

Customer Satisfaction towards Independents and Local Chain Restaurants in Ubud, Bali, Indonesia

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Submission date: 28-Jun-2023 07:12PM (UTC+0700)

Submission ID: 2123919570

File name: ndents_and_Local_Chain_Restaurants_in_Ubud,_Bali,_Indonesia.docx (86.94K)

Word count: 4961

Character count: 28393

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Bali Tourism Institute, Nusa Dua 2017

Abstract

Customer satisfaction plays a pivotal role in the success of restaurant business, whether it is independent or chain restaurant. The objectives of this research were investigating customer satisfaction and the performances of restaurant industry in Ubud tourism resort, Gianyar. Second, based on previous study about factors affect customer satisfaction toward fine dinings and casual restaurants in Seminyak Tourist Area, Bali, this research aimed to investigate the difference variables that affect customer satisfaction between independent and local chain restaurant. 36 performances and 4 satisfaction variables were observed in this research.

The findings of this research were: first, there were 31 variables classified as good and 5 variables were as very good performance, meanwhile all of satisfaction variables were classified as good performance.

Furthermore, discriminant Analysis results shows there were no variable as distinguishing variables affect customer satisfaction between independent and local chain restaurant in Ubud, Bali. All variables showed a tendency to be in similar category that influenced customer satisfaction between independent and local chain restaurant in the resort.

Keywords: Restaurant performances, customer satisfaction, independents and local chain restaurant.

1. Introduction

Customer satisfaction is an important topic for both researchers and managers, because a high level of customer satisfaction leads to an increase in repeat patronage among current customers and aids customer recruitment by enhancing a business's market reputation. The ability to satisfy customers is vital for a number of reasons. Customer satisfaction is defined here in Oliver's (1997) terms: that is the consumer's fulfillment response. It is a judgement that a product or service feature, or the product or

service itself, provide a pleasurable level of consumption-related fulfillment. In other words, it is the overall level of contentment with a service/product experience. Successfully being able to judge customers' satisfaction levels to apply that knowledge are critical starting points to establishing and maintaining long-term customer retention and long-term competitiveness (Henning-Thurau & Klee, 1997). Given the vital role of customer satisfaction, one should not be surprised that a great deal of research has been devoted to investigating the process by which customers form judgements about a service experience.

Customers may view a restaurant product as a quick snack, a night out, a celebration, an indulgent extravagance or an absolute necessity. Cousins, et al, (2002) classified five elements to consider by a restaurant operator, as factor ranking for different meal experiences, such as: atmosphere, food and drink, service, price, and cleanliness & hygiene. Food and beverage operators usually identify service as different service methods, such as silver service, french service, buffet service, cafeteria service, or plate service, from which can be selected the most appropriate service method to meet the demands of their customers: quick service when the customer is in a hurry, slower service for an intimate dinner, and stylish service for customers who want to be entertained, are examples of service methods meeting demand (Cousins, et al, 2002). The intended core, tangible and augmented concepts of the product, considered in the form of benefit to consumer will guide an operator when ranking the meal experience factors in order of priority to consumer. Higher income customers may stick to fine dining because they carry images or meanings that provide social value of them. Fine dining offers elegant atmosphere, elaborate service, various selected menus, cocktails and wines, but higher selling price. In contrast, lower income customer might be more appropriate to explore the price first, then food and drink, cleanliness, service, and atmosphere as the last consideration.

Bali Island (covering an area of around 5.636,66 km²) is one of the Republic of Indonesia province that depends largely its provincial income from tourism. Its tourism industry has been good during last five years. To give a better insight on Bali's tourism growth, the number of direct foreign arrivals from 2011-2014 is presented in Table 1 and top ten direct foreign arrivals in 2105 is presented in Table 2 underneath.

Table 1
Bali's Main Market Tourist Periods of 2011-2014

Country Year	Australian		China		Japan		Malaysian	
	Total	%	Total	%	Total	%	Total	%
2011	790.965	28.69	236.868	8.59	183.284	6.65	169.719	6.16
2012	823.821	28.49	310.904	10.75	191.836	6.63	179.947	6.22
2013	826.385	25.25	387.533	11.82	208.115	6.35	199.232	6.08
2014	991.923	26.33	586.300	15.57	217.402	5.77	225.572	5.99

Bali Tourism Dept. 2015

Through direct tourist arrivals to Bali kept on increasing during 2011 - 2014 years, its main markets are Australian, China, Malaysian, and Japanese.

