonesian restaurant/cuisine in Thailand as well as to increase the options on Halal food in Thailand. This will encourage cooperation among the two countries which in line with AEC's objective in increasing Foreign Direct Investment. Eventually, investment in Indonesian restaurant might help to increase Thailand's income from Halal tourism which will also contribute to Thailand's GDP.

## 1.8. Limitation and Further Research

The scope of the research does not capture the whole Indonesian market in Thailand since it will mainly focus on the three Indonesian establishments in Bangkok. This consideration was based on the majority of Indonesian restaurant provider location which was dominated in Bangkok area. Another limitation is that the scope of the research will be conducted in Thailand where the number of Indonesian restaurants was limited; also the difference of customers' background may influence their perceptions and attitudes in answering the questionnaire. Despite these

limitations, the research will bring value both in practice and academia perspective as a preliminary study to extent understanding in Indonesian cuisine business.

Further research could be conducted such as:

- In-depth qualitative research to broaden the understanding of the study topic.
- Conducting the study in Indonesia where the Indonesian restaurants options are
  well spread as well as other countries to gain better understanding towards
  standardizing the Indonesian restaurant service quality through-out the world.
- Research could also be conducted regarding potential customers' attitude in different countries to further extent knowledge and understanding of customer attitude in having new Indonesian ethnic dining experience to better positioned future investor when opening in that particular country.
- Further study could also identify the implication of cultural background influence towards customers' perceptions and attitudes in answering the questionnaire.
- Customer relationship management for Indonesian restaurant.

#### **CHAPTER 2**

## LITERATURE REVIEW

In restaurants settings, service quality is an important determinant of customer satisfaction (Kim *et al.* 2009, cited in Markovic, Raspor, and Segaric, 2010) and return intention (Kivela *et al.*1999). With these being said, service providers need to assess its' service quality in order to be more competitive in the market by focusing on its' customer. Past studies concluded that improving service quality has become one of the most important strategies a service provider can use to differentiate itself from its competitors and thus position itself more effectively in the marketplace (Cronin and Taylor, 1992; Jain and Gupta, 2004; Ofir and Simonson, 2001, cited in Markovic, Raspor, and Segaric, 2010). Keiser (1998, cited in Markovic, Raspor, and Segaric, 2010), in his research was able to prove that there is a positive correlation between firms' ability to deliver high service quality with long-term financial viability and sustainable business.

This chapter reviews the relevant literature regarding the research topic. The chapter will be divided into seven parts. The first six parts will describe the relevant variables and the factors that influenced each of these variables. These variables consist of customer expectation, customer perceived service quality, customer perceived value, customer satisfaction, and customer intentional behavior. The final part of this chapter will elaborate the conceptual framework and identified hypothesis which later define the methodology employed for the study in the Research methodology chapter of this study.

## 2.1. Customer Expectation

According to previous studies, expectations are defined as beliefs about service process in which it will form the standards against which actual performance will be assessed (Zeithaml and Bitner, 2003, cited in Markovic, Raspor, and Segaric, 2010). There are five levels (types) of customer's expectations, ranging from minimum tolerable expectations, through acceptable expectations, experience-based norms, and normative "should" expectations to ideal expectations or desires. Fornell

et al. (1996) defined customers' expectation as the served market's prior consumption experience with the firm's offering – including non-experiential information available through sources such as advertising and word-of-mouth – and a forecast of the supplier's ability to deliver quality in the future. Served market are expected to have expectations that are largely rational and that reflect customers' ability to learn from experience and predict the levels of quality and the value they receive (Howard, 1977, cited in Fornell et al.1996).

Wishna (2000, cited in Markovic, Raspor, Segaric, 2010), predicted that in the future, customers will be more sophisticated in their dining decisions mainly because of their willingness to expand their dining horizons and try new things. Customers will seek new dining experiences that will satisfy their ever-changing expectations. Thus, it is important to know, understand and meet customers' expectations. Mohsin et al. (2005, cited in Markovic, Raspor, Segaric, 2010) revealed that value for money, variety and quality of the products available, staff-related skills, staff presentation and manners, and well-timed service were ranked as the five most important expectations of customers in New Zealand restaurants and cafes. Expectancy-disconfirmation theory assumes that customers' expectations of a service are qualitatively sufficient similar to their perceptions of performance to permit direct measurement of the differences between the two. It has however been suggested (Johns and Tyas, 1997, cited in Johns and Howard, 1998) that customers' expectations and perceptions of service performance are influenced strongly by previous critical incidents and by cultural factors. Further, the studies noted that expectations are the basis upon which customers select and judge services. Understanding of their dimensionalities should provide insights into satisfaction process, the most appropriate way to measure service quality, and the design of service to best match customers' needs.

## 2.2. Customer Perceived Service Quality

The study conducted by Fornell *et al.* (1996) who developed the American Customer Satisfaction Index (ACSI) model, described perceived service quality as overall service performance capturing three attributes (customization, reliability, and overall). The study also noted perceive quality or performance as the served market's evaluation of recent consumption experience. Awwad (2012) in the study of Jordanian

mobile phone sector using ACSI model found that customer expectation influences customer perceived quality greatly. Fornell *et al.* (1996) in their study noted that customer expectation has positive influence towards customer perceived service quality.

H1: Customer Expectation on overall service quality has a positive correlation towards Customer Perceived Service Quality.

## 2.2.1. Restaurant Service Quality

Recent studies have found that food, physical environment, and employee services should be functioned as a vital components of restaurants experience in forming the perceptions of the restaurant service quality in the restaurant industry (Chow et al., 2007; Jang and Namkung, 2009; Namkung and Jang, 2008; Ryu and Han, 2010, cited in Ryu, Lee, and Kim, 2012). Namkung and Jang (2008, cited in Ryu, Lee, and Kim, 2012) in their study in identifying key attributes of mid-to-upper scale restaurants that significantly distinguished highly satisfied diners and non-highly satisfied diners had used three quality factors (food, atmosphere, and service). Further, Jang and Namkung (2009) had used three dimensions of restaurant quality which were product, atmosphere, and service, in order to address the lack of comprehensive evaluation of restaurant service quality. Liu and Jang (2009) indicated that in Chinese restaurant, food quality, service reliability, and environmental cleanliness are three pivotal attributes to create satisfied customers and positive postdining behavioral intentions. Further, other attributes that were also significant contributors of customer satisfaction and intentional behavior were dining atmosphere, food authenticity, and fair price. Ryu and Han (2010, cited in Ryu, Lee, and Kim 2012) examined the relationship between three determinants of quality dimensions (food, service, and physical environment), price, customer satisfaction, and behavioral intention in quick-casual restaurants. Andaleeb and Conway (2006, cited in Markovic, Raspor, and Segaric 2010) examined factors that explained customer satisfaction in the full-service restaurants segment and found that food quality/reliability, physical design and price, and service responsiveness were the most important contributor of customer satisfaction. Similarly, Zopiatis and Pribic (2007, cited in Markovic, Raspor, and Segaric, 2010) also revealed that the overall

cleanliness, employees' attitudes, quality of menu items, employees' professionalism and atmosphere were the most important factors influencing restaurant customers' dining choices. Kivela *et al.* (1999) indicated that the profitability of return patronage was dependent on customers' satisfaction with five aspects of restaurants: first and last impressions, service quality, ambience quality, food quality and feeling comfortable eating there, and reservations and parking. Ladhari *et al.* (2008, cited in Jani and Han, 2011) investigated determinants of dining experience satisfaction, in turn, influenced recommendation, customer loyalty and willingness to pay more. Furthermore, Ryu, Lee, and Kim (2012) found that the food quality to be as significant predictor of customer service value. Moreover, the study also noted that the quality of physical environment and the service was not found to be a significant antecedent of customer perceived value; these findings run contrary to a majority of previous studies. To the extent, the perceived value was found to be significant determinant of the customer satisfaction and intentional behavior in the Chinese restaurant context.

## 2.2.2. Restaurants Service Quality Attributes

Based on the above literature review the three major attributes used to defined restaurant services quality are food quality, service quality, and physical environment/atmospheric. Food quality has been generally accepted as a major factor influencing customer satisfaction and post-dining intentional behavior (Liu and Jang, 2009). Past studies also confirmed food quality as significant determinant of customer satisfaction and behavioral intention repeat-purchase intention (Dube *et al.*, 1994, cited in Kivela *et al.*, 1999).

Namkung and Jang (2007, cited in Ryu, Lee, and Kim, 2012) evaluated the relationship of individual attributes that constitute the food quality (e.g. food presentation, menu variety, healthy options, taste, food freshness, and temperature) towards customer satisfaction and intentional behavior. The findings indicated that food taste, presentation, and temperature, significantly related to customer satisfaction. Furthermore, the findings also indicated that food taste, presentation, and healthy options, significantly related to intentional behavior.

## 2.2.3. Restaurants Atmospheric Attributes

Kotler (1973, cited in Liu and Jang, 2009) defined atmospheric as the continuous designing of space to produce specific emotional effects in buyer that enhance their purchase probability. Atmospheric was made up of set of elements such as music, lighting, color, and scent. Ryu and Jang (2007, cited in Liu and Jang, 2009) explored the combined effect of multiple atmospheric variables on behavioral intentions in upscale restaurants. The findings supported that ambience (e.g. music, aroma, and temperature) and employee appearance had the most important influence on customers' emotional responses, which in turn affected customers post-dining intentional behavior.

## 2.2.4. Other Attributes

Andaleeb and Conway (2006, cited in Liu and Jang, 2009) study noted that perceived price fairness could be another factor that influences customer satisfaction and intentional behavior. Bei and Chiao (2001, cited in Awwad, 2012) found perceived price fairness to be positively relate to customer satisfaction and loyalty. On the other hand, Xia *et al.* (2004, cited in Liu and Jang, 2009) found that perceived price unfairness could lead to immediate negative attitudinal and behavioral responses such as dissatisfaction, complaining, and switching to other providers. Ebster and Guist (2004, cited in Liu and Jang, 2009) defined authenticity as conditioned where environment and cuisine were not adjusted to meet local tastes and customers who were familiar with the culture of the ethnic origin can judge its authenticity. Wood and Munoz (2006, cited in Liu and Jang, 2009) described ethnic restaurant as cultural ambassadors of the home country and dining experiencing in an ethnic restaurant as "culinary tourism".

#### 2.3. Perceived Value

Parasuraman *et al.* (1988, cited in Awwad, 2012) defined perceived value as the perceived level of product quality relative to the price paid on the "value for money" aspect of the customer experience. Perceived value had been frequently conceptualized as involving a consumer's assessment of the ratio of perceived benefits and perceived costs (Liljander *et al.*, 1992; Monroe, 1990; and Zeithaml,

1988, cited in Patterson and Spreng, 1997). Perceptions of value were not limited to the functional aspects but may include social, emotional and even epistemic value components. Sheth *et al.*, (1991, cited in Khan and Kadir, 2011) defined perceived value as a "richer measure of customers' overall evaluation of a service than perceived service quality". This is similar to the study conducted by Fornell*et al.* (1996). In the ACSI model Fornell*et al.* (1996) had described perceived value as the perceived level of product quality relative to the price paid. Whether the overall service was a value defined price or price defined value. Value was defined as the ratio of perceived quality relative to price (Anderson *et al.*, 1994, cited in Awwad, 2012).

Fornel et al. (1996) in their study noted that perceived service quality and customer expectations had positive influence towards perceived value. In a study of the influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction and behavioral intentions by Ryu, Lee, and Kim, (2012); the study found food quality to be a significant predictor of customer perceived value. The quality of the physical environment and the service was not found to be a significant antecedent of customer perceived value; these findings run on the contrary to a majority of previous studies. As cited from Qin and Prybutok (2009), past studies have also mentioned perceive value on their research, competitive price for food (Kim and Kim, 2004, cited in Qin and Prybutok, 2009); competitive price for beverage, value worthy of price (Kara et al., 1995, cited in Qin and Prybutok, 2009). All of these studies shown positive influence of perceived serviced quality to perceived value. Extent of literature shows that the product quality and service quality serve as predictors of customers' perceived value include Bolton and Drew (1991), Chen and Hu (2010), Lai et al. (2009), Zeitaml (1988, cited in Ryu, Lee, and Kim, 2012), Eggert and Ulaga (2002, cited in Ryu, Lee, and Kim, 2012). Ryu et al. (2008 cited in Ryu, Lee, and Kim, 2012) was noted to be the only study found to provide empirical evidence indicating food quality significantly affected perceived value.

Wright *et al.* (2007, cited from Ryu, Lee, and Kim, 2012), in their study mentioned that McDonald's standardization efforts through the slogan of QSCV (Quality, Service, Cleanliness, and Value) led to their global brand success. Further,

the study noted that customer perceived value is derived from a core product from McDonald's as well as other components, including food and service quality, which the company delivered to the customers. Customers would patronize McDonald's when it offered a higher customer perceived value than there other competitor, to meet its' customers need.

Nguyen and Leblanc (2002,cited in Ryu, Lee, and Kim, 2012), studies in a restaurant context found that the physical environment, such as décor, ambient condition, and seating comfort provides first-visit customers with cues that delivered the expected service offerings' nature and customer perceived value. Han and Ryu (2009, cited in Ryu, Lee, and Kim, 2012) confirmed the positive relationship between three elements of the restaurants physical environments (i.e. décor and artifacts, spatial layout, and ambient conditions) and customer perceived value perception. Among the three dimensions, décor and artifacts were found to the most influential driver of customer price perception.

- H2: Customer Expectation (food, atmospheric, and service) have a positive correlation towards Customer Perceived Value on overall service.
- H3: Customer Perceived Service Quality (food, atmospheric, and service) have a positive correlation towards Customer Perceived Value on overall service.

## 2.4. Customer Satisfaction

According to Oliver (1992, cited in Patterson and Spreng, 1997), satisfaction was a consumer's post-purchase evaluation and affective response to the overall product or service experience. Anderson *et al.* (1994, cited in Jani and Han, 2011), in his research noted that current satisfaction is the result of the customer's experience; it was a state of mind that occurs – by definition – after a purchase. Fornell *et al.* (1996) in their study developed ACSI model shown perceived service quality, perceived value, and customer expectation as antecedents of customer satisfaction. This predictive role of expectations also suggested that it had a positive effect on overall customer satisfaction (Anderson, Fornell, and Lehmann, 1994, cited in Fornell *et al.*, 1996). Andreassen and Lindestad (1998) in their study of the service industry found that customer perceived value positively associated with customer satisfaction.

McDougall and Levesques (2000) reported in their study that customer perceived value and perceived service quality are the two most salient precursors of customer satisfaction across four types of service industry which include restaurant, autoservice, hairstylist, and dental service. Patterson and Spreng (1997) in their study also confirmed the positive and direct antecedent of perceived value with customer satisfaction. Other studies had also accepted customer perceived value as reliable predictor of customer satisfaction in various sectors (Brady et al., 2001; Gilbert et al., 2004; Kara et al., 1995; Lee and Ulgado, 1997; Qin and Prybutok, 2008, cited in Qin and Prybutok, 2009; Johns and Howard, 1998; Wang and Lo, 2002; and Saha and Theingi, 2009) furthermore it also had direct influences on consumer purchase behavioral intentions (McDougall and Levesques, 2000; Patterson and Spreng, 1997; Ryu, Lee, and Kim, 2012; and Awwad, 2012). Rust and Oliver (1994, cited in Saha and Theingi, 2009) stated that customer satisfaction depended on a variety of factors which include perceived service quality, customers' moods, emotions, social interactions, and other experience-specific subjective factors. Previous studies had cited the importance of service quality for customer satisfaction with a service encounter (Stevens et al., 1995; Qu, 1997, cited in Markovic, Raspor, and Segaric, 2010). Additionally, in restaurants settings, service quality was an important determinant of customer satisfaction (Kim et al., 2009, cited in Markovic, Raspor, and Segaric, 2010) and return intention (Kivela et al., 1999).

Awwad (2012) in his study in Jordanian mobile phone sector found that customer expectations, customer perceived quality and customer perceived values were important predictors of customer satisfaction which ultimately results in customers' loyalty. Gill, Byslma, and Ouschan (2007) in their study of the impact of customer perceived value in a cellar door visit towards behavioral intention found that customer perceived value have positive impact on behavioral intention with overall customer satisfaction mediating the relationship. According to (Parasuraman *et al.*, 1985 and 1988, cited in Markovic, Raspor, and Segaric, 2010), concept of SERVQUAL was based on the comparisons between customers' expectations and their perception of the actual service delivered. The difference between customer expectation and perception was called SERVQUAL gap. When the customers' perceptions of delivered service exceed their expectations the result would be **positive** 

gap. On the other hand, when the expectations exceed the delivered service perception the result would be negative gap. Stevens, Knutson, and Patton. (1995, cited in Markovic, Raspor, and Segaric, 2010) modified several items from the original SERVQUAL attributes and developed DINESERV to measure perceived service quality in restaurants. Other author Johnston, Clark, and Shulver (2012) on their book defined that satisfaction is the result of customer's overall assessment of their perceptions of the service compared to their prior expectation. These overall assessments of perceptions of the service includes the service process, their experiences and outcomes such as quality of products, benefits obtained, as well as perceived value for money. Further Johnston, Clark, and Shulver (2012) also stated when customers' perceptions of the service match their expectation (P=E) they should be satisfied (or at least satisfied). If their perception of the service exceeded their expectations (P>E) then they will be more than satisfied, even delighted. On the contrary if the perception of service did not meet their expectation (P<E) than they might be dissatisfied, even disgusted or outraged. These authors also underlined that satisfaction is a continuum, from extreme delight to extreme dissatisfaction. The equation for these literatures are elaborated in section 3.4.1 on page 33 of this study.

- H4: Customer Expectation on overall service quality has positive influence towards Customer Satisfaction.
- H5: Customer Perceived Service Quality on overall service quality has positive influence towards Customer Satisfaction
- H6: Customer Perceived Value on overall service quality has positive influence towards Customer Satisfaction

## 2.5. Intentional Behavior

Fishbein and Ajzen (1975, cited in Liu and Jang, 2009), defined behavioral intention as the customers' subjective probability of performing a certain behavioral act. These researchers identified three types of customers' behaviors in particular to influence the probability of repurchase, which were: (1) word-of-mouth; (2) repurchase intention; and (3) feedback to the service provider. Word-of-mouth refered to a flow of information about products, services, or companies from one customer to another. As such, word-of-mouth represented a trusted external source of information

by which customers can evaluate a product or service. Behavioral intentions were generally accepted agreed as a reasonable variable for predicting future behavior (Quelette and Wood, 1998) cited in Liu and Jang (2009).