Table 2
Bali's Top Ten Market Tourist Periods of 2014-2015

Nationality	Rank	2014	Share (%)	2015	Rank	Growth (%)	Share (%)
Australian	1	991.923	26,33	966.869	1	-2.53	24.16
China	2	586.300	15.57	688.469	2	17.43	17.20
Japan	4	217.402	5.77	228.185	3	4.96	5.70
Malaysian	3	225.572	5.99	190.381	4	-15.60	4.76
British	8	127.040	3.37	167.628	5	31.95	4.19
South Korean	6	146.088	3.88	152.866	6	4.64	3.82
Singaporean	5	179.719	4.77	146.660	7	-18.39	3.66
American	10	111.640	2.96	133.763	8	19.82	3.34
French	7	128.350	3.41	131.451	9	2.42	3.28
Taiwan	9	114.504	3.04	124.593	10	8.81	3.11

Bali Tourism Dept. 2016

Chinese, British and American tourist show the significant growth of Bali's top ten tourist market in 2015 which more than 15 % of growth prior to 2014.

Walker (2008:19) classified restaurant into seven (7) groups :

- a. Chain, and franchise restaurant, such as *Mc Donald's, KFC, Union Square Café.*
- b. Quick Service Restaurant (QSR), such as *sandwich, burger, pizza restaurant.*

- c. *Fast Casual Restaurant*, such as ⁶ *Panera Bread, Atlanta Bread Company, Au Bon Pain*.
- d. *Family Restaurant*, such as *Bob Evans, Perkins, Waffle House, Friendly's Steak 'n Shake*.
- e. *Casual Restaurant*, such as *Applebee's, Hard Rock Café, Chili's*.
- f. *Fine Dining Restaurant*, such as ²² *Charlie Trotter's, Morton's The Steakhouse, Flemming's, The Palm, Four Seasons*.
- g. *Other*, such as *steakhouses restaurant, seafood restaurant*.

Independent restaurants in this research were non chain or franchise restaurant, such as QSR, Fast Casual, Casual, and others.

Ubud area, Gianyar Regency is one of the most popular area for dining experience, art and culture based tourism in Bali. Hundreds restaurants, majority casual or independent type restaurants, offers various different products and services to the visitors who visiting this area. There are many local chain restaurants offer memorable dining experiences also here, such as **Coco Bistro, Tropical, Mozaic, Bale Udang, Naughty Nuri's, Bebek Bengil, Bebek Tepi Sawah, Cafe Lotus, Cafe Batan Waru, Warung Ibu Oka, and Ryoshi**.

List of independent restaurant in Ubud are presented in Table 3 underneath.