American Customer Satisfaction Index (ACSI) model developed by Fornell et al., 1996, (see Figure 3, p.12) defined intentional behavior as consequences of customer satisfaction. Intentional behaviors captured in the ACSI model are customer complaints and customer loyalty. Oliver (1980 and 1999, cited in Liu and Jang, 2009) regarded customer satisfaction as one of the key antecedents of post-purchase behavioral intentions from his findings that customer satisfaction had a positive effect on the customers' attitude towards the product or service and could reinforce the customers' conscious effort to purchase the product or service again in the future. Past studies confirmed the positive and direct association between customer satisfaction and behavioral intentions of repurchase or revisit and word-of-mouth (Han and Ryu, 2009; Liu and Jang, 2009b, cited in Ryu, Lee, and Kim, 2012). Adding to this, other past research also indicated that satisfaction is a reliable predictor of repurchase intentions (Bitner, 1990; LaBarbera and Mazursky, 1983; Patterson, 1994, cited in Patterson and Spreng, 1997; and Gill, Byslma, and Ouschan, 2007). Gill, Byslma, and Ouschan (2007) found that perceived value have a positive impact on the behavioral intentions with overall customer satisfaction partially mediating the relationship. Saha and Theingi (2007) also confirmed the positive influence of customer satisfaction towards repurchase intention or revisit and positive word-of-mouth recommendation.

H7: Customer Satisfaction has positive influence towards Recommendation

H8: Customer Satisfaction has positive influence towards Revisit

Table 2. Summary of Previous Study

Author	Year	Study	Industry	Findings
Fornell et. al	1996	American Customer Satisfaction Index	Various industry	<ul> <li>Customer expectation positively influence customer perception, customer perceived value, customer satisfaction.</li> <li>Customer perception positively influence customer perceived value and customer satisfaction. Customer perceived value positively influence customer satisfaction.</li> <li>Customer satisfaction positively influence customer Intentional behavior repurchase and negatively influence customer complaint.</li> </ul>
Patterson and Spreng	1997	Empirical examination in modelling the relationship between perceived value, customer satisfaction, and repurchase intention in a Business to Business Service context	Service	• The study confirms the positive and direct antecedent of perceived value with customer satisfaction.
Kivela, Inbakaran, and Reece	1999	Consumer research in the restaurant environment: Part 1 A conceptual model of dining satisfaction and return patronage	Food sector restaurant	<ul> <li>Profitability of return patronage was dependent on customer's satisfaction with five aspects of restaurants: last and first impression, service quality, ambience quality, food quality, and feeling comfortable eating there as well as reservations and parking.</li> <li>Service quality is an important determinant of customer satisfaction and return patronage.</li> </ul>
McDougall and Levesque	2000	Customer satisfaction with services: putting perceived value into the equation	Food sector restaurant, Auto-service, Hairstylist, and Dental Service	The study finds that customer perceived service quality and customer perceived value are the two most salient precursors of customer satisfaction
Andaleeb and Conway	2006	Customer satisfaction on full-service restaurant	Full-service restaurant	<ul> <li>The study found that food quality/reliability, physical design and price, and service responsiveness were the most important contributor of customer satisfaction.</li> <li>The study also noted perceived price fairness as another factor that influence customer satisfaction and intentional behavior.</li> </ul>
Namkung and Jang	2007	Evaluate relationship of individual attributes constituted food quality (food taste, presentation, menu variety, healthy options, taste, food freshness, and temperature) towards customer satisfaction and intentional behavior	Food sector restaurant	<ul> <li>The study indicates food taste, presentation, and temperature significantly relate to customer satisfaction.</li> <li>The study also finds food taste, presentation, and healthy options significantly relate to intentional behavior.</li> </ul>
Gill, Byslma, and Ouschan	2007	Impact of customer perceived value in a cellar door visit on behavioral intentions	Wines	• Customer perceive value have a positive impact on the behavioral intentions of cellar door visitors with overall satisfaction partially mediating the relationship.

Table 2. Summary of Previous study (continued)

Author	Year	Study	Industry	Findings
Ryu and Jang	2007	Exploration on combined effect of multiple atmospheric variables on behavioral intentions in upscale restaurants	Food sector upscale restaurant	The findings supported that ambience (e.g. music, aroma, and temperature) and employee appearance had the most important influence on customer's emotional responses which in turn affected customers post-dining intentional behavior.
Liu and Jang	2009	Perceptions of Chinese restaurant on customer satisfaction and intentional behavior	Food sector, Chinese restaurant	<ul> <li>The study indicates that food quality and service reliability as key success factors of Chinese restaurant.</li> <li>The study also indicates that food quality, service reliability and environmental cleanliness as pivotal attributes customer satisfaction and post-dining intentional behavior.</li> <li>Food authenticity significantly affected both customer satisfaction and intentional behavior.</li> <li>Customer satisfaction as one of key antecedents of post-purchase behavioral intentions with significant positive influence.</li> </ul>
Qin and Prybutok	2009	Relationship between service quality, customer satisfaction, and behavioral intention in fast-food restaurants	Food sector fast-food restaurant	<ul> <li>Perceive service quality has positive influence to perceived value.</li> <li>Perceived value does positively influence customer satisfaction but not with significant manner.</li> </ul>
Saha and Theingi	2009	Servce quality, Satisfaction, and Intentional Behavior on a study of low-cost airline carriers (LCC) in Thailand	Airlines	<ul> <li>Service quality was a very important determinant to explain behavioral intentions.</li> <li>Customer satisfaction was mostly influenced by flight schedule.</li> <li>Satisfied customer would engage in positive word-of-mouth/recommendation and repurchase intentions/revisit.</li> <li>Dissatisfied customer prefer to change airlines rather than provide feedback to LCCs.</li> </ul>
Awwad	2012	Application of American Customer Satisfaction Index (ACSI) in the Jordanian Phone Sector	Phone sector	<ul> <li>Customer expectation positive significantly influence customer perception, customer satisfaction.</li> <li>Customer perception positive significantly influence customer perceived value and customer satisfaction.</li> <li>Customer perceived value positive significantly influence customer satisfaction.</li> <li>Customer satisfaction positively influence customer Intentional behavior repurchase.</li> </ul>
Ryu, Lee, Kim	2012	Relationship between three determinant of quality dimensions, (food, service, and physical environment, price, customer satisfaction, and behavioral intention in quick casual restaurant.	Food sector of mid-to-upper scale restaurants	<ul> <li>The study suggested that customer perceived value is indeed a significant determinant of customer satisfaction.</li> <li>Customer satisfaction is a significant predictor of behavioral intentions.</li> </ul>

# 2.6. Conceptual framework

Based on the hypotheses, the research framework for this study was captured in the following Figure 4.

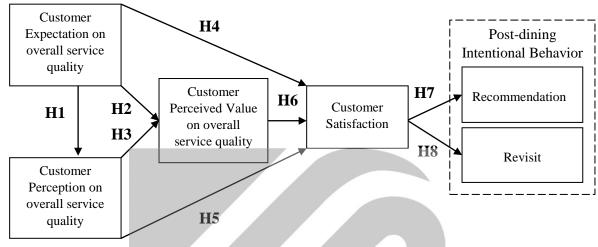


Figure 4. Conceptual Framework

Variables within the conceptual framework were identified according to their attitude as follow:

Table 3. Identified Independent and Dependent Variables

	Description of relation	Independent Variable	Dependent Variable
H1	Customer Expectation on overall service	Customer	Customer Perceived
	quality has a positive correlation towards	Expectation	service quality
	Customer Perceived Service Quality		
H2	Customer Expectation (food, atmospheric,	Customer	Customer Perceived
	and service) has a positive correlation towards	Expectation	Value
	Customer Perceived Value on overall service		
НЗ	Customer Perceived Service Quality (food,	Customer Perceived	Customer Perceived
	atmospheric, and service) has a positive	Service Quality	Value
	correlation towards Customer Perceived		
	Value on overall service		
H4	Customer Expectation on overall service	Customer	Customer Satisfaction
	quality has positive influence towards	Expectation	
	Customer Satisfaction		
H5	Customer Perceived Service Quality on	Customer Perceived	Customer Satisfaction
	overall service quality has positive influence	Service Quality	
	towards Customer Satisfaction		
Н6	Customer Perceived Value on overall service	Customer Perceived	Customer Satisfaction
	quality has positive influence towards	Value	
	Customer Satisfaction		
H7	Customer Satisfaction has positive influence	Customer	Recommendation
	towards Recommendation	Satisfaction	
Н8	Customer Satisfaction has positive influence	Customer	Revisit
	towards Revisit	Satisfaction	

Based on the linkage between perceived value, customer satisfaction, and post-dining intentional behavior shown above, the purpose of these study were, (1) to identify the implication of customer's perceived value towards customers' satisfaction, and (2) to examine how customer satisfaction influence the post-dining intentional behavior, both of these objective will be conducted in Indonesian restaurant setting. Moreover, the current study examined the ratings of customer expectations and perceptions attributes on overall service quality which influence both customer perceived value and customer satisfaction. Examination was conducted using the approach of three determinants of restaurants quality dimensions which are food, service, and other attributes.



#### **CHAPTER 3**

#### **METHODOLOGY**

Research design is a master plan that specifies the methods and procedures for collecting and analyzing the needed information (Zikmund *et.al*, 2013, p.64).

## 3.1. Research Design

This part is an explanatory of research design which is to specify the methods and procedures for collecting and analyzing the information needed in order to achieve the study objectives which are:

- 1. To identify the impact of perceived value towards customers' satisfaction on Indonesian restaurant service quality.
- 2. To explain how customer satisfaction level on Indonesian restaurant service quality influence customers' post-dining intentional behavior.

#### 3.2. Data Collection Method

The data collection method of this research was a combination of Qualitative and Quantitative approach. Quantitative findings will help to answer the study objectives in statistical form whereas qualitative research might help in understanding why or corroborate the statistical findings.

#### 3.2.1. Qualitative research

Qualitative research during preliminary fieldwork was done by interviewing owners of Indonesian restaurant in Thailand. Please refer to Appendix 1 for questions asked during interview.

#### 3.2.2. Quantitative research

Quantitative research was conducted through distribution of questionnaires that are elaborated below. The questionnaire was divided into four parts, (1) understanding of Indonesian ethnic dining and preference to Indonesian food; (2) assessment of perceptions, perceived value, customer satisfaction, post-dining

behavior; (3) questions regarding potential customers attitude towards new dining experience; and (4) demographic background. Data gathered as per different scale of measurement which consists of nominal, ordinal, and interval as well as open-end questions and semi-structured interview. Part three of the questionnaires were assessed with Likert scale with (1) being Poor and (5) being Excellent.

The construct used in this study is an adoption of questionnaires cited in Liu and Jang (2009) with additional items modified by researcher based on literature reviews. The construct in partial have already adopted Parasuraman SERVQUAL attributes which elaborated by researcher in the following Table 4 on page 32.

Several constructs mentioned below were not available in Parasuraman (1985) theory of customer satisfaction model, which are of Customer perceived value, Customer satisfactions, and Intentional behavior. Other items in the table such as food taste, food authenticity, menu variety, kid's menu options, appropriate dish portion, aroma, music, room temperature, etc. were also not mentioned in Parasuraman (1985). Although these items were not mentioned in previous study, this study categorize food authenticity into reliability; menu variety, kid's menu options, food presentation, and dish portion as part of restaurant assurance; and as for music and room temperature as part of tangibles; as well as availability of staff, menu, and accessibility for disabled people as part of assurance.

Table 4. Constructs of questionnaire for this study

No	Restaurant attributes	(2009) and	Liu and Jang modified by rcher	Parasuraman (1985)
1	Food taste	Taste of food		Reliability*
2	Food authenticity	Taste of food		
3	Food nutrients			Reliability
4	Food freshness	Ovality of		
5	Appropriate food temperature	Quality of food	Food quality	Reliability*
6	Appropriateness of dish portion	1000		
7	Food presentation and aroma			Assurance*
8	Menu variety	Variety of		Assurance*
9	Kids menu options	food		
10	Consideration of religious approach on food (Halal)	Researcher n	nodification as add	dition to Food
11	Friendly or helpful of employee			Empathy
12	Employees have knowledge of the menu	G		Assurance
13	Efficient, dependable and consistent service	Service staff	G : 1:	Reliability
14	Prompt service		Service quality	Responsiveness
15	Served food as ordered	Ordering		Reliability
16	Accurate guest check	system		Reliability
17	Environmental and toilet cleanliness	Claration		
18	Neat and well-dressed employees	Cleanliness		
19	Interior design and décor fit to theme			Tangibles
20	Background music fit to theme			
21	Sufficient lighting	Ambience	Other	
22	Appropriate room temperature		attributes	TD '11 *
23	Appropriate music volume			Tangibles*
24	Availability of staff			
25	Availability of dish menu	Access		Assurance*
26	Accessibility for disabled people			
27	Value of experience over money	Perceive	ed value	
28	Overall experience satisfaction	Customer	satisfaction	
29	Intention to repurchase/revisit			N/A
30	Intention to give positive word-of-mouth/recommendation	Intentiona		

<sup>\*</sup>Assigned by researcher.

Source: Developed and modified by researcher based on adaptation from Parasuraman (1985) and Liu and Jang (2009)

# 3.3. Research instrument testing

## **3.3.1.** Validity

Item-objective congruence (IOC) was conducted to test questionnaires Validity. Three Stamford International University lecturers and two Indonesian restaurant owners were chosen as experts to conduct the test. The test result shows 0.809 which was more than 0.5 therefore the questionnaire was considered Valid.

### 3.3.2. Reliability

Reliability test were conducted twice at pre-test and post-test. Data gathered was analyzed using Cronbach's alpha using statistical data analysis to determine the reliability of data. For pretest, Cronbachs Alpha test shows for number of 30 respondent and 22 items the coefficient resulted 0.892 which is more than the maximum limit of 0.70 thus considered Reliable. Reliability test after survey was also conducted with test result showing for number of respondent of 400 and 22 items were tested a Cronbach's Alpha of 0.819 resulted. This number exceeds the maximum limit of 0.70, thus considered the survey result considered to be Reliable.

# 3.4. Population and sampling

This part describes the sampling design which comprises of population definition, sampling frame, types of sampling, sampling unit, sampling size, and schedule for conducting the fieldwork.

## **3.4.1.Defining the target population**

Currently there are four operating Indonesian dining places established in Thailand. These dining places include Indonesian Embassy's Staff Cafetaria located at the Indonesian Embassy at Petchaburi road, "JB" fast food outlet located at MBK mall, "RK" restaurant located at Asoke road, and Bali Breeze restaurant in Pattaya. However, the study will mainly focus in the Bangkok city area. This consideration was based on the majority of the market share for Indonesian cuisine provider is dominated in Bangkok city area by three out of four restaurants. Thus, for quantitative research the population of this study is the total population of Bangkok which was approximately 9.3 million people in 2012 as cited from UN Thailand (*Thailand info: Population*, viewed 26 December 2013, 11:29 PM) and its visitors which is 47.1 million people as in 2012 comprises of Thai nationality 30.2 million people and foreigners 16.9 million, cited from Thailand's Department of Tourism (*Tourist arrivals in Thailand 2012: Internal Tourism 2012 by region*, viewed 18 January 2014, 01:01 PM). Whereas, population for the qualitative research include three Indonesian restaurants in Bangkok.

### 3.4.2. Sampling Frame

Sampling frame is the pool of elements from which a sample maybe drawn. The study took three restaurants located in Bangkok as sampling frame which are:

- 1. "JB" fast food outlet
- 2. "RK" restaurant
- 3. Indonesian Embassy's Staff Cafeteria

#### 3.4.3. Sampling Method

This study sampling was conducted under Convenience Non-probability method. Convenience Non-probability sampling is considered more appropriate for the data gathering of this study due to the nature of the sampling unit which are the customers who were served are uncontrollable. The number of customers served each day for example, could only be identified based on historical data but such data were only served as forecast and not definite measurement. The other uncontrollable information is customers' demographic background. Therefore, Convenience sampling was conducted as one of the Non-probability sampling method since it enables survey to be conducted by obtaining those people or units that are most conveniently available.

The researcher distributed questionnaires to all customers served by each restaurant based on the willingness of each respondent to participate. The timing of questionnaires distribution was the period between the times a customer have finished placing an order and before receiving the order or post-dining. The researcher asked for participation willingness of the survey. Questionnaires which have been filled were collected just before the customer left the restaurant.

## 3.4.4. Sampling Unit

Sampling unit for this study quantitative research is the number of customers served by three Indonesian dining places in Bangkok within the period of this research. Therefore, the sampling unit for this study is the Bangkok population including the tourists visiting Bangkok. According to the United Nation Thailand media release (26<sup>th</sup> December 2013 11:29 PM) the Bangkok city population has reached around 9.3 million people. Based on the information given by restaurant

owners regarding customer served in which "JB" served in average around 80 - 100 customers daily whilst "RK" and Indonesian Embassy Staff cafeteria ranging around 20 - 30 customers daily, and the fact that "RK" restaurant experienced significant decrease in sales during the month of November due to Thailand unrest political situation, therefore the proportion of each restaurants were divided into 75% respondents from "JB" fast-food outlet and 25% respondents accumulated from "RK" restaurant and Indonesian Embassy's Staff Cafeteria. This proportion were based on the actual volume of customer in which "JB" significantly exceed the accumulated volume of customers served by "RK" and Indonesian Embassy's Staff Cafeteria on daily basis within the month of November.

Whereas for qualitative research, due to the fact that the cafeteria is not fully commercialized and that the resources managing the cafeteria are temporary resources, there is no continuous improvements process implemented within the cafeteria operational. Thus, the study population for the qualitative research were the remaining two Indonesian restaurants where the operational process and service quality performances are assessed continuously.

#### 3.4.5. Determining Sampling Size

Sampling size was identified using the Yamane approach. Yamane (1967, p. 886 cited in Israel, 1992), provided a simplified formulation calculate sample sizes. A 95% confidence level and P = 0.05 are assumed for Equation 1.

$$n = N$$
 $1 + N(e)^2$  ......Equation 1

The above equation shows n is the sample size, N is the population size, and e is the level of precision. When this formula is applied to the defined population which was approximately 9.3 million people (cited from UN Thailand, *Thailand info: Population*, 26 December 2013, 11:29 PM), the sampling size calculated as follow:

$$n = N$$
 = 9,300,000+47,100,000 = 399.99~ 400 people   
  $1 + N(e)^2$  = 1 + [(9,300,000+47,100,000) x(0.05)<sup>2</sup>]

Based on the Yamene approach, the minimum number of sample size for this study was 400 people. According to the proportion as discuss earlier in the chapter

(section 3.4.4, page 34), the study defined the number of sample size for of each restaurant were 300 ( $400 \times 75\%$ ) people/respondents from "JB" fast-food outlet and  $100 (400 \times 25\%)$  people/respondents from "RK" restaurant.

#### 3.4.6. Conducting Fieldwork

Fieldwork were divided into five agenda which are questionnaire pre-testing, preliminary interview with restaurant owner "JB" and "RK", data gathering, data processing, and reporting. The whole process of the research was conducted during from September 2013 to January 2014.

## 3.5. Data analysis approach

#### 3.5.1. Calculation on Expectation

From the data gathered, customer Expectation were calculated using the equation generated from identified equation of Parasuraman *et al.*(1985, 1988) and Johnston, Clark, and Shulver (2012) as briefly describe on section 2.4 on page 23, of this study's literature review. These equations are as follow:

Generated from the above equations, the study identified Expectation equation as follow:

$$\mathbf{E} = -\mathbf{1} \times (+\mathbf{SC} - \mathbf{P}).$$
 Equation 5  
Generated from equation 2  
$$\mathbf{E} = -\mathbf{1} \times (\mathbf{SC} - \mathbf{P}).$$
 Equation 6  
Generated from equation 3  
$$\mathbf{E} = -\mathbf{1} \times (-\mathbf{SC} - \mathbf{P}).$$
 Equation 7  
Generated from equation 4

Legend:

P: Perception E: Expectation

SC: Satisfaction Continuum

For the above equations the study used +2 to -2 scale to represent the satisfaction continuum that matched the 5 point Likert scale used for representing

value of customers Perception and Satisfaction identified from questionnaires. The study had coded the satisfaction to satisfaction continuum as shown below.

Table 5. Coding to satisfaction continuum

5 point Likert scale	Satisfaction continuum	Scales Description
5	+2	Delighted
4	+1	Overwhelmed
3	0	Satisfied
2	-1	Somewhat dissatisfied
1	-2	Dissatisfied

Source: Developed by researcher

## **Example of expectation calculation**

When the Likert-scale of customer satisfaction equals to 3, the satisfaction continuum is 0. Thus customer perception per attributes can be calculated by putting the above number into the equation. On this case the equation used is equation 6. Therefore, if customer perception on the taste of food attribute equals to 3, customer expectation will be 3. The calculation shown as follow:

$$\mathbf{E} = -\mathbf{1} \times (\mathbf{SC} - \mathbf{P})$$

$$\mathbf{E} = -\mathbf{1} \times (\mathbf{0} - \mathbf{3})$$

$$\mathbf{E} = -\mathbf{1} \times -\mathbf{3}$$

$$\mathbf{E} = \mathbf{3}$$

## 3.5.2. Statistical Data Analysis

Data gathered were analyze using Importance-Performance Analysis (IPA) tool as well as statistical data analyzing tool One-tailed Pearson correlation and Simple regression analysis.

#### 3.5.2.1. Importance-Performance Analysis (IPA)

IPA portrays the measures of a service attribute's importance (customer expectation) and average rating of performance (customer perception) into two-dimensional grid (Zigmund *et.al*, 2013). IPA provides snapshots how well selected attributes of products/services performance met their consumer expectation (Liu and Jang, 2009) as well as able to provide a clear direction for company's future resource allocation decisions (Martilla and James, 1997, cited from Liu and Jang, 2009).

Martilla and James (1997, cited from Liu and Jang, 2009) also emphasized that median values are theoretically preferable to means as measures of tendency because a true interval scale may not exist. Furthermore (Martilla and James, 1997, cited from Liu and Jang, 2009) state that it is a matter of judgment when positioning the vertical and horizontal axes on the grid in which the value of the approach will lies in quadrant identifying relative rather than absolute snapshots of importance-performance analysis. Based on the above information, the study had used Median of importance and performance ratings as the crossing point to separate IPA grid into four quadrants as shown below. (See Figure 5. Importance-Performance Analysis (IPA) matrix).

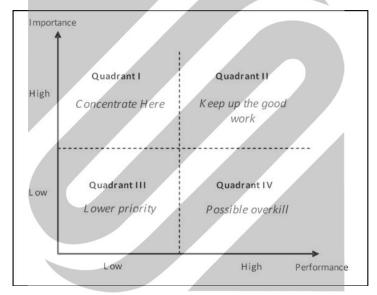


Figure 5. Importance-Performance Analysis (IPA) matrix Source: Martilla and James (1997) cited from (Liu and Jang, 2009)

#### 3.5.2.2. One-tailed Pearson correlation

Based on literature review Zikmund et.al (2013, p.561-567), 1-tailed Pearson correlation with 95% confidence was used as tool to analyze interval/ratio data as well as to determine the influential tendency from the correlation resulted between the Independent and dependent variable whether it is tendency of positive or negative influence. Correlation coefficient, r, ranges from -1.0 which means a perfect negative relation existed, to +1.0 which means a perfect positive relation existed. No correlation indicated if r equals to zero (0). 1-tailed Pearson correlation's P values resulted within the range of 0.00 - 0.05 was considered significant.

### 3.5.2.3. Simple regression analysis

This study objective was to identify the impact of perceived value towards customer satisfaction and intentional behaviors of recommendation as well as revisit. The study has analyze the above objective individually using simple regression analysis based on literature review Zikmund et.al (2013, p.566-577). This was because there was only one independent variable tested on the dependent variable as elaborated on each hypothesis 6, 7, and 8 of this study. Simple regression analysis was used to understand the relationship as well as predictive impact of Independent variable towards the Dependent variables stated on the hypotheses. Simple regression analysis tool produced Model summary table, ANOVA table, and Coefficient table. Model summary table provides coefficient determinant,  $R^2$  which reflects the proportion of variance explained by the regression line. ANOVA table provides Fvalue and p-value for understanding significance level. Coefficient table provide tvalue associated with the slope coefficient as well as t-test for the intercept term (constant) and regression coefficient (slope). Out of the information provided from these tables estimated regression equation were identified to help in forecasting each hypotheses' Independent variables cited from Zikmund et.al (2013, p.575).

#### **CHAPTER 4**

#### **REVIEW FINDINGS**

This chapter presents findings, interpretation, and analysis of research data collected. This chapter is divided into three parts, (1) demographic profile of respondents, (2) customer's understanding of Indonesian dining in Thailand, (3) Importance-Performance Analysis (IPA), (4) hypotheses testing (5) other factors influencing customer's ethnic dining preferences, and (6) qualitative research findings.

# 4.1. Demographic Profile of Respondents

The respondents of this survey are 400 Indonesian restaurant customers. These numbers were gathered randomly with 300 respondents from "JB" food court outlet and 100 accumulated from "RK" restaurant and Indonesian Embassy's Staff Cafeteria within the month of November. The reason of the proportion of the volume gathered was due to the actual fact that there was a decrease in the customer volume of "RK" restaurant customers due to unrest political situation in Thailand which makes it impossible to gather the other 100 from the restaurant itself. Having located at the Sukhumvit 23 – Asoke, "RK" restaurant had experienced several days of zero customer within the month. One major influenced was the paralyzed access to the restaurant from Sukhumvit road and Rama I road, of which mobs or protestors gathered and rallied, thus limited the operation of these two roads. Although the situation also hits MBK area, "JB" sales was not as much influenced. This could be because "JB" was located within the MBK mall therefore the situation inside was more convenient and more accessible because of the interconnection of the mall with BTS Skytrain.

#### 4.1.1. Distribution of Gender

The survey result shows (see Figure 6, p.41) the distribution of gender was quite equal between male or female where the male respondents' percentage only exceed the female by 3%. Therefore, the study concludes that there was no certain gender favouritism when choosing Indonesian ethnic dining. The survey also found

that 110 female and 131 male state they intent to revisit. Another finding was 131 female and 151 male state they intent to recommend. Thus showing no significant difference in intention to revisit or/and recommend the restaurant among different gender.

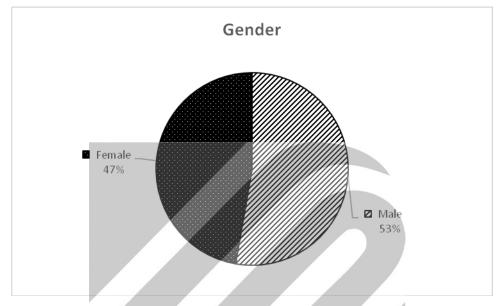


Figure 6. Distribution of Gender (N=400)

## 4.1.2. Distribution of Age

From Figure 7 constructed below based on the survey result, the largest group of age of customers for the three restaurants were ranging from 21 - 30 years of age by 36%, followed by group of 31 - 40 years and above 40 years by 33% and 25%, leaving the least customer to less than 21 years of age by 6%.

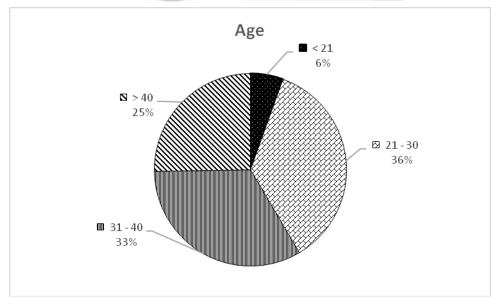


Figure 7. Distribution of Age (N=400)

The study, therefore, concludes that most of the target market for Indonesian restaurants was people aging from early adulthood which considered being more financially independent.

#### 4.1.3. Distribution of Residential Status

As seen on Figure 8 the study shows that most of the Indonesian customers were tourists or non-resident of Thailand. As shown from the chart below 69% of the customers served during the month of November were tourists, leaving only 31% customers Thailand residents.



Figure 8. Distribution of Residential Status (N=400)

#### 4.1.4. Distribution of Continent Origin

As shown in the chart below (see Figure 9. p.43), the survey shows that most of the respondents originated from Asian continent with 267 people or 66.8% from the total sample size. This number was followed by Europe by 18.3%, Oceania by 6.5%, North America by 2.3%, Africa by 1.5%, South America by 0.3%, and the rest of 4.5% as unspecified.

Out of the 66.8% of customers originated from the Asian continent were countries from Indonesia with 103 respondents, followed by Thailand with 43 respondents and Singapore with 27 respondents. Other countries which were not too significant in numbers were United Arab Emirates (UAE), India, Japan, Korea, Philippine, Bhutan, Myanmar, Chinese, Russia, Vietnamese, and Sri Lanka.

The second highest volume of customer origin was the Europe continent where most of the customers originated from Germany with 21 respondents, followed by England and Netherland with the same number of 11 respondents each. The remaining countries were France, Sweden, Italia, Switzerland, Finland, Poland, Portugal, Spain, Hungary, Ireland, Belgium, Austria, and Denmark.

The third continent to have the highest respondent was Oceania represented by Australia with 24 respondents and New Zealand with 3 respondents. Other remaining continents were represented by countries from the North and South America as well as Africa. These countries were Canada, America, Brazil, Morocco, Nigeria, Kenya, Ghana, and Sudan.

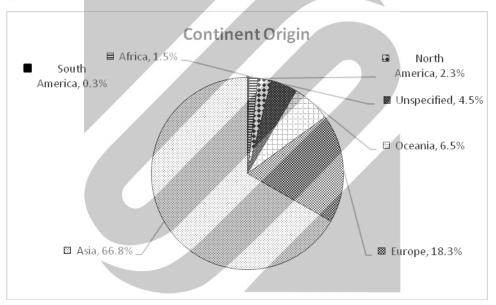


Figure 9. Distribution of Continent Origin (N=400)

#### 4.1.5. Distribution of Monthly Income

There are four classification for monthly income provided in the survey which are:

- More than THB 45,000
- Within the range of THB 30,000 to 44,999
- Within the range THB 15,000 to 29,999
- Less than THB 15,000

From Figure 10 on page 44, the study shows that most of the Indonesian restaurants' customers were people with monthly income of more than THB 45,000 by 38%.

Monthly income category ranging between THB 30,000 to 44,999 and less than THB 15,000 were the least category of customers with 11% each. The study finds that customers with income more than 45,000 would most likely to revisit (49. 2%) and recommend (51.38%) the restaurant. Out of the 400 survey forms, there was a quite significant number of unfilled question on monthly income by 24% or 96 forms. With this quite significant number of unspecified monthly information the study concludes with a moderate confidence of 38% that the target customers for Indonesian restaurants belong to the moderate to high society.

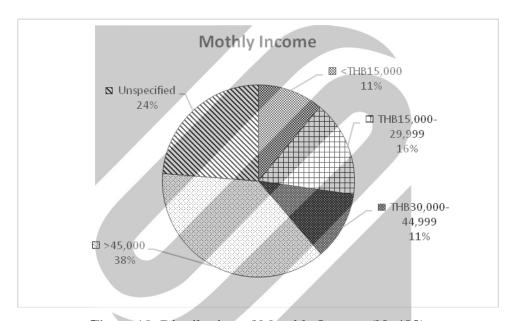


Figure 10. Distribution of Monthly Income (N=400)

# 4.2. Customer's Understanding of Indonesian Dining in Thailand

This part of the study descriptively elaborate the Indonesian restaurants' customers' understanding of Indonesian dining experiences which covers, past experience to Indonesian dining in Thailand, knowledge to Indonesian food, preferences on Indonesian dishes, and sources of information for Indonesian restaurants in Thailand.

#### 4.2.1. Customer's Past Experience to Indonesian Dining in Thailand

The study shows that out of 400 respondents 349 stated that they have tasted Indonesian food previously. This equals to 87.25% of the total respondents. From this number, 57.5% of the respondents stated they have experienced dining at Indonesian

restaurant in Thailand. As seen on Figure 11 on page 45, from five available options given within the survey question most of the respondents stated to have experienced dining at "JB" (85.50%), followed by "RK" (22.75%), Indonesian Embassy's Staff Cafeteria (10.25%), Bali Breeze (2.50%), and other Indonesian restaurants (2.25%). The other Indonesian restaurants were also mentioned to no longer open for business. The remaining 2.25% stated they have never dined at any Indonesian restaurant in Thailand before.

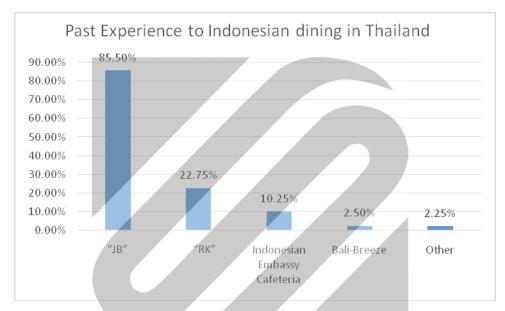


Figure 11. Past Experience to Indonesian dining in Thailand (N=400)

For the above question respondents were given the options to choose as many restaurants they have experienced. Therefore, the percentages in the figure were not come out of percentages 100 but merely referring to their likeliness to answer each option that were available.

## 4.2.2. Customer's Knowledge to Indonesian Food

There are four options given in the survey form to answer the customer's knowledge to the Indonesian food which are:

- Some Indonesian dishes are eaten by hands
- Assimilation of Chinese and Indian dishes meet local dish using local herbs.
- Other, and
- None

From the Figure 12 on page 46, the study shows that the distribution of Indonesian restaurant customer's knowledge towards Indonesian food were mostly

dominated by customer's knowledge to some Indonesian dishes are eaten by hands (ex. Padang food) by 53.50%, followed by 36.75% customers acknowledged that Indonesian food are assimilation of Chinese and Indian dishes meet local dish using local herbs. Aside from these number, 12% of the customers stated that they have other knowledge to Indonesian food which were the Indonesian food use many herbs, seasonings and spices, full of oily food, spicy, sweet, mostly dried food, have a lot of varieties and flavours, have similar taste to Malaysian and Thai food, visually attractive, and a lot of seafood dishes. Adding to these, respondents also stated that Indonesian food are tasty and delicious and that some respondents are already familiar with the names, and some understand more because they're nationality are Indonesian.

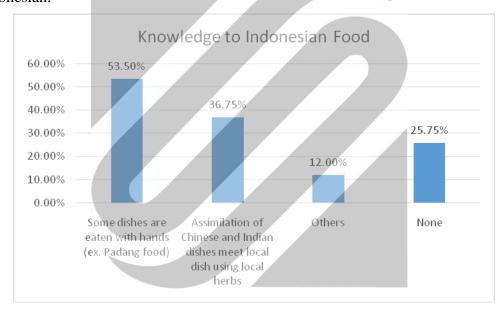


Figure 12. Knowledge to Indonesian Food (N=400)

## 4.2.3. Indonesian Dishes Preferred

The study shows that the customer's most preferred Indonesian dishes were Rice and Noodle dishes 74.75% followed by Chicken and Poultry dishes by 60% (see Figure 13, p.47). Also following these numbers by order of preference are Meat, Fish and Seafood, Soup, Salad/vegetable, Snack dishes, ranging between 35% - 45% and the leased preferred was Dessert/sweet dishes by 28.5% preferences.

Although dessert/sweet dishes are positioned as the least preferred dishes this does not necessarily mean that customer will not buy them. From the figure the study shows that between dessert/sweet dishes and snacks which positioned before the difference was only by 6.25%.

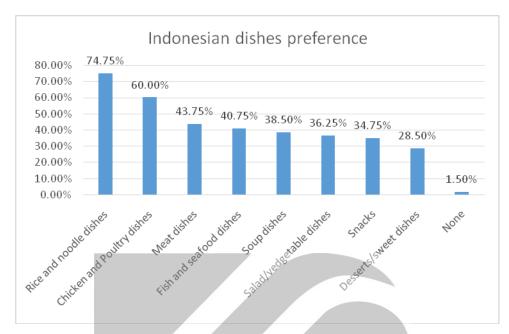


Figure 13. Indonesian dishes preferred (N=400)

#### 4.2.4. Information Source on Indonesian Restaurant in Thailand

From Figure 14 below, the study shows that most of the customers of the Indonesian restaurants know the restaurants from family and friends recommendations by 38.5%. Following this were information sources from sign board and other source with similar percentage of 27.25% and 25.5% making the least sources to be internet (Lonely planet, Google, Trip advisor, travel site, etc.) by 9% and magazines by 1.25%.



Figure 14. Information source on Indonesian Restaurant (N=400)

Other sources stated by respondents were passed by the restaurants, travel guide, hotels, guide book, and restaurants banner. Having asked on their understanding on Indonesian dining, 309 or 77.25% of the respondent stated they are interested to experience Indonesian dining, 18.25% are still not sure and 4.5% not interested.

## **4.3.**The Importance – Performance Analysis (IPA)

The Importance – Performance Analysis (IPA) matrix will graph the position of each Customer Expectation and Perception attributes into four different category based on the comparison of the attributes Importance reflected from customer's Expectation on the Indonesian restaurant's overall service quality and the attributes of performance reflected by the customer's perceptions on the restaurant's overall service quality.

# **4.3.1. Importance of Attributes**

The level of importance was sequenced based on the mean of customer's expectation for each attributes. The expectation is calculated by adding the perception results to the coded customer satisfaction result as elaborated on the methodology chapter (see section 3.5.1 on p.36).

Table 6. Attributes Importance level (N=400)

Rank	Attributes	Mean	Std. Dev.
1	Cleanliness	3.19	0.73
2	Taste of food	3.14	0.70
3	Ordering system	3.13	0.80
4	Quality of food	3.11	0.63
5	Consideration on Halal food approach	2.95	0.98
6	Variety of food	2.94	0.77
7	Service staff	2.91	0.83
8	Ambience	2.84	0.82
9	Access	2.83	0.79

The above Table 6 shows the result of customer's view on the importance of each restaurant's attributes. Each of the attributes in the table represents other elements as elaborated in the questionnaire constructed on the literature review chapter of this study (see Table 4, p.32). These attributes and their elements had also been communicated to respondents by providing additional information in the survey form.

Based on the survey result shown at the table, the top three most ranked attributes as importance of Indonesian restaurant were the Cleanliness, Taste of food, and Ordering system by 3.19, 3.14, and 3.13 of mean result. Cleanliness represents the environmental and toilet cleanliness as well as neat and well-dressed employees; Taste of food represents the food taste and its authenticity; and ordering system covers the accuracy of order and guest billing, followed by Quality of food which covers food nutrition, food freshness, visual attractiveness, aromas, temperature, as well as the meal portion by 3.11 mean; and Consideration on Halal food approach by 2.95 and Variety of food which covers menu variety and kid's menu options by 2.94. Thus leaving the less importance attributes to Service staff by 2.91 mean, Ambience by 2.84 mean, as well as Access with mean result of 2.83. Service staff covers friendly and attentive staff, knowledgeable to menu, as well as prompt, efficient and consistent service; Ambience covers décor and music to fit the restaurant theme as well as appropriate music volume, room temperature, and sufficient lighting; lastly Access represents accessibility for disabled people, sufficient parking, availability of staffs and dish menu/products. IPA result will only identifies relative levels of importance thus mean that the least ranked attributes does not necessarily interpreted as not important but merrily less important than the other attributes according to Martilla and James, (1977 as cited in Liu and Jang, 2009).

#### 4.3.2. Performance of Attributes

The level of performance was sequenced based on the mean of customer's perception for each attributes. The perception is calculated by averaging the result of each customer's survey result for each attributes.

Table 7. Attributes Performance level (N=400)

Rank	Attributes	Mean	Std. Dev.
1	Cleanliness	4.00	0.75
2	Taste of food	3.95	0.80
3	Ordering system	3.94	0.83
4	Quality of food	3.92	0.76
5	Consideration on Halal food approach	3.76	0.90
6	Variety of food	3.75	0.83
7	Service staff	3.72	0.87
8	Ambience	3.65	0.79
9	Access	3.65	0.82

As seen from the Table 7 on page 49, the study results shows that the top three most ranked attributes of Indonesian restaurant service quality that the customers perceived as having slight under-performed are Cleanliness, Taste of food, and Ordering system which averaging by 4.00, 3.95, and 3.94 consecutively. Among these attributes the least performed was Ambience and Access. Ambience represents the fitness of décor and music to the restaurant theme, the appropriate music volume and sufficient lighting, as well as appropriate room temperature, whilst Access represents the restaurants accessibility for disabled people, sufficient parking, and availability of staff of products. From the comments given by respondents, 3 respondents mentioned that the environment in "JB" food court was not quite clean. 2 respondents were not satisfied with the billings due to unaware of service charge was exclusive to menu price and unclear information regarding pricing on the restaurant menu. Other comments from 21 respondents stated that some "JB" food and "RK" were not authentic Indonesian cuisine. However the comments also stated that the most authentic Indonesian food was from Indonesian Embassy's Staff Cafeteria then "RK" restaurant, and lastly "JB". 16 people suggested to add more menu varieties and to add Acar (pickled cucumber with onion and carrots with vinegar) for cleansing palettes after eating fried or roasted food.

More specifically the findings of the study also shows that 19 respondents were not satisfied with the ambience at "JB". From the comments given by the respondents, there were two main reasons for their dissatisfaction. The first reason was because "JB" was located at a food court, therefore, restaurant theme only limited to the interior on the food outlet. The second reason was regarding the noise at the food court where it sounded more of busy kitchen with noises from the utensils adding to the background music. Other comments were addressed to the "RK" restaurant and Indonesian staff cafeteria to put more authentic decorations. For Indonesian Embassy's Staff Cafeteria this could be because the nature of its function is to serve the staff of the Indonesian Embassy and students and teachers of the Indonesian School in Bangkok and not for commercialise purposes, therefore, ambience is considered least priority than food and service aspects. For Access attribute (access for disabled people, sufficient parking, availability of staff and products), 12 respondent of "JB" were somewhat not satisfied for this attribute. With

being located at the MBK mall, it is hard to say that sufficient parking or accessibility for disabled people would be the trigger for this issue. Most likely the trigger will be unavailability of products or restaurant staffs were not always available at the time customer wants to place order. From the survey comments, respondent suggested to increase the menu variety for "JB". Other comments were addressed for "RK" restaurant which were suggestions to provide sufficient parking.

### 4.3.3. Importance – Performance Analysis (IPA) Matrix

Based on Figure 15 below attributes importance and performance average level, researcher were able to plot the positioning of Indonesian restaurant customers expectation and perceptions into the IPA matrix as follow.

Table 8.	<b>IPA</b>	Matrix	data	(N=400)	)
Table 6.	$\mathbf{H} \boldsymbol{\Lambda}$	Mania	uata	UTITUU	,

	Attributes	Performance (X axis)	Importance (Y axis)
1	Cleanliness	4.00	3.19
2	Taste of food	3.95	3.14
3	Ordering system	3.94	3.13
4	Quality of food	3.92	3.11
5	Consideration on Halal food approach	3.76	2.95
6	Variety of food	3.75	2.94
7	Service staff	3.72	2.91
8	Ambience	3.65	2.84
9	Access	3.65	2.83
	Mean	3.82	3.00
	Median	4.00	3.00

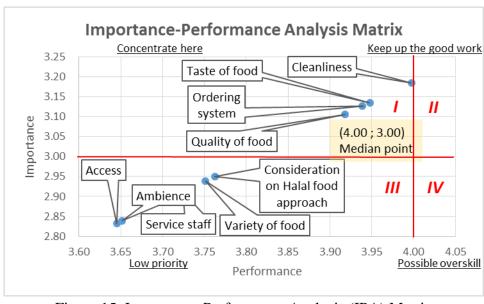


Figure 15. Importance-Performance Analysis (IPA) Matrix

Based on the above IPA matrix (see Figure 15 on page 51), the study shows that Indonesian restaurants customers in Thailand perceived the restaurants overall average performances in terms of identified attributes have not met their expectations. The study finds that attributes Cleanliness, Taste of Food, Ordering system, and Quality of food portrayed in quadrant-I "Concentrate Here" which represents attributes that have moderate to high priority but having moderate to low performance. However these attributes were located close to the median line which also means that these attributes have the tendency to shift to quadrant-II "Keep up the good work" which represents attributes having moderate to high priority and performances. For example cleanliness attribute has touched the median line which can be understood as customers perceived the cleanliness of Indonesian restaurants in Thailand was good but still need small improvement. This also happens with the other three attributes, Taste of Food, Ordering system, and Quality of food. Although these attributes do not touch the median line, they have shown tendencies to shift to quadrant-II also. Allocating more effort to these attributes may help improvement on overall service and customer satisfaction as well as the positive post-dining intentional behavior it affected. The remaining attributes were portrayed in quadrant-III "Low priority" which represents attributes that have moderate to low priority and moderate to low performance. These attributes were Ambience, Access, Service Staff, Variety of food, and Consideration on Halal food Approach. Even though these attributes performance did not met the customer's expectation, their average expectations for each of these attributes were also low thus positioned these attributes to "Low priority". Hence, this does not necessarily mean that these attributes do not need to be improved. According to Parasuraman et.al (1985, 1988) when customer's perceptions of delivered service exceed their expectations the result will be positive gap, in other word the customer will be more than satisfied. The statement can also be interpret when previously customers is in a state of satisfaction then the customer will be overwhelmed. Thus, improvement on these low priority attributes would help to support the other attributes in achieving increase of overall customer satisfaction. Furthermore, there was no attributes portrayed in quadrant-IV which represents "Moderate to Low priority but having Moderate to High performance".

## 4.4. Correlation of Independent and Dependent Variables

This parts will cover the study framework (see Figure 4, p.28) from a statistical viewpoint. For this statistical data analysis, researcher used Pearson correlation to understand the correlation between each variables as well as Simple Regression analysis to understand the impact of perceived value towards customer satisfaction and customer satisfaction towards the customer's intentional behavior of recommendation and revisit as the post-dining effects.

There are eight identified hypotheses that construct the conceptual framework of this study. These hypotheses are:

- H1: Customer Expectation on overall service quality has positive correlation towards Customer Perceived Service Quality.
- H2: Customer Expectation (food, atmospheric, and service) has positive correlation towards Customer Perceived Value on overall service.
- H3: Customer Perceived Service Quality (food, atmospheric, and service) has positive correlation towards Customer Perceived Value on overall service.
- H4: Customer Expectation on overall service quality has positive influence towards Customer Satisfaction.
- H5: Customer Perceived Service Quality on overall service quality has positive influence towards Customer Satisfaction
- H6: Customer Perceived Value on overall service quality has positive influence towards Customer Satisfaction
- H7: Customer Satisfaction has positive influence towards Recommendation
- H8: Customer Satisfaction has positive influence towards Revisit

#### 4.4.1. Pearson Correlation

The study used Pearson correlation tools to understand the correlation between each Independent variables and Dependent variables. According to Pearson correlation tools the correlation coefficients, r, ranges from -1.0 (perfect positive relationship) to +1.0 (perfect negative relationship). When the r equals to 0 (zero) this indicates that there is no correlation between the variables.

## 4.4.1.1. Correlation between expectations and perceptions

Based on the Pearson correlation matrix below (see Table 9 on page 54), the study finds that most attributes of expectations individually have weak negative correlation or no correlation towards the perceptions per individual attribute. However, the study also shows that each pair of expectation and perception attributes belongs to same elements (i.e. food taste) the Pearson correlation shows a moderate positive correlation coefficient (ranging within 0.3 - 0.7). For example Expectation on food taste towards Perception on food taste shows 0.521 correlation. This means that Expectation on food taste positively influences Perception on food taste in a moderate manner. The same also happens to other elements of attributes. Thus, the study **Accepts** Hypothesis 1 which state Customer Expectation on overall service quality has positive correlation towards Customer Perceived overall Service Quality.

Table 9. Pearson Correlation matrix between Expectations and Perceptions (N = 400)

Attributes	PFT	PFV	PFQ	PHAC	PSS	POS	PCL	PAM	PAC
EFoodTaste (EFT)	.521**	.032	.140**	.091*	.007	055	087*	150**	101*
EFoodVariety (EFV)	035	.566**	.003	.119**	.001	031	017	080	099*
EFoodQuality (EFQ)	.162**	.097*	.449**	.051	.079	.044	023	129**	115*
EHalalApproachConsideration (EHAC)	127**	041	185**	.693**	025	079	061	084*	129**
EServiceStaff (ESS)	059	006	015	.120**	.619**	.215**	.065	023	.003
EOrderingSystem (EOS)	151**	062	083*	.049	.175**	.593**	.138**	.066	.030
ECleanliness (ECL)	186**	060	151**	.062	.040	.134**	.501**	.039	.002
EAmbience (EAM)	281**	169**	277**	025	096*	.003	027	.573**	.111*
EAccess (EAC)	187**	140**	222**	012	031	.022	.010	.184**	.568**

<sup>\*.</sup> Correlation is significant at the 0.05 level (1-tailed).

Similar to the correlations above, from Table 10 below the study finds that for each pair of restaurant attributes Expectation and Perceptions the study shows significant influence with P values less than 0.05.

Table 10. Pearson Correlation Sig. (1-tailed) matrix between Expectations and Perceptions (N = 400)

Attributes	PFT	PFV	PFQ	РНАС	PSS	POS	PCL	PAM	PAC
EFoodTaste (EFT)	.000	.263	.003	.034	.448	.135	.041	.001	.022
EFoodVariety (EFV)	.240	.000	.474	.008	.489	.268	.370	.055	.024
EFoodQuality (EFQ)	.001	.026	.000	.156	.058	.192	.323	.005	.010
EHalalApproachConsideration (EHAC)	.005	.208	.000	.000	.311	.057	.113	.047	.005
EServiceStaff (ESS)	.121	.449	.382	.008	.000	.000	.097	.323	.474
EOrderingSystem (EOS)	.001	.108	.048	.166	.000	.000	.003	.095	.278
ECleanliness (ECL)	.000	.114	.001	.107	.214	.004	.000	.220	.480
EAmbience (EAM)	.000	.000	.000	.306	.028	.478	.298	.000	.013
EAccess (EAC)	.000	.003	.000	.405	.266	.330	.422	.000	.000

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (1-tailed).

# 4.4.1.2. Correlation between Expectations, Perceptions, Perceived Value, and Customer Satisfaction

The study findings on correlation between Expectations, Perceptions, Perceived Value, and Customer Satisfaction were shown in the Pearson correlation matrix. (Please see Table 11, p.56). From this matrix, the study shows that the attributes of Indonesian customer's Perception on overall service quality has significant Moderate Positive correlation towards their Perceived Value. On the other hand, the attributes of Indonesian customer's Expectation on overall service quality has significant Weak Negative correlation towards their Perceived Value. The correlation matrix also shows that there was significant Moderate Negative correlation between customer's Expectation on overall service quality towards the Customer's Satisfaction. Similar to this Indonesian customer's Perception on overall service quality as well as their Perceived Value has significant Moderate Positive correlation towards Customer's Satisfaction. Based on the above explanation the study concluded the following:

- 1. Customer Expectation has negative correlation towards Customer Perceived Value on overall service. Therefore, the study **Rejects** Hypothesis 2.
- 2. Customer Perceived Service Quality has positive correlation towards Customer Perceived Value on overall service. Therefore, the study **Accepts** Hypothesis 3.
- 3. Customer Expectation on overall service quality has negative influence towards Customer Satisfaction. Therefore, the study **Rejects** Hypothesis 4.
- Customer Perceived Service Quality on overall service quality has positive influence towards Customer Satisfaction. Therefore, the study Accepts Hypothesis 5.

The study finds that Customers Expectation negatively correlates towards both Customers Perceived Value and Customers Satisfaction which are opposing the study initial hypotheses. These findings, therefore, partially support previous study done by Fornell *et.al* (1996) and Awwad (2012) in the remaining six accepted Hypotheses which concluded all Independent variables has positive influence towards the Dependent variables. Fornell *et.al* (1996) in the ACSI model expected there was positive influences between Customer Expectation towards Customer Satisfaction and Customer Perceived Service Quality which consequently resulted to positive influence towards Customer Perceived Value.

Table 11. Pearson Correlation Matrix between Expectations, Perceptions, Perceived Value, Customer Satisfaction, and Intentional Behavior (N = 400)

	PFT	PFV	PFQ	РНАС	PSS	POS	PCL	PAM	PAC	EFT	EFV	EFQ	ЕНАС	ESS	EOS	ECL	EAM	EAC	PV	CS	IBRC	IBRV
PFoodTaste (PFT)	1.000	117	110	Time	1 55	705	TCL	771171	7710	Li i	LIV	LIQ	Line	Los	LOS	LCL	Lim	Lite	1 /	CB	IBIC	IDICV
PFoodVariety (PFV)	.504**	1.000																				
PFoodQuality (PFQ)	.706**	.575**	1.000																			
PHalalApproachConsideration (PHAC)	.350**	.381**	.322**	1.000																		
PServiceStaff (PSS)	.444**	.432**	.527**	.365**	1.000																	
POrderingSystem (POS)	.386**	.399**	.490**	.302**	.600**	1.000						100										
PCleanliness (PCL)	.398**	.445**	.475**	.357**	.498**	.587**	1.000															
PAmbience (PAM)	.266**	.308**	.302**	.263**	.344**	.441**	.456**	1.000														
PAccess (PAC)	.361**	.340**	.370**	.260**	.410**	.453**	.477**	.572**	1.000													
EFoodTaste (EFT)	.521**	.032	.140**	.091*	.007	055	087*	150**	101*	1.000												
EFoodVariety (EFV)	035	.566**	.003	.119**	.001	031	017	080	099*	.381**	1.000											
EFoodQuality (EFQ)	.162**	.097*	.449**	.051	.079	.044	023	129**	115*	.605**	.474**	1.000										
EHalalApproachConsideration (EHAC)	127**	041	185**	<del>.693**</del>	025	079	061	084*	129**	.368**	.409**	.344**	1.000									
EServiceStaff (ESS)	059	006	015	.120**	.619**	.215**	.065	023	.003	.346**	.358**	.433**	.404**	1.000								
EOrderingSystem (EOS)	151**	062	083*	.049	.175**	.593**	.138**	.066	.030	.275**	.332**	.393**	.363**	.567**	1.000							
ECleanliness (ECL)	186**	060	151**	.062	.040	.134**	.501**	.039	.002	.291**	.393**	.375**	.417**	.466**	.570**	1.000						
EAmbience (EAM)	281**	169**	277**	025	096*	.003	027	.573**	.111*	.191**	.283**	.237**	.342**	.330**	.440**	.464**	1.000					
EAccess (EAC)	187**	140**	222**	012	031	.022	.010	.184**	.568**	.245**	.274**	.245**	.316**	.362**	.422**	.450**	.568**	1.000				
PerceivedValue (PV)	.426**	.374**	.424**	.242**	.337**	.329**	.409**	.350**	.383**	204**	204**	249**	272**	238 <mark>**</mark>	252**	245**	261**	204**	1.000			
CustomerSatisfaction (CS)	<mark>.594**</mark>	<mark>.517**</mark>	<mark>.635**</mark>	<mark>.294**</mark>	<mark>.476**</mark>	<mark>.471**</mark>	.514**	.430**	.487**	377**	398**	395**	485**	390 <mark>**</mark>	<del>423**</del>	477**	485**	434**	<mark>.654**</mark>	1.000		
IBRecommend (IBRC)	.293**	.146**	.245**	.183**	.233**	.173**	.197**	.151**	.159**	.017	097*	043	060	016	076	090*	121**	102*	<mark>.249**</mark>	.302**	1.000	
IBRevisit (IBRV)	.273**	.134**	.184**	.182**	.192**	.214**	.185**	.142**	.165**	.011	107*	100*	049	044	022	091*	115*	083*	.245**	.286**	.606**	1.000

<sup>\*.</sup> Correlation is significant at the 0.05 level (1-tailed).

\*\*. Correlation is significant at the 0.01 level (1-tailed).

Fornell *et.al* (1996) study suggested expectation has important role due to the nature of its ongoing relationship where expected future quality is critical to overall customer satisfaction and that it should also mirror current quality. Hence, the previous study expected served market to have expectations that are largely rational and that reflect customer's ability to learn from experience and predict the levels of quality and value they receive. This is different with the finding of this study in which this study concluded if customer has low expectation on the overall service quality, the perceived value as well as customer satisfaction would be high with perception on overall service quality would also be high. This could resulted by the degraded satisfaction level of customers with low expectation. On the contrary, if customers has high expectation on the overall service quality the perceived value and customer satisfaction would be low with the perception on overall service quality also being low.

# 4.4.2. Indonesian Restaurants Customer's Perceived Value Influencing Customer's Satisfaction

The study used simple regression analysis tool to understand the impact of Perceived value towards Customer Satisfaction. From the model that has been generated, the study finds that Perceived Value of Indonesian restaurant customers significantly predicts the Customer Satisfaction. Customer Perceived Value on overall service quality have positive influence towards Customer Satisfaction. Therefore, the study **Accepts** Hypothesis 6.

Table 12. Perceived Value and Customer Satisfaction (N=400)

#### **Descriptive Statistics**

	Mean	Std. Deviation
PerceivedValue	3.6450	.78773
CustomerSatisfaction	3.8125	.74075

#### **Summary**

Adjusted R Square	df		F	Sig.	<b>Unstandardized Coefficients</b>		
	Regression Residual				(Constant)	Perceived Value	
.427	1	398	298.201	$.000^{a}$	1.569	.615	

a. Predictors: (Constant), Perceived Value

Several conclusions were drawn from Table 12, as follow:

• The mean of both perceived value and customer satisfaction lies in range 3-4 out of scale 1-5 as 5 being Excellent. For perceived value, this indicates that most

b. Dependent Variable: Customer Satisfaction

customers perceived the value of Indonesian restaurant overall service quality compared to the price being offer was very good. Align with this, the customer satisfaction also lies in the same range by 3.81 which indicates that most customers were overwhelmed with the overall service quality offered by the Indonesian restaurant in Thailand.

- The correlation between Perceived Value and Customer Satisfaction of Indonesian restaurant resulted Adjusted  $R^2 = 0.427$  or, in other word, Perceived Value may be held accountable for Customer Satisfaction by 42.7%.
- With Adj.  $R^2$ = .427, F(1, 398) = 298.201, P value is less than 0.05. Therefore, the study concluded that the Perceived Value significantly predicts the Customer Satisfaction with the probability of 42.7%.
- The coefficient of the model is Y = 1.569 + .615X where Y representing Customer Satisfaction whilst X representing Perceived Value.
- The coefficient table also shows the P value for the model equals is less than 0.05, therefore, the model is significant to reflect the predictive impact of customer's perceived value towards the customer's satisfaction.

# 4.4.3. Indonesian Restaurants Customer's Satisfaction Influencing Customer's Intentional Behavior of Recommendation

There was a somewhat weak Positive correlation between Customer Satisfaction and Intentional Behavior Recommendation as shown on table 13 below. Therefore, based on this information the study **Accepts** Hypothesis 7 which stated Customer Satisfaction has positive influence towards Recommendation Intention.

Table 13. Customer Satisfaction and Intentional Behavior of Recommendation (N=400)

**Descriptive Statistics** 

	Mean	Std. Deviation
Customer Satisfaction	3.8125	.74075
IBReccomend	1.6750	.53394

Pearson Correlations – Sig. (1-tailed)

	~-8. (= ::::::::::)	
	IBReccomend	Customer Satisfaction
IBReccomend	1.000	.302**
Customer Satisfaction	.302**	1.000

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (1-tailed).

Summary
---------

Adjusted	df		F	Sig.	Unstandardi	zed Coefficients B
R	Regression	Residual			(Constant)	Customer
Square						Satisfaction
.089	1	398	39.880	$.000^{a}$	.846	.218

a. Predictors: (Constant), Customer Satisfaction

From Table 13, several conclusions were drawn as follow:

- The mean for Intentional Behavior of Recommendation lies between range 1-2 out of scale 0-2 with 2 being Yes, 1 being Not sure, and 0 as No. With the mean of 1.68 the study concluded that customers were most likely to recommend the Indonesian restaurants.
- The correlation between Customer Satisfaction of Indonesian restaurant and their customer Intentional Behavior to Recommend the restaurant resulted Adjusted R<sup>2</sup> = 0.089 or, in other word, Customer Satisfaction may be held accountable for the Intentional Behavior to Recommend the restaurant by 8.9%.
- With Adj. R<sup>2</sup>= 0.089, F (1, 398) = 39.880, P value is less than 0.05. Therefore, the study may conclude that the Customer Satisfaction significantly predicts the customer Intentional Behavior to recommend the restaurant with the probability of 8.9%.
- The coefficient of the model is Y = 0.846 + 0.218X where Y represents Customer's Intentional Behavior to Recommend the Indonesian restaurant whilst X represents Customer Satisfaction.
- The coefficient table also shows the P value for the model equals to 0.000 which is less than 0.05, therefore, the model is significant to reflect the predictive influence of Customer's Satisfaction towards Intentional Behavior of Recommendation.

# 4.4.4.Indonesian Restaurants Customer's Satisfaction Influencing Customer's Intentional Behavior of Revisit.

From Table 14 below the study finds that there was somewhat weak Positive correlation between Customer Satisfaction and Intentional Behavior of Revisit. Therefore, based on this information the study **Accepts** Hypothesis 8 which stated Customer Satisfaction has positive influence towards Revisit Intention Behavior.

b. Dependent Variable: IBReccomend

Table 14. Customer Satisfaction and Intentional Behavior of Revisit (N=400)

#### **Descriptive Statistics**

_	Mean	Std. Deviation
Customer Satisfaction	3.8125	.74075
IBRevisit	1.5800	.53789

#### Pearson Correlations - Sig. (1-tailed)

	<b>IBRevisit</b>	<b>Customer Satisfaction</b>
IBRevisit	1.000	.286**
Customer Satisfaction	.286**	1.000

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (1-tailed).

#### **Summary**

Adjusted	df		F	Sig. Unstandard		ndardized	zed Coefficients B	
R	Regression	Residual			(Con	stant)	Customer	
Square							Satisfaction	
.080	1	398	35.510	.000a		.788	.208	

a. Predictors: (Constant), Customer Satisfaction

b. Dependent Variable: IBRevisit

Several conclusions were drawn from Table 14, as follow:

- The mean for intentional behavior revisit lies between range 1-2 out of scale 0-2 with 2 being Yes, 1 being Not sure, and 0 as No. With the mean of 1.58 the study concluded that most customers were most likely to revisit the Indonesian restaurants.
- The correlation between Customer Satisfaction of Indonesian restaurant and their Intentional Behavior to Revisit the restaurant has resulted Adjusted R<sup>2</sup> = .080 or in other word Customer satisfaction may be held accountable for Intentional Behavior to Revisit by 8%.
- With Adj.R<sup>2</sup>= .080, F (1, 398) = 35.510, P value is less than 0.05. Therefore the study concluded that Customer Satisfaction significantly predicts the customer Intentional Behavior to Revisit the Indonesian restaurant with the probability of 8%.
- The coefficient of the model is Y = 0.788 + 0.208X where Y represents Customer's Intentional Behavior to Revisit the Indonesian restaurant whilst X represents Customer Satisfaction.
- The coefficient table also shows the P value for the model equals to 0.000 which is less than 0.05 therefore the model is significant to reflect the predictive influence of Customer's Satisfaction towards Intentional Behavior of Revisit.

## 4.5. Other factors influencing customer's ethnic dining preferences

This part will elaborate other descriptive survey result to understand more on the customer's preference regarding (1) ethnic dining restaurant type, (2) amount willing to spend for ethnic meal, (3) meal time, and (4) reasons to dine at ethnic restaurant.

## 4.5.1. Ethnic Dining Restaurant Preferred

The findings of this study on Figure 16 below shows that most of the respondents preferred to experience ethnic dining at a casual restaurant by 56%. The least preferred restaurant type was formal/fine dining by 23%.

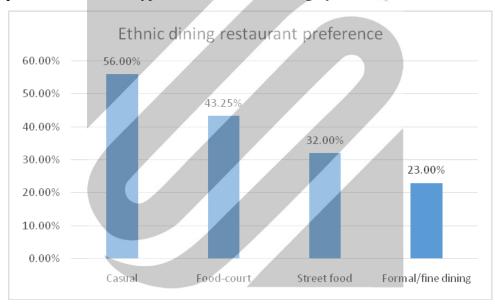


Figure 16. Ethnic dining restaurant preferred (N=400)

#### 4.5.2. Amount Willing to Spend on Ethnic Meals

The Figure 17 below the study shows that the amount that the respondent willing to spend for ethnic meals were align to their preferences in choosing the type of ethnic restaurant.

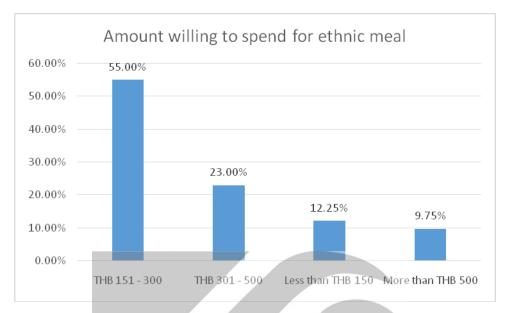


Figure 17. Amount willing to spend for ethnic meal (N=400)

The largest amount willing to be spent for ethnic meal is ranging from THB 150 to 300 by 55%, followed by THB 301 to 500 and less than THB 150 by 23% and 12.25% consecutively, leaving the least amount willing to spend was more than THB 500 by 9.75%.

#### 4.5.3. Ethnic Meal Time Preferred

From Figure 18 below the study shows that most of the Indonesian restaurant's customers prefers to dine during dinner and lunch time by 68.25% and 62.25%. The least preferred time are snack time by 9.5% and breakfast by 7.5%.

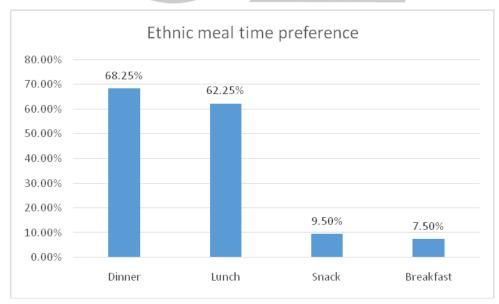


Figure 18. Ethnic meal time preferred (N=400)

#### 4.5.4. Reasons to Dine at Ethnic Restaurant

From the Figure 19 on page 62, the study findings shows that most respondent choose leisure and curiosity by 52.75% and 45.5% as reasons to dine at an ethnic restaurant. Other options available were closely spread by 15.25% for celebration, 14.75% for others (including Halal, good value for food, good taste of food, familiar taste, and taste of home), and 14.25% for business.

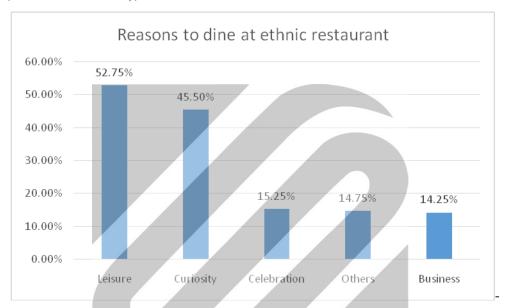


Figure 19. Reasons to dine at an ethnic restaurant (N=400)

#### 4.6. Qualitative Findings

Two Indonesian restaurants' owners were interviewed during the study. These restaurants are "JB" food outlet and "RK" restaurant. Questioned asked were regarding operational and marketing perspective of the business.

#### 4.6.1. Indonesian Restaurant "RK"

Even though there is yet a written customer satisfaction evaluation nor suggestions box available, the restaurant owner feels the need of customer satisfaction evaluation as ground to support any actions for improvements on the restaurant overall service quality and to the extend profitability. Thus, to fulfil this lacking, verbal customer satisfaction evaluation is continuously conducted directly by owner to customer. Direct comments and suggestions were obtained such as those relating to food taste and authenticity, services, lack of restaurant information publicised, etc...

Several attempts have been conducted based on this preliminary customer satisfaction evaluation, such as in improving the food taste. Owner would ask specifically how each Indonesian customer want their certain dish to be cooked. This evaluation are only conducted with Indonesian customers to obtain that standardize authentic flavour of Indonesian cuisine. As quoted from the owner,

"For example, customer 'A' might not want the same spiciness in his/her dish as customer 'B' would have wanted it. That's why I asked how they want 'this dish' to be cooked. Then I will adjust the chilli to meet in the middle so that in the future both customer will be able to enjoy the same level of spiciness. This is to make the flavour more standardize so that other customer in general can also enjoy the same spiciness of the dish".

Another restaurant operational issue found was that there was limited English speaking employee working in the restaurant. One of the nine Thai nationality employees only one can speak fluent English. Owner is therefore heavily dependent to the English speaking employee to handle certain tasks such as solely dealing with English-speaking customer orders, coordinating and evaluating the other employees, as well reporting on sales. Attempts have been conducted to resolve the issue include providing menu with English-Thai translation as well as English practice for the other Thai employees. However these attempts have not seem to be successful. As a result from time to time owner/cook must also work in both area kitchen and dealing with English-speaking customers' orders to reduce their waiting time to be served. As quoted,

"It is a challenge to find good and trustworthy employees let alone those that can speak fluent English. We try to teach English terminologies as well as English menu translation to the other Thai employees however it seems that they just find it too hard to follow or they are just not that confident to dealing orders from English-speaking customer".

In relate to marketing mix, "RK" has come up with several marketing strategies. In terms of location, the owner chose to locate the restaurant on Soi Sukhumvit 23 where there are the commercial business district (CBD) with several office buildings, Hotels, Mall and Sky-train station which provide an easy access for customers. Another consideration was the targeted market is the major visiting places for tourists/foreigner and office workers. As an Indonesian, halal authentic Indonesian cuisine is offered in the restaurant. However, it also provides alcohol that might be to fulfil foreign customer wants as well as serving daily special Thai cuisines to attract

the nearby office employees. Even though the pricing that the restaurant offered is competitive that range from 90 to 300THB, there are still few customers who comment on the expensive pricing. Another strategy is the used of promotional tools by the restaurant which include direct and indirect marketing strategies. Direct marketing strategy includes putting visible signage in-front of the restaurant, establishment of restaurant personal website with online menu and delivery phone number, facebook account, as well as English-Thai language brochure with discounts (see Figure 20, p.66), all these are to facilitate future sales for both Thai and English speaking potential customers. However, currently these tools were only limited to be publicised in the restaurants, personal websites, or in the brochures which are only distributed within Asoke delivery area. Aside from this strategy, "RK" also emphasizes on indirect marketing strategy which includes recommendations and positive word-of-mouth responses, such as the use of 'Like' option on facebook account (see Figure 21, p.66) or star ratings to increase the restaurant physical evidence. Another indirect marketing is from reviews of traveling blog or food blogs such as Tripadvisors (see Figure 22, p.67), foodspotting, etc.... According to the owner, there are still some customers who gave comments about the lack of restaurant advertisement. Some customer mentioned that they would not know about the restaurant if it were not recommended by friends or family or if they were not passing by the restaurant. Some also mentioned that they did not know how to get to the restaurant or that there is only limited coverage of delivery area when it is not convenient to come to the restaurant. The results are the loss of sales opportunity from potential customers. In attempts to resolve this issue several marketing strategies have been done by "RK" including opening a hotline delivery number in cooperation with a professional catering delivery company for all bangkok area (in November). However, just recently in April that particular company is no longer accepting order for the restaurant. This indicate that the attempt undertaken to cooperate with the delivery company was not timid.

In summary, researcher assumes that since the records regarding the customer satisfaction review have never been made, very little information could be available to analyse the real problem faced by the restaurant. Thus, the owner might end up with trying to solve an issue that was not really what the customers in request urgently

needed to be improved. Thus the need to assess importance performance analysis becomes more apparent.



Figure 20. "RK" Restaurant's Delivery Menu Brochure with Discounts



Figure 21. "RK" Restaurant's "Likes" on Facebook Account

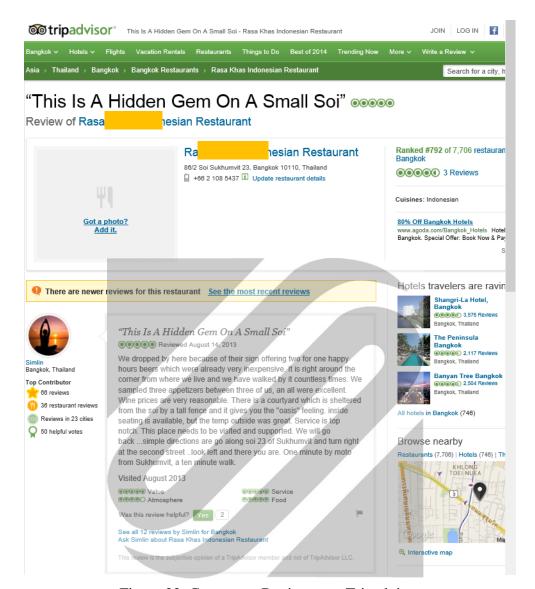


Figure 22. Customers Review on a Tripadvisor

#### 4.6.2. Indonesian Restaurant "JB"

As one of the food outlet in Fifth Avenue food court at MBK mall, "JB" outlet as well as other outlets customer satisfaction review was done by the Fifth Avenue food court management as part of the agreement between the two parties. Customer review sheets were distributed by Fifth Avenue staff after customers finished their meals and collected them after customers leave their tables. Satisfaction review will then be assessed and discussed between the Fifth management and outlet owners/tenants within monthly or weekly time. The meeting discuss the services performed by both parties. Several comments and suggestions surfaced relating to

"JB" and the related service provided by the Fifth management as facilitator to the outlet such as suggestion for the distinction of halal cutlery, lack of English speaking employee of "JB", unfriendly service, limited items available on the menu, inauthentic food taste, un-timid service, etc... This causes low customer satisfaction. Some customers experienced poor service because the employee in the restaurant cannot really explain what the ingredients contain in the menu or sometimes does not really served food as how the customer had requested it; i.e., with no vegetables. Several attempts have been conducted to minimize these disadvantage however it is a continuous process. As the "JB" owner mentioned,

"We cannot distinct the cutlery because as the Fifth management put it, it will be hard to handle in the process. If the customer insisted, outlets also provide chopstick as substitute. Normally the chopsticks are for take-home food. We also try to teach the Thai and Burmese employees English but it is quite a challenge for everyone. It is hard for them but at the time being they managed to operate well with minimal English. Even though I cannot speak that fluent Thai but luckily our Indonesian chef can. We also write the menus in both Thai and English language".

The owner also mentioned that the outlet does not offers authentic Indonesian cuisine however they are trying to keep it as authentic as it gets with compromising with Thai pallets. Attempt to offer more varied menu have also been conducted, however the process is not that simple. According to the owner, to come up with new menu it will take weeks before the dish placed on the menu. New dish should first be presented for food taste by Fifth management and MBK mall representatives to determine whether the dish is sellable or not. Then if it is sellable, usually there would still be several adjustment need to be made to meet the Thai pallets.

In terms of marketing strategy, "JB" marketing were mainly depend on efforts done by Fifth Avenue food court management as part of the agreement between the two parties in which 2% of monthly GP will be charged. Several marketing have been done by the Fifth Avenue management including putting Indonesian restaurants outlet names in food court's banners which were distributed within the MBK malls. MBK mall also advertise the Fifth Avenue Food management which included "JB" restaurant (see Figure 23, p.69). According to the owner of "JB" there is no restaurant marketing actions done outside MBK mall. Thus, in addition to customer's positive word-of-mouth and recommendations, this physical evidence helps to create

awareness for the restaurant. According to the owner, there are also indirect marketing advantages earned from independent travelling blogs such as from past customers comments, 'Like' and stars rating on facebook (see Figure 24, p.70), personal blogs (see Figure 25, p.70),, etc...

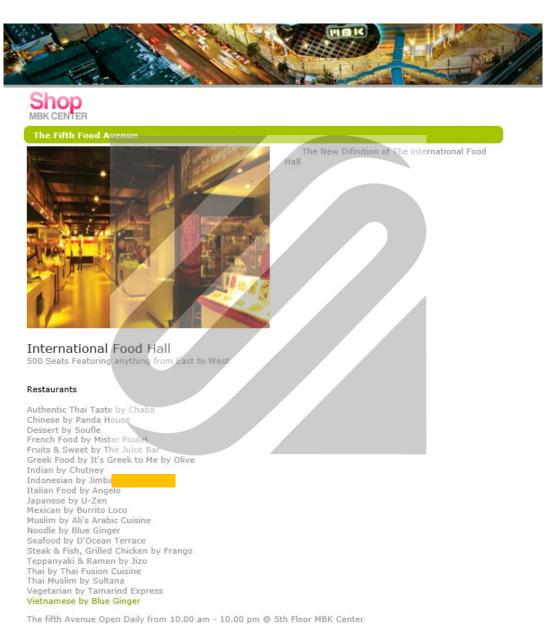


Figure 23. MBK Mall Advertisement for "JB" Restaurant

Attempt to offer delivery service have also been implemented in the past by the Fifth management however unsuccessful result costs this facility to be stop. Thus, as the original targeted market, "JB", along with the other outlets in Fifth Avenue food court will mainly focus on MBK mall visitors. These include tourists and residents. Even though some customers may perceive that the prices offered by "JB" (ranging up to 500THB) are expensive, the owner feels that the prices are reasonable given the services facilitates by the Fifth management. Following was the owner response on question relating to "JB" choice of location,

"MBK is a strategic place for "JB". There are loads of tourist visiting the mall per day. Our outlets also caters not only for the Indonesian tourist but other Muslim customers and customers in general. Especially with the direct connection with the Sky-train, accessibility becomes more convenient."

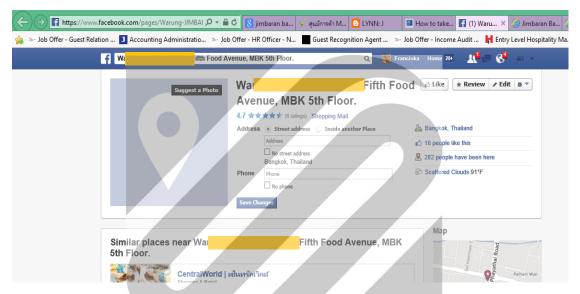


Figure 24. "JB" Restaurant's Star Ratings and "Likes" on Facebook



Figure 25. "JB" Restaurant's Star Ratings and "Likes" on Facebook

Both restaurant owners had addressed the same difficulties in operating Indonesian restaurant in Thailand such as finding qualified employees, communication challenges, as well as acquiring key ingredients of Indonesian herbs and spices which are very difficult to find in Thailand. Hence, both owners are on the continuous attempt to resolve these issues, including importing of the Indonesian key ingredients by themselves. However, the owners are optimistic with the upcoming AEC which will enables free-trade among ASEAN countries by 2015. They expect that they could minimize the costs of importing the spices and other materials for cooking by themselves, as well as other benefits that may come from the AEC effects.



#### **CHAPTER 5**

#### CONCLUSION AND RECOMMENDATION

This study is the first empirical effort to study the impact of Perceived Value on Customer Satisfaction and post-dining Intentional behavior of Indonesian restaurant's customers in Thailand. Hence, the result of this study will provide valuable insight for understanding the relationship between these variables.

This chapter summarizes the result of the both qualitative and quantitative findings to answer the previously defined objectives of the study that are mentioned in Chapter 1:

- 1. To identify the impact of perceived value towards customers' satisfaction on Indonesian restaurant overall service quality.
- 2. To explain how customer satisfaction level on Indonesian restaurant overall service quality influence customers' post-dining intentional behavior?

# **5.1. Impact of Indonesian restaurant customer's Perceived Value towards their Satisfaction**

The finding of this study have concluded that Perceived Value does have significant positive impact on Customer Satisfaction, thus accepts H6 (see page 57). Further statistical data analysis shows Perceived Value has moderate significant predictive value towards Customer Satisfaction (see Table 12. Summary on, p.57). This study findings supported previous study by other authors. Fornell *et.al* (1996) and Awwad (2012) suggested that perceived value does positively influence and determinant of customer satisfaction. The study findings also supported the study conducted by Ryu, Lee, and Kim (2012) which suggested perceived value as a positive significant determinant of customer satisfaction. However, the findings only partially supported previous study by Qyn and Prybutok (2009) which found perceived value does positively influence customer satisfaction but not with significant manner. Furthermore, the findings of this study concluded that most customer of Indonesian restaurants perceived the value of the restaurant overall service quality compared to the price being offer was very good (see Chapter 4, p.57-

58) which aligns with the average Indonesian restaurant's customer satisfaction (see Table 12. Descriptive Statistics on p.57). This indicates that most customers were overwhelmed with the overall service quality offered by the Indonesian restaurants in Thailand. The study then concludes that within the research period, Indonesian restaurant establishment in Thailand generally have set their pricing strategy and deliver their services to somewhat match with the customers range of expectation on prices as well as overall service. However, Indonesian restaurants in Thailand still have room for improvements in optimizing overall service quality to increase customer perceived values, satisfaction, and encourage positive intentional behaviors.

Customer satisfaction is an important factor for range of business. Thus, managing elements that affect customer satisfaction would be a preference among most businessmen. Fornell et al. (1996). In the ACSI model Fornell et al. (1996) had described perceived value as the perceived level of product quality relative to the price paid, whether the overall service is a value defined price or price defined value. Meanwhile, value is defined as the ratio of perceived quality relative to price (Anderson et al., 1994, cited in Awwad, 2012). Therefore, businessmen, in this case Indonesian restaurant owners, should consider these variables when delivering their services. Failure to meet perceived value (perceived overall service quality with price paid) will most likely result to unsatisfied customers. Corroborated by the qualitative findings of this study on (see Chapter 4, p.63), both owners of Indonesian restaurant that have been interviewed emphasized the need to review customer satisfaction as tools to improve service and to the extend profitability. As mentioned on the qualitative findings of this study, some issues arise in regards with the overall service performance and marketing of the two restaurants. Although some attempts have been conducted, continuous improvements are still undertaken. The study also assumed that the related Indonesian restaurants have not really aware of the increasing trend of Indonesian visitors and community to and in Bangkok or greater Thailand as well as considering the potential customers from other Muslim countries such as Malaysia, Brunei, and Middle-east countries. The qualitative findings of the study also mentioned about the opportunity to explore the markets outside Thailand in particular halal consumers from other Muslim countries. Limited menu variety offered by the Indonesian restaurants might also be improved in fulfilling the other potential customer's wants on different flavours, for example by offering Indonesian dishes that have the same characteristic as other Muslim countries' cuisine.

## Customer expectation influence towards perception on overall service quality and their influences towards perceived value and customer satisfaction

This study found that Customer Expectation positive significantly influenced Customer Perception on overall service, thus accepts H1 (see page 54). This finding supported previous studies conducted by Fornell *et.al* (1996) and Awwad (2012) which also found the positive influence between the two variables.

The findings of this study shows that Perceived Value is significantly influenced by Customer Expectation in negative manner and Customer Perception on overall service quality in positive manner. Thus, rejects H2 and accepts H3 (see page 55). This finding supported partially previous study conducted by Awwad (2012) in which the study does not found positive influence of Customer Expectation towards Customer Perception on overall service quality. The findings of this study only partially support perceived value antecedents found by Fornell et.al (1996) who had found that expectation positive significantly influence Customer Perception on overall service quality and Customer Perceived Value, in which this study found expectation has negative influence towards both Customer Perception on overall service quality and Customer Perceived Value. However, the study supported studies conducted by previous authors which have found customer perception has positive significantly influence on customer perceived value (Qin and Prybutok, 2009; Kim and Kim, 2004, cited in Qin and Prybutok, 2009; Kara et al., 1995, cited in Qin and Prybutok, 2009; Bolton and Drew, 1991; Chen and Hu, 2010; Lai et al., 2009; Zeitaml, 1988, cited in Ryu, Lee, and Kim, 2012; Eggert an Ulaga, 2002, cited in Ryu, Lee, and Kim, 2012).

This study also found that Customer Expectation significantly influence Customer satisfaction in negative manner and that Customer Perception on overall service quality influences Customer satisfaction in positive manner. Thus, the study rejects H4 and accepts H5 (see page 55). This finding supported partially previous study conducted by Fornell *et.al* (1996) and Awwad (2012) in which these previous studies have found positive significant influences of Customer Expectation and Customer Perception towards Customer Satisfaction. The study also supports study by

Kivela, Inbakaran, and Reece (1999) which have found Service Quality as an important determinant of Customer Satisfaction.

#### Importance-performance analysis

Customer's Perceptions on the performance of Indonesian restaurant in Thailand have somewhat exceed their Expectation resulting to customers feeling overwhelmed or more than satisfied for the experience (see Chapter 4, p.57-58). However, this result is different with the Importance Performance Analysis matrix result which shows that Indonesian restaurants in Bangkok overall service quality do not meet customer expectation in terms of its individual attributes. This is because IPA portrays each attributes compared to the medians of overall attributes and not the grand-mean of the overall attributes. Based on the IPA matrix (see Figure 15, p.51) the key attributes of Indonesian restaurants are (1) Cleanliness, (2) Taste of food, (3) Ordering system, and (4) Quality of food. All these attributes falls into Reliability and Tangible dimensions. This results shows similarity to previous study conducted by Markovich, Raspor, and Segaric (2010) who suggested that the most important expectation items were "accurate bill", "clean rest rooms", "clean, neat and properly dressed staff", and "clean dining areas" which fall into Reliability and Tangible dimensions. In addition, the findings of this study also match the conclusions by Stevens et.al (1995, as cited from Markovich, Raspor, and Segaric, 2010) which reported that Reliability is the most important expectations dimension followed by tangibles, assurance, responsiveness and empathy.

As portrayed on the IPA matrix (see Figure 15, p.51), the key attributes of Indonesian restaurants are (1) Cleanliness which represents the environmental and toilet cleanliness and neat and well-dressed employees; (2) Taste of food, includes the food taste and its authenticity; (3) Ordering system, where it covers the accuracy of order and guest billing; and (4) Quality of food, which includes food nutrition, food freshness, visual attractiveness, aromas, temperature, as well as the meal portion. These attributes were portrayed in the "Concentrate here" quadrant. This finding is supported by the study qualitative findings where issues relating to food taste and authenticity had been acknowledge (see Chapter 4, p.63, 68). Thus, failure to keep these attributes in good quality will significantly result to direct customer dissatisfaction with negative perceived value as mediating factors. Similar to these

were other attributes such as Ambience, Access, Service Staff, Variety of food, and Consideration on Halal food Approach which portrayed in the quadrant "Low priority". Although these attributes were low priority, improvement on these attributes might somewhat help to compensate the small details neglected in other prioritized attributes. Corroborated by the qualitative findings, owners are aware of the need to improve the food taste as well as the ordering system in more timely service in order to increase their customer satisfaction and profitability.

Researcher recommends for Indonesian restaurant owners to take several actions that might be helpful in continuously improving their perceived value as well as customer satisfaction. Firstly, implementing continuous operational review of the restaurants operational as well as reviewing customer satisfaction. Operational review would be helpful in identifying key issues faced by the restaurants as well as room for improvements. Tools that might be used to implement this action are customer satisfaction survey, Importance and Performance Analysis matrix, scatter diagram, performance charts, as well as fishbone diagram. Secondly, reviewing customer satisfaction might be improved by both verbal review which later should be recorded as well as paper based surveys. The owners may obtain benefits from these actions, customers felt involved in improving the overall restaurant's service quality as well as direct benefit for the restaurant itself from getting direct feedback from their customers to improve their overall services. Some customers might feel reluctant to provide feedback but restaurant owners might anticipate this by providing compensation such as discount vouchers, free drinks, on the spot discount, or souvenir, etc... Indonesian restaurants could increase the menu variety to fulfil the diversity of Indonesian and Muslim consumers' preferences. Further marketing opportunities could be achieved by cooperation with travel agents or tourism authority in Indonesia and Thailand, as well as other countries in order to promote Indonesian Halal cuisine which might attracts potential Muslim consumers to Bangkok or greater Thailand. Recommendations are also addressed to Thailand's government to invite Indonesian investors to come to invest in Indonesian halal restaurant in Thailand as well as to ease the bureaucracy and administration for Indonesian investors to invest in the establishment as part of Thailand's government policy on marketing its Halal tourism. Furthermore, the researcher recommends Indonesian restaurants' owners to concentrate on restaurant key success attributes, which include (1) Cleanliness, (2) Taste of food, (3) Ordering system, and (4) Quality of food, to further improve their overall service quality to accommodate the customers perceived values on overall service quality as discussed above. Concentration on attributes improvements might be allocated based on their importance or priority. Indonesian restaurant manager might also need to reasonably allocate the companies resources based on the importance level of each attributes as emphasized before by Martilla and James (1977, cited in Liu and Jang, 2009). Another recommendation is to implement continuous operational review on the overall restaurant service quality to maintain the good work as well as improvement when deemed necessary and supported financially especially towards attributes portrayed in the "Concentrate here" quadrant which were cleanliness, taste of food, ordering system and quality of food. Cleanliness is not quite demanding for improvement, however, small effort may help perfect this service. Improving the authenticity of the Indonesian cuisine by developing a standard for the taste as well as adding more variety may help to increase reliability on food quality in experiencing authentic Indonesian cuisine. Adding new menu may be placed based on the overall customers preferences in certain dish such as elaborated in the review findings. The study finds that for Indonesian cuisine the overall most preferred dish were rice and noodle dish as well as chicken and poultry dishes (see Figure 13, p.47). Transparencies in billing may help to reduce the confusion of customer from thinking that the overall service was over-charged or to inform previously to the customer on what to expect upon billing, for example the pricing is exclusive of VAT by 7% or other charges such as service charge. Quality of food may be improved by implementing good timing for processing order. This also relates to the consistency in staff service. By maintaining good timing, restaurant owners may reduce the risk of inappropriate food temperature (ex. meal getting cold when it should be warm). Furthermore, restaurant owners may make effort in improving attributes in "Low priority" quadrant in supporting the higher prioritize attributes to increase customers overall satisfaction. This findings is in line with conclusions from Xia et al. (2004, cited in Liu and Jang, 2009) that perceived price unfairness can lead to immediate

negative attitudinal and behavioral responses such as dissatisfaction, complaining, and switching to other providers.

# **5.2.** Influence of Indonesian Restaurant Customers Satisfaction Towards Their Intentional Behavior of Recommendation and Revisit

This study findings concluded that Customer Satisfaction positive significantly influences both customers post-dining Intentional behavior of Recommendation and Revisit, thus accepting H7 and H8 (see page 58 and 59). Even though statistical analysis of this study shows low probability of recommendation and revisit as result of customer satisfaction, understanding the predictive influences of customer satisfaction towards customers intentional behavior recommendation and revisit are still important to help predicts the future growth of the restaurant. These findings are consistent with previous studies conducted by other authors Fornell et.al (1996) which suggested that customer satisfaction has positive influence towards customer loyalty and negative influence towards customer complaints as part of post-dining intentional behavior; Gill, Byslma, and Ouschan (2007) study where whose study result shows that customer satisfaction statistically positive significant contributes to the prediction of behavioral intentions; Saha and Theingi (2009) who suggested that service quality is positive influence and significantly determinant of customer satisfaction; and quality and satisfaction positive and significantly influence such behavior intentions as positive word-of-mouth, repurchase intention, and feedback; Awwad (2012) who suggested that customer satisfaction positive significantly influences customer loyalty; and Ryu, Lee, and Kim (2012) who suggested perceived value - customer satisfaction – intentional behavior correlation path showed a significantly positive sign and that perceived value is a significant determinant of customer satisfaction and reinforces the positive impact of customer satisfaction on customer loyalty behaviors.

Furthermore, the study concluded that customers were most likely to recommend as well as revisit the Indonesian restaurants. Other unique finding of the study was that there was no significant gender difference on intention to revisit and recommend the restaurants. However, the study found that customers with income ranging more than 45,000 THB would most likely to revisit and recommend the

restaurant. The study also find that qualitative findings have supported the statistical findings in a way that both owner emphasize on recommendations and positive word of mouths or positive reviews as one of their marketing strategies and performance indicators. Never the least, Indonesian restaurants' marketing being delivered could be more optimized to meet the most marketing tools preferred by their customers or to extend their marketing coverage. As such, most of the Indonesian restaurant customer obtained the restaurant information by family and friends recommendations.

As such, the researcher recommends that restaurant managers have to focus on customer's intentional behavior by means of recommendation and revisit in order to improve their intentions which might help to increase profitability as well as the increase of probability from new customers' visit, which may be influenced by the positive recommendations. This can be done through wide range customer relationship management such as of loyalty programs for return customers, and for first time customer by providing business card bowl to obtained customers information which later can be contact for newsletter or other marketing purposes. Distributing customer satisfaction survey which also ask for customers profile and contact information in return for discount voucher on next visit might also help to increase customer's intention to revisit or to intrigue first time visitors whom they give the vouchers to. Other loyalty program and marketing actions might also be improved according to the most source full channel of information for the Indonesian restaurant as elaborated in Figure 14 on page 47 of this study. These channels included family and friends' recommendations as the most contribution for information to recommend, followed by sign-board, as well as other sources such as restaurants banners, tour and travels, hotels, and guide-books. Restaurant owners might also improve their targeted marketing through active forum, fan-page, social networking, or other means which are cheaper costs. Promotion could also include advertising on webpages. Multi-language options or promotions might also encourage viewers visit the restaurants, for example, by providing local Thai versions on the websites or fan-pages and other marketing media in addition to English versions ones. They can also offer discounts for customers who show tags from twitter or other social networking webpages. Furthermore, integration of website with internet ordering and extending delivery coverage, as well as cooperation with credit card provider (i.e. Visa or MasterCard) might also help to increase sales.

#### 5.3. Implication for Academia and Practice

For Academia, this study gave further understanding of Indonesian restaurants regarding the significant influence of customers' expectation towards perceptions of its overall service quality, customers' perceived value, and customer satisfaction. This study also found significant influence of perceptions on overall service quality and perceived value towards customer satisfaction, furthermore customer satisfaction influence towards intentional behavior recommendation and revisit. Although this study result were similar to Fornel et al., 1996) and Awwad (2012), differences were found which were expectation has negative correlation towards both Customers Perceived Value and Customers Satisfaction. Most important attributes of Indonesian restaurant which are Cleanliness, Taste of food, Ordering system, and Quality of food. All of this attributes falls into reliability and tangible dimensions which consistent to various previous studies as discussed above. Furthermore, the study provide potential customer's preferences in deciding to have new ethnic dining experience which are casual or food-court type restaurants/dining place, with price ranging between THB 151 to 300 per dish in average. Customers preference was more to dine for lunch and dinner with top two reasons were leisure and curiosity.

The study will also help promote Indonesia's heritage to the people and visitors of Bangkok as well as in providing initial study for standardizing Indonesian cuisine business to the world market. The information provided through this research might benefit both the owner of established Indonesian restaurants and to the extent new comers. It would be beneficial in a way that it help increase Indonesian restaurant's owners awareness on the increased trend of Indonesian tourist visitors to Bangkok and greater Thailand recently in which Indonesian restaurants will answer the needs of Indonesian visitors as well as community for home-taste cuisine; to help Indonesian restaurant's owners in realizing other potential customers for Indonesian Halal cuisine such as visitors from Malaysia, Brunei, Middle-east or other Muslim countries as well as Muslim community of Thailand itself; and to encourage Indonesian investors to invest in Indonesian restaurant/cuisine in Thailand as well as

to increase the options on Halal food in Thailand. It will encourage cooperation among the two countries which in line with AEC's objective in increasing Foreign Direct Investment. In the end, investment in Indonesian restaurants might help to increase Thailand's income from Halal tourism which will contribute to Thailand's GDP.

It is important to understand that different situation and condition of each Indonesian restaurant might be different case by case. Therefore, this study would only be useful for guidelines and consideration and not an absolute step by step suggestion. For new investors wanting to open Indonesian restaurant in Thailand, the information provided by this study maybe use as a guideline. However, the pricing range mentioned in this study does not necessarily implying the suitable price customers willing to pay for Indonesian dining. Pricing strategy will most likely differ on case by case basis. Thus, it is important to consider the restaurant target market and positioning as well as its pricing.

### 5.4. Limitation and Further study

Several limitation of this study includes time constraint, in which data was only collected within a constraint of time which was within the month of November. Moreover, the study sampling was conducted using Convenience Non-probability which mainly focus on Indonesian restaurant located in Bangkok. The study also does not analyse the difference of respondent's background which might influence difference expectation and perception of respondents as well as the results findings. There was also limited qualitative research conducted where only two out of four Indonesian restaurant owners were interviewed. Finally, there were four Indonesian restaurants in Thailand of which three were used in the study. The three restaurants surveyed for this study are different in a sense that only two restaurants are standalone restaurant in which one of them does not have background music or interior décor to fit the restaurant theme. On the other hand, the third restaurant is not standalone restaurant in other word a food outlet in a food court. However, researcher had considered the service from the food court as part of the service for the food outlet to be considered as a restaurant.

Further research might be conducted to cover all Indonesian restaurants in Thailand as well as conducted in Indonesia or other areas with more Indonesian restaurants opened to help to identify more accurate and valid result especially in determining key success Indonesian restaurant's attributes. Research time could be extended to obtain the quantity of data to enhance accuracy and validity of the study results. Different customer backgrounds could also be considered in future research to help improve understanding on different cultures influence towards expectation and perceptions on Indonesian dining experience. Study could also be conducted with more in-depth qualitative research to enhance understanding on the study as well as in determining more accurate recommendations necessary. Furthermore, future study on Indonesian restaurant customer relationship management might also be conducted as an extension of this study.

#### REFERENCES

#### **Book**

- Johnston, R., Clark, G., & Shulver, M. (2012). 'Managing customer expectation and perception', Service Operation Management: Improving Service Delivery 4<sup>th</sup> edition, pp.102-103. Lombarda: Pearson Education Limited.
- Zikmund W. G., *et al.* (2013). Business Research Methods 9<sup>th</sup> edition. Canada: Cengage Learning.

#### **Internet Link Citation**

- Arno Maierbrugger. Thailand expects 28 million tourists in 2014, media release, 9<sup>th</sup> July 2013, viewed 4<sup>th</sup> September 2013 (03:24 AM).
  - <a href="http://investvine.com/thailand-expects-28-million-tourists-in-2014/">http://investvine.com/thailand-expects-28-million-tourists-in-2014/</a>
- ASEAN Corner. Chiang Mai to Be Developed as a MICE Industrial Hub in ASEAN. The Government Public Relation Department of Thailand, media released 11<sup>th</sup> October 2013, viewed 9<sup>th</sup> May 2014 (10:47 AM).
  - <a href="http://thailand.prd.go.th/view\_news.php?id=6966&a=3">http://thailand.prd.go.th/view\_news.php?id=6966&a=3</a>
- ASEAN Corner. Thailand's Aviation Business Prepares for AEC. The Government Public Relation Department of Thailand, media released 29<sup>th</sup> November 2013, viewed 9<sup>th</sup> May 2014 (10:39 AM).
  - <a href="http://thailand.prd.go.th/view">http://thailand.prd.go.th/view</a> news.php?id=7026&a=3>
- Asian Highway. About Asian Highway. United Nations Economic and Social Commission for Asia and the Pacific, viewed 9<sup>th</sup> May 2014 (03:24 PM). <a href="http://www.unescap.org/our-work/transport/asian-highway/about">http://www.unescap.org/our-work/transport/asian-highway/about</a>
- Awwad M. S. (2012). An Application of the American Customer Satisfaction Index (ACSI) In the Jordanian Mobile Phone Sector. The TQM Journal, 24(6), 529-541. doi: 10.1108/17542731211270098

- Bangkok Restaurants. Tripadvisor, viewed 7th September 2013 (12:45 PM) <a href="http://www.tripadvisor.com/Restaurants-g293916-Bangkok.html">http://www.tripadvisor.com/Restaurants-g293916-Bangkok.html</a>
- Crescentrating's Halal Friendly Travel (CRaHFT) Ranking 2014. Top Halal Friendly Holiday Destinations for 2014. Crescentrating's Halal Friendly Travel, media release 18th February 2014, viewed 9th May 2014 (04:57 PM).

  <a href="http://www.crescentrating.com/crahft-ranking-2014/item/3602-crescentratings-top-halal-friendly-holiday-destinations-2014.html">http://www.crescentratings-top-halal-friendly-holiday-destinations-2014.html</a>
- Digital Content. Indonesian-Thai Chamber of Commerce set up to boost trade. MCOT Online news, media release 5th September 2013 (01:28 PM), viewed 11th February 2014 (03:24 PM).

  <a href="http://www.mcot.net/site/content?id=5228248d150ba05a14000011#.UvnXDZX">http://www.mcot.net/site/content?id=5228248d150ba05a14000011#.UvnXDZX</a>
  NtMs>
- Economic update Thailand. Record arrival numbers bode well for tourism Asia, Oxford business group, media release 8th April 2013, viewed 4<sup>th</sup> September 2013 (04:37 AM). <a href="http://www.oxfordbusinessgroup.com/economic\_updates/thailand-record-arrival-numbers-bode-well-tourism">http://www.oxfordbusinessgroup.com/economic\_updates/thailand-record-arrival-numbers-bode-well-tourism</a>
- Ekkarat Mukem. Halal to the world: Muslim products offer Thai businesses a major global opportunity. Bangkokpost.com, media released 1<sup>st</sup> February 2014 (12:00 AM), viewed 9th May 2014 (11:03 AM).

  <a href="http://www.bangkokpost.com/print/392617/">http://www.bangkokpost.com/print/392617/</a>
- Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American Customer Satisfaction Index: Nature, Purpose, and Findings. Journal of Marketing, 60, 7-18.

  <a href="mailto:www.marketingpower.com/.../JournalofMarketing/1996/.../9610251917....>">www.marketingpower.com/.../JournalofMarketing/1996/.../9610251917....>">
- Gill, D., Byslma, B., & Ouschan, R. (2007). Customer Perceived Value In A Cellar Door Visit: The Impact on Behavioural Intentions. International Journal of Wine Business Research, 19 (4), 257-275. doi: 10.1108/17511060710837418

- Indonesia opens chamber in Bangkok. Bangkok Post Business, media released 27<sup>th</sup>

  November 2013 (00:00 AM), viewed 11<sup>th</sup> February 2014 (03:20 PM).

  <a href="http://www.bangkokpost.com/business/news/381855/indonesia-opens-chamber-in-bangkok">http://www.bangkokpost.com/business/news/381855/indonesia-opens-chamber-in-bangkok</a>>
- Inside Thailand. Chiang Mai Halal International Fair 2014. The Government Public Relation Department of Thailand, media released 3<sup>rd</sup> February 2014, viewed 9<sup>th</sup> May 2014 (05:02 PM).

  <a href="http://thailand.prd.go.th/view\_news.php?id=7109&a=2">http://thailand.prd.go.th/view\_news.php?id=7109&a=2</a>
- Israel, G. D., (1992). Determining Sample Size. Florida Cooperative Extension Service, University of Florida. Fact Sheet PEOD-6, 4. <a href="https://edis.ifas.ufl.edu/pd006">https://edis.ifas.ufl.edu/pd006</a>
- Jang, S. (Shawn), Liu, Y., & Namkung, Y. (2011). Effects of Authentic Atmospheric in Ethnic Restaurants: Investing Chinese Restaurants. International Journal Contemporary Hospitality Management, 23 (5), 662-680. doi: 10.1108/095961111111143395
- Jani, D., & Han, H. (2011). Investigating The Key Factors Affecting Behavioral Intentions: Evidence From A Full-service Restaurant Setting. International Journal of Contemporary Hospitality Management, 23 (7), 1000-1018. doi: 10.1108/095961111111167579
- Johns, N., & Howard, A. (1998). Customer Expectations versus Perceptions of Service Performance in the Foodservice Industry. International Journal of Service Industry Management, 9(3), 248-265. doi: 10.1108/09564239810223556
- Khan N., & Kadir S. L. S. A. (2011). The Impact Of Perceived Value Dimension On Satisfaction And Behavior Intention: Young-adult Consumers in Banking Industry. African Journal of Business Management, 5(16), 7055-7067. doi: 10.5897/AJBM09.237

- Kivela, J., Inbakaran, R., & Reece, J. (1999). Consumer Research in the Restaurant Environment, Part 1: A Conceptual Model of Dining Satisfaction and Return Patronage. International Journal of Contemporary Hospitality Management, 11(5), 205-222. doi: 10.1108/09596119910272739
- Liu, Y., & Jang, S. (Shawn) (2009). Perceptions Of Chinese Restaurants In The U.S.: What Affects The Customer Satisfaction And Behavioral Intentions?, International Journal of Hospitality Management, 28, 338-348. doi:10.1016/j.ijhm.2008.10.008
- Markovic, S. Raspor, S., & Šegaric, K. (2010). Does Restaurant Performance Meet Customers' Expectations? An Assessment of Restaurant Service Quality Using a Modified DINESERV Approach. Tourism and Hospitality Management, 16(2), 181-195. Retrieved from hrcak.srce.hr/file/93311 UDC 640.432:658.56](497.5
- McDougall, G. H., & Levesque, T. (2000). Customer Satisfaction With Services: Putting Perceived Value Into The Equation. Journal of Services Marketing, 14(5), 392-410. doi: 10.1108/08876040010340937
- Muslim in Thailand. Muslim in Thailand, Royal Thai Embassy Riyadh Kingdom of Saudi Arabia, media released 2<sup>nd</sup> November, 2012 (03:53 PM), viewed 26<sup>th</sup> January 2014 (07:02 AM). <a href="http://www.thaiembassy.org/riyadh/en/organize">http://www.thaiembassy.org/riyadh/en/organize</a>>
- News of The Railway Industry. China Railway commissioned the first section of Kunming-Singapore line. Railwaybulletin.com, media released 9<sup>th</sup> September 2013 (02:46 PM), viewed 9<sup>th</sup> May 2014 (10:13 AM).

  <a href="http://www.railwaybulletin.com/2013/09/china-railway-commissioned-the-first-section-of-kunming-singapore-line">http://www.railwaybulletin.com/2013/09/china-railway-commissioned-the-first-section-of-kunming-singapore-line</a>
- Patterson G. P., & Spreng R. A. (1997). Modelling The Relationship between Perceived Value, Satisfaction and Repurchase Intentions in a Business-to-business, Services Context: An Empirical Examination. International Journal of Service Industry Management, 8(5), 414-434. doi: 10.1108/09564239710189835

- Qin, H., & Prybutok, V. R. (2009). Service Quality, Customer Satisfaction, And Behavioral Intentions in Fast-food Restaurants. International Journal of Quality and Service Sciences, 1(1), 78-95. doi: 10.1108/17566690910945886
- Ryu, K., Lee, H., & Kim, W. G. (2012). The Influence Of The Quality Of The Physical Environment, Food, And Service On Restaurants Image, Customer Perceived Value, Customer Satisfaction, And Behavioral Intentions. International Journal of Contemporary Hospitality Management, 24(2), 200-223. doi: 10.1108/09596111211206141
- Saha, C. G., & Theingi (2009). Service Quality, Satisfaction, And Behavioral Intentions: A Study of Low-cost Airline Carriers in Thailand. Journal Managing Service Quality, 19(1), 350-372. doi: 10.1108/09604520910955348
- Salama. Thailand aims to attract Muslim Tourists. Halalfocus.net, media released 4th August 2014, viewed 9<sup>th</sup> May 2014 (04:51 PM). <a href="http://halalfocus.net/thailand-aims-to-attract-muslim-tourists/">http://halalfocus.net/thailand-aims-to-attract-muslim-tourists/</a>
- Santi, N. (2013), Indonesians Anticipate Bangkok Internal Security Act. TEMPO.CO, media released 27<sup>th</sup> November 2013 (10:10 AM), viewed 26<sup>th</sup> January 2014 (07:17 AM). <a href="http://en.tempo.co/read/news/2013/11/27/074532804/Indonesians-Anticipate-Bangkok-Internal-Security-Act">http://en.tempo.co/read/news/2013/11/27/074532804/Indonesians-Anticipate-Bangkok-Internal-Security-Act</a>
- Thailand info. Population. United Nations Thailand, viewed 26<sup>th</sup> December 2013 (11:29 PM). < http://www.un.or.th/thailand/population.html#TOP>
- The Development of Indo-Thai Economic Relation, Indonesian Embassy in Bangkok, media release 31<sup>st</sup> December 2013 (10:36 AM), viewed 14<sup>th</sup> February 2014 (08:51 PM).

  <a href="http://www.kemlu.go.id/bangkok/Lists/EmbassiesNews/DispForm.aspx?ID=26">http://www.kemlu.go.id/bangkok/Lists/EmbassiesNews/DispForm.aspx?ID=26</a>
- The world factbook, CIA, viewed 4<sup>th</sup> September 2013 (04:13 AM). <a href="https://www.cia.gov/library/publications/the-world-factbook/geos/th.html">https://www.cia.gov/library/publications/the-world-factbook/geos/th.html</a>

9>

- Wang, Y., & Lo, H. (2002). Service Quality, Customer Satisfaction and Behavior Intentions: Evidence from China Telecommunication Industry. Info, 4(6), 50-60. doi: 10.1108/14636690210453406
- Zulkifar, M. (2013). Garuda Indonesia Increase Flight Frequency to Thailand. Tribunnews.com, media release 2nd December 2012 (12:07 PM), viewed 11th February 2014 (10:55 PM).

<a href="http://www.tribunnews.com/bisnis/2012/12/02/garuda-indonesia-tambah-frekuensi-penerbangan-ke-thailand">http://www.tribunnews.com/bisnis/2012/12/02/garuda-indonesia-tambah-frekuensi-penerbangan-ke-thailand</a>





#### **Interview questions**

- 1. How is the restaurant ownership?
- 2. How long have the restaurant been established?
- 3. What are the products offered?
- 4. What is the price range?
- 5. How does the restaurant acquire the ingredients to produce Indonesian cuisine?
- 6. Why does current location chosen for establishment?
- 7. What is the monthly sales in average?
- 8. Who are the targeted market?
- 9. What are the percentages of restaurants current customers' which are non-Indonesian?
- 10. How does the marketing in term of promotion and physical evidence done so far?
- 11. How is the restaurant operating process?
- 12. How many employees does the restaurant have? And what are the nationalities?
- 13. Was there any difficult experience on operating this Indonesian restaurant?
- 14. Was there any actions or tools to accommodate operational review on overall service and customer satisfaction?
- 15. What have been done so far in terms of operational review on overall service and customer satisfaction?



# Questionnaire

OUESTIONNAIRE	ON INDONESIAN ETHNIC	RESTAURANT CUSTOMER	SATISFACTION
GOLOHIONINA	ON INDUNESIAN ETTING	NESTAUNAINI COSTONIEN	JAHUI ACHUN

Some dishes are eaten with Assimilation of Chinese and	hand (ex. Padang fo	ood)	,	orbe				
Other, please specify	indian dishes meet	ocai disiles u	sing local ne	5105				
None		<del></del>						
Have you ever tasted Indonesian	food?	Yes	No					
						_		
Have you ever dine at an Indones If Yes, please specify below (may Rasa Khas restaurant at Aso	choose more than oke, Bangkok	one): Ba	li-Breeze re		n Patay	∫ No ⁄a		
Jimbaran-Bali FFO at MBK m Indonesian Embassy Staff Ca	, ,		her, please	specify				
Are you interested to experience	Indonesian dining?		Yes		No		Not S	Sure
Please evaluate your	recent Indonesian	ethnic restau	<u>rant dining</u>	experien	<u>ce</u> on	the followir	ng item	is:
No	Items			Poor		Neutral		Excellent
Food			1					
Taste of food (i.e.: authe	enticity)			1	2	3	4	5
Variety of food (i.e.: variety of dishes, kid	Is menu options)			1	2	3	4	5
Quality of food (i.e.: nutrients, freshness,		s, aroma, tem	perat <b>ure</b> ,	1	2	3	4	5
portion)	food approach			4	2	2	1	-
Consideration on Halal Service	tood approach			1	2	3	4	5
Service staff				1	2	3	4	5
(i.e.: friendly and attentive and consistent service)	e; knowledgeable to	menu; prompt	, efficient,					-
Ordering system			- 4	1	2	3	4	5
(i.e.: accuracy of order, a Other	ccuracy of guest billi	ng)						
Cleanliness (i.e.: environment and toil	let cleanliness, neat	and well-dres	sed	1	2	3	4	5
employees)  Ambience (i.e.: décor and music fit t	o the theme, approp	riate music v	olume	1	2	3	4	5
and room temperature, so								
Access (i.e.: accessible for disable staffs or products)	led people, sufficient	parking, avai	lability of	1	2	3	4	5
Value of experience over money				1	2	3	4	5
Overall satisfaction				1	2	3	4	5
What kind of Indonesian dishes de Rice and Noodle dishes (i.e. Soup dishes (i.e. Oxtail sou Chicken and poultry dishes Meat dishes (i.e. Beef Rend Fish and seafood dishes (i.e. Dessert/Sweet dishes (i.e. I Snacks (i.e. Spring roll/Lum Salad/Vegetables (i.e. Gade All None	. Fried rice/Nasi gore p/Soup buntut, etc.) (i.e. Chicken with Palang, etc.) g. Fried Cat-fish, etc. ce Cendol, etc.) pia, Siomay, Fried T	eng, Fried noo adang salsa sa )	dle/Mie gor		etc.)			

# **Questionnaire** (continued)

Have you ever dine at the restaurant before?  Yes  No
If yes, please specify: 1 time Twice 3 times More than 3 times
Will you visit the restaurant again?  Yes  No  Not Sure
Will you recommend the restaurant to your friends?  Yes  No  Not Sure
How did you know about the restaurant?
Family/Friend recommendation Internet (website, social media, etc.)  Sign board Other, please specify  Magazines
Other comments:
(The following question is not related to the above situation)
Which type of ethnic dining experience you prefer? (may choose more than one)  Street food Food-court Casual Formal/Fine dining
If you dine at an ethnic restaurant what meal time do you prefer? (may choose more than one)  Breakfast  Dinner  Snack
How much do you normally spend for a set of meal at an ethnic restaurant?  Less than THB150  THB151 – 300  THB500  > THB500
What will be your reason/s to dine at an ethnic restaurant? (may choose more than one)  Curiosity  Business  Celebration  Celebration
Please provide your info:
Gender: Female
Age: 21 yrs 21-30 yrs 31-40 yrs >40 yrs
Nationality: Thai Other, please specify
Are you residing in Thailand? (more than 6 months)  Yes  No  Monthly income:
Less than THB15,000

**☺ THANK YOU FOR YOUR PARTICIPATION ☺** 

# APPENDIX C ITEM-OBJECT CONGRUENCE (IOC)

#### **Item-Object Congruence (IOC)**

#### Questionnaires: Perceptions on Indonesian retaurants' service quality

The aim of this questionnaire is to identify the perceptions of customers' and Thai citizens' in general on Indonesian restaurants' sevice quality. Further the study relate to this questionnaire will identify the implication of customers' and potential customers' perceptions towards customers' satisfaction and intentional behavior of the Indonesian restaurants' service quality.

This questionnaire is a part of a research study conducted in partial fulfillment of requirements for MBA Degree.

	1	OC - te	st
Demographic Background			
1 Gender	-1	0	1
Male Female			
2 Age	-1	0	1
20-25 31-40 51-60			
26-30 41-50 > 60			
3 Nationality	-1	0	1
Indonesian Other (please specify)			
That			
4 Are you a permanent resident in Thatland? (If Yes, please skip question 5)  Yes No	-1	0	1
5 Are you a tourist?	-1	0	l 1
Yes	-	-	-
No, please specify			
6 Please state your education background	-1	0	l 1
Less than high school degree College graduate Above graduate degree	-	"	-
High school degree Graduate degree			
7 Annual income	-1	0	1
Less than THB40,000 THB60,000-79,899 TAB100,000-149,000	-1	ľ	١.
THB40,000-59,999 THB80,000-99,999 THB150,000 or above			
8 How much monetary amount do you normally plan to spend for a set of meal (meal and beverage) per dine?	-1	0	l 1
Less than THB250 THB501 - 750	-1	"	١.
THB251 - 500 THB751 or above			
9 Dining companion	-1	0	١,
	-1	l "	١.
Family (spouse, parents or children)  Friends  Others			

		IOC - te	est
Customer Attitude			
Do you prefer local cutstne when you travel a new country?	-1	0	1
I enjoy trying new dishes very much  I try to avoid it		1	
Always, at least once Never	١.	١.	١.
2 What do you know about Indonestan food? (If None, please continue to question no. 4)	-1	0	1
It is full of spices Other, please specify		1	
There are so many menu varieties None	١.	١.	١.
3 How do you know about Indonestan food?	-1	0	1
Friends Reccomendation			
Social media (Bloggers, Facebook, Twitter, etc)			
Internet (private websites, search engine, tourism forum, etc)			
Tourism program in television			
Other, please specify	Ι,	0	Ι.
4 Have you ever taste Indonestan food before? (If No, please continue to question no. 6)  Yes, please specify your most favourite dish	-1	°	١.
No			
5 How often do you eat Indonestan food?	-1	0	١,
Once a week More than twice a week	-1	"	١.
Twice a week  Other, please specify.			
6 If you eat Indonestan food what meals do you prefer to eat? (May choose two)	-1	0	l 1
Breakfast Dinner	'	"	١.
Lunch		1	
7 If you eat Indonestan food what meal components do you prefer? (May choose two)	-1	0	l 1
	one	"	١.
Appetizers Desserts			
8 Having an Indonestan friend, would you be willing to share Indonestan dish with him/her in the restaurant?	-1	0	l 1
I prefer a separate dish that will not be Indonesian food	'	"	١.
I would glad to share any Indonestan dish that my friend have chosen			
I would glad to share but I will choose		1	
None			
Please answer the following questions (no. 9-12) if you had any Indonesian dining experience, if Not Applicable, pleas	se continue	1	
to next page.		1	
		1	
Mark all that apply		1	
9 What kind of Indonesian dishes you like to eat?	-1	0	1
Fried rice/Nast goreng  Vegetable/springroll/Lumpia Risoles			
Rice table/Nasi campur Savory fish cake/Mpek-mpek			
Chicken soup served with glass noodles/Soto ayam Risoles			
Oxtail soup/Sop buntut Potato and corned fritter/Perkedel			
Chicken/Beef satay Gado-gado		1	
Chicken/Beef rendang Tempeh/Tofu fried with flour/ Tempe me	ndoan,Tahu	1	
Other, please specify goreng		1	
		1	
Please provide your comments		١.	١.
When you order Indonesian food, will you ask a waiter to add/ not to add certain ingredient into your order? Please spec	1fy1	0	1
	- 1	1	
	- 1	1	
What his and his has to describe the second and the	— .	١.	١.
11 What did you dislike about Indonesian dining experience?	-1	0	1
	- 1		
	I		
12 What recommendations do you suggest for improving Indonesian restaurant services to attract more customers?	-1	0	l 1
This resolutions so you suppose on improving mannesian resolutalities to attact more customers:	<b>─</b> ──── "	"	Ι '
	I		
	I		

Please give your evaluations on your Dining Expectations at an Indonesian restaurant, for each of the following items:

<u>Legend:</u> SD (Strongly Disagree); D (Disagree); SWD (Somewhat Disagree); N (Neutral); SWA (Somewhat Agree); A (Agree); and SA (Strongly Agree)

	(Agree), and 3A (Strongly Agree)		Your Expectations								
	Constructs	SD	D	SW D	N	SW A	Α	SA	IOC - TE		ST
	Food quality attributes										
1	The food taste delicious	1	2	3	4	5	6	7	-1	0	1
2	The food is visually attractive	1	2	3	4	5	6	7	-1	0	1
3	The restaurant have various menu items	1	2	3	4	5	6	7	-1	0	1
4	The restaurant offered healthy food	1	2	3	4	5	6	7	-1	0	1
5	The restaurant served fresh food	1	2	3	4	5	6	7	-1	0	1
6	The food temperature appropriate to the menu	1	2	3	4	5	6	7	-1	0	1
7	The food is nutritious	1	2	3	4	5	6	7	-1	0	1
8	The percentage of Halal food is high	1	2	3	4	5	6	7	-1	0	1
	Service quality attributes										
1	Employee are friendly or helpful	1	2	3	4	5	6	7	-1	0	1
2	Employess are attentive	1	2	3	4	5	6	7	-1	0	1
	Employees have knowledge of the menu	1	2	3	4	5	6	7	-1	0	1
4	The food served as per order	1	2_	_3	4	5	6	7	-1	0	1
	Accurate guest check	1	2	3	4	5	6	7	-1	0	1
6	The service are prompt	1	2	3	4	5	6	7	-1	0	1
7	The service are dependable and consistent	1	2	3	4	5	6	7	-1	0	1
	Atmospheric related attributes										
1	The restaurants' interior design and décor is very nice	1	2	3	4	5	6	7	-1	0	1
	The restaurants' lighting is sufficient	1	2	3	4	5	6	7	-1	0	1
	The restaurants' play nice music	1	2	3	4	. 5	6	7	-1	0	1
4	The room temperature is appropriate	1	2	3	4	5	6	7	-1	0	1
5	The restaurants' aroma is nice	1	2	3	4	5	6	7	-1	0	1
6	The employees are neat and well-dressed	1	2	3	4	5	6	7	-1	0	1
7	The evironment is clean	1	2	3	4	5	6	7	-1	0	1
	Other attributes										П
1	Authentic food	1	2	3	4	5	6	7	-1	0	1
2	Reasonable price	1	2	3	4	5	6	7	-1	0	1
3	Authentic environment	1	2	3	4	5	6	7	-1	0	1

Please continue to next page

Please give your evaluations based on your *Recent Dining Experience* at an Indonesian restaurant, for each of the following items: (If **Not Applicable** please continue to next page)

<u>Legend:</u> SD (Strongly Disagree); D (Disagree); SWD (Somewhat Disagree); N (Neutral); SWA (Somewhat Agree); A (Agree); and SA (Strongly Agree)

	(-9),	•					Perceptions				Your Perceptions				
	Constructs	SD	D	SW D	N	SW A	A	SA	IOC	EST					
	Food quality attributes														
1	The food that I tasted was/were delicious	1	2	3	4	5	6	7	-1	0	1				
2	The food that I ordered was visually attractive	1	2	3	4	5	6	7	-1	0	1				
3	The restaurant offered various menu items	1	2	3	4	5	6	7	-1	0	1				
4	The restaurant offered healthy food	1	2	3	4	5	6	7	-1	0	1				
5	The restaurant served fresh food	1	2	3	4	5	6	7	-1	0	1				
	The food temperature was appropriate to the menu	1	2	3	4	5	6	7	-1	0	1				
7	The food was nutritious	1	2	3	4	5	6	7	-1	0	1				
8	The percentage of Halal food was high	1	2	3	4	5	6	7	-1	0	1				
	Service quality attributes		_	_		_	_								
	Employee were friendly or helpful	1	2	3	4	5	6	7	-1	0	1				
	Employess were attentive	1	2	3	4	5	6	7	-1	0	1				
	Employees had knowledge of the menu	1	2	3	4	5	6	7	-1	0	1				
	The food was served as per my order	1	2	3	4	5	6	7	-1	0	1				
	My check was accurately calculated	1	2	3	4	5	6	7	-1	0	1				
	The service were prompt	1	2	3	4	5	6	7	-1	0	1				
7	The service were dependable and consistent	1	2	3	4	5	6	7	-1	0	1				
	Atmospheric related attributes			4											
	The restaurants' interior design and décor was very nice	1	2	3	4	5	6	7	-1	0	1				
	The restaurants' lighting was sufficient	1	2	3	4	5	6	7	-1	0	1				
	The restaurants' played nice music	1	2	3	4	5	6	7	-1	0	1				
	The room temperature was appropriate	1	2	3	4	5	6	7	-1	0	1				
_	The restaurants' aroma was nice	1	2	3	4	5	6	7	-1	0	1				
	The employees were neat and well-dressed	1	2	3	4	5	6	7	-1	0	1				
7	The evironment was clean	1	2.	3	4	5	6	7	-1	0	1				
	Other attributes		4												
-	The food was/were authentic	1	2	3	4	5	6	7	-1	0	1				
2	The price was/were reasonable	1	2 2 2	3 3	4	5 5	6	7	-1	0	1				
3	The environment was authentic	1	Z	3	4	5	6	7	-1	0	1				

Please give your evaluations based on your Recent Dining Experience at an Indonesian restaurant, for each of the following items:

	Constructs	SD	D	SW D	N	SW A	A	SA	100	IOC - TEST	
	Customer perceived value										$\Box$
1	The restaurant offered good value for the price	1	2	3	4	5	6	7	-1	0	1
2	The restaurant experience was worth the money	1	2	3	4	5	6	7	-1	0	1
3	The restaurant provides me great value as compared to others	1	2	3	4	5	6	7	-1	0	1
	Customer satisfaction										
1	I am very satisfied with my overall experience at this restaurant	1	2	3	4	5	6	7	-1	0	1
2	Overall, this restaurant puts me in a good mood	1	2	3	4	5	6	7	-1	0	1
3	I have really enjoyed myself at this restaurant	1	2	3	4	5	6	7	-1	0	1
	Behavioral intentions										$\Box$
1	I would like to come back to this restaurant in the future	1	2	3	4	5	6	7	-1	0	1
2	I would consider revisiting this restaurant in the future	1	2	3	4	5	6	7	-1	0	1
3	I would recommend this restaurant to my friends or others	1	2	3	4	5	6	7	-1	0	1
4	I would say positive things about this restaurant to others	1	2	3	4	5	6	7	-1	0	1
5	I would encourage others to visit this restaurant	1	2	3	4	5	6	7	-1	0	1
6	I would not mind to provide feedback on restaurant service quality	1	2	3	4	5	6	7	-1	0	1
7	I would complaint if service quality does not meet my expectation	1	2	3	4	5	6	7	-1	0	1

Based on your *Recent Dining Experience* at an Indonesian restaurant, please categorize the following items as per their importance level. (If you don't have any experience please answer the question based on your *Expectation* on Indonesian restaurants' service quality).

Please put a thickmark (1) on one column side of the table for each item.

No	Restaurant attributes	Very important	Important	Somewhat important	Least important	100	: TI	EST
1	Food taste					-1	0	1
2	Food presentation					-1	0	1
3	Menu variety					-1	0	1
4	Healthy food options					-1	0	1
5	Food freshness					-1	0	1
6	Appropriate food temperature					-1	0	1
	Food safety					-1	0	1
	Availability of Halal food					-1	0	1
9	Friendly or helpful of employee					-1	0	1
10	Attentive employees					-1	0	1
11	Employees have knowledge of the menu					-1	0	1
12	Served food as ordered					-1	0	1
13	Accurate guest check					-1	0	1
14	Prompt service					-1	0	1
15	Dependable and consistent service					-1	0	1
16	Interior design and décor					-1	0	1
17	Lighting					-1	0	1
18	Music					-1	0	1
19	Appropriate room temperature					-1	0	1
	Aroma				1	-1	0	1
	Neat and well-dressed employees					-1	0	1
	Environmental cleanliness					-1	0	1
	Food authenticity					-1	0	1
	Fair price					-1	0	1
25	Environmental authenticity					-1	0	1

Thank you for your participation.

:) Have a great day! (:

# APPENDIX D LETTER OF CONDUCT RESEARCH

Bangkok Campus: 16 Motorway Rd., Prawet, Bangkok 10250, Thailand Tel: +66 2 7694000; Fax: +66 2 7694099 Hua Hin Campus: 1458 Petchkasem Rd., Cha-Am, Petchburi 76120, Thailand Tel: +66 3 2442322; Fax: +66 3 2442324



2<sup>nd</sup> October 2013

Re: Allowance for the MBA students to conduct research

To whom it may concern,

Stamford international University has been established since 1996 in Cha-am, Petchaburi. Since 2000, we have offered international programmes at our Bangkok Campus, which is now located at Rama IX, Bangkok. The university now provides the students with the Master of Business Administration.

The university would like to ask for your allowance and cooperation to give the MBA students, Miss Franciska Sarah Sylvania student ID no. 012370020, the permission to conduct research on the topic of "the Impact of Perceived Value towards Customer Satisfaction and Customer Intentional Behavior of Indonesian restaurants in Bangkok" under supervised by Dr. Kelvin C.K.Lam

All data gathering during this study will remain confidential, which your name will not be exposed in any circumstance. The Graduate School has approved this project. If you wish, you may request a copy of the summary of findings from the study from the university.

Thank you for your cooperation. Please do not hesitate to contact Stamford International University with any concerns you may have.

Yours sincerely,

Dr Apitep Saekow Dean of Graduate School

Stamford International University

E-mail: apitep@stamford.edu

#### **BIOGRAPHY**

NAME : Franciska Sarah Sylvania

DATE OF BIRTH : 25 September 1987

**EDUCATION** 

HIGH SCHOOL : Major in Social Studies

Stella Duce 1 Catholic Senior High School

Yogyakarta, Indonesia

BACHELOR DEGREE: Bachelor of Economic Majoring in Accounting

Parahyangan Catholic University

Bandung, Indonesia

MASTER DEGREE : Master of Business and Administration

**International Program** 

Stamford International University

Bangkok, Thailand

NATIONALITY : Indonesia

HOME ADDRESS : Grand Diamond Condominium Rm#2407

888/267 Petchburi Road, Patumwan, Ratchatevi

Bangkok, Thailand

10400

EMAIL ADDRESS : franciskasylvania@y7mail.com