Table 3
Independent Restaurant in Ubud

Restaurant	Address	Restaurant	Address
Warung Janggar Ulam Urbana	Br Teges, Peliatan	Green Leaf	Jl Hanoman
Warung Kopi Luwak	Jl. Pengosekan	Cafe Angkasa	Jl Dewi Sita
The Sunti Ubud	Jl. Pengosekan	Dian	Jl Dewi Sita
Casa Ganesh	Jl Monkey Forest	Art Cafe	Jl Dewi Sita
Kokokan „Thai Cuisine“	Jl. Monkey Forest	Bali Resto Cafe	Jl Dewi Sita
Cafe ARMA	Jl. Monkey Forest	Baby Face	Jl Dewi Sita
Spaccanapoli Pizzeria	Jl. Monkey Forest	Cafe Wayan	Jl Dewi Sita
Tamas Sari Restaurant	Jl. Monkey Forest	Cinta Grill In	Jl Raya Ubud
Pizza Bagus	Jl. Monkey Forest	Kajane	Jl Raya Ubud
Bebek Crispy Panorama	Jl. Monkey Forest	Bumi Bali	Jl Raya Ubud
Taco Casa	Jl. Monkey Forest	Lamak	Jl Raya Ubud
Kagemusha	Jl. Monkey Forest	Lobong Cafe	Jl Raya Ubud
Uma's	Jl. Monkey Forest	Ibu Rai	Jl Raya Ubud
Mama Mia	Jl. Monkey Forest	Cafe Gayatri	Jl Bisma
Paras Bali Restaurant	Jl. Monkey Forest	Ayu's Kitchen	Jl Bisma
Warung Enak	Jl. Monkey Forest	Oops Rest&Bar	Jl Bisma
Kunang-Kunang	Jl. Monkey Forest	Nomads	Jl Raya Ubud
Nuriani	Jl. Monkey Forest	Warung Schnitzel	Jl Raya Ubud
The Pond	Jl. Monkey Forest	Jendela House	Jl Raya Ubud
Pundi-Pundi	Jl. Monkey Forest	Seniman	Jl Raya Ubud
Indian Cuisine	Jl. Monkey Forest	Warung Lada	Jl Raya Ubud
Siam Sally	Jl. Monkey Forest	Gedong Sisi	Jl Raya Ubud
Petani	24 Monkey Forest	Kedai	Jl Raya Ubud
Ganda Rasa	Jl. Monkey Forest	Laba-Laba	Jl Raya Lungsiakan
China Moon Café	Jl Raya Ubud	Kafe	Jl Sambahan
Chantique	Jl Raya Ubud	Kebun Cafe	Jl Sambahan
Warung Semesta	Jl Raya Ubud	Cafe Bunute	Jl Raya Sanggingan
Bibianu Cafe	Jl Raya Ubud	Tut Mak	Jl Raya Lungsiakan
Sarpino's	Jl Raya Ubud	Juice ja cafe	Jl Hanoman
Coffe Bali Ubud	24aya Ubud	Bamboo Cafe	Jl Hanoman
Maha	Jl Raya Ubud	Kebun Cafe	Jl Hanoman
Icip-Icip	Jl Hanoman	Ary's	Jl Raya Ubud
Warung Bu Nani	Jl Hanoman	Cafe Lotus	Jl Raya Ubud
Indus	Jl Raya Campuhan	Mumbul	Jl Raya Ubud
Warung Pulau Kelapa	Jl Raya Campuhan	The Paon	Jl Raya Ubud
Man Maru Sushi	Jl Raya Campuhan	Miro's Garden	Jl Raya Ubud
Asian warung	Jl Raya Campuhan	Rouge Sushi Bar	Jl Raya Ubud
Cofee Kats	Jl Raya Campuhan	Cafe Des Artistes	Jl Raya Ubud
Adi Asri	Jl Raya Campuhan	Umah Pizza	Jl Raya Ubud
Fly Cafe	Jl Raya Lungsiakan	Nick'Pension	Jl Raya Ubud
Bumbu Bali	Jl. Sambahan	Murni's Warung	Jl Raya Ubud
Queen's India	Jl. Sambahan	The Bridge Cafe	Jl Raya Ubud
Terazo	Jl. Sambahan	Gurihan Barbeque	Jl Raya Ubud
Cafe Eclypse	Jl. Sambahan	Glove & Stone Grill	Jl Raya Ubud
Il Giordano	Jl. Sambahan		

Gianyar Tourism Department (2015)

Knowing what independent and local chain restaurants customers consider when making selection decision and how the satisfaction judgements of each segment evolve during a given service experience, is the ultimate key to accessing new or growing markets and to maintaining repeat business. Oh and Jeong (1996) reported that segment-focused satisfaction analyses provided a clearer understanding of the market and a robust prediction of customer satisfaction. The purpose of this study is to investigate the factors or determinants which are making significant impact on customer satisfaction and the performances of independent and local chain restaurant in Ubud tourism resort.

2. Research Questions

Based on the above discussion on customer satisfaction towards independent and local chain restaurants in Ubud : the following research questions are posed:

- How is the performance of restaurant's products or services in Ubud, Gianyar?
- How is the customer's satisfaction level towards restaurant industry's performances in Ubud, Bali?
- What is the difference variables that affect customer satisfaction towards independent and local chain restaurant in Ubud, Gianyar?

3. Research Objectives

- The objectives of this study are three folds. The first is that this study intends to explore the performance of variables influencing restaurant's customer satisfaction in Ubud, Gianyar. Second, this study aimed to explore the customer's satisfaction level towards restaurant industry's performances. And last, this study also investigates the difference variables that affect customer satisfaction towards independent and local chain restaurant in Ubud, Gianyar.

4. Research Contributions

A thorough understanding and knowledge of the factors that have impact on customer satisfaction are very useful in guiding independent and local chain restaurant's owners and managers in Ubud to design and deliver the right offering and strategies. Also this study would contribute to providing empirical evidence of the difference variables that affect customer satisfaction towards independent and local chain restaurant in Ubud, Gianyar.

5. Related Literature

Qualities of brand characteristics that are offered by company determine the level of customer satisfaction (Khan and Afsheen in Sabir et al., 2014). Customer satisfaction can be defined in terms of meeting the expectation of the customers in terms of parameters associated with satisfaction (Malik and Ghaffor in Sabir et al., 2014). Customer final pleasure may have significant affect connected with atmosphere. Bodily atmosphere with the dining places have the significant effect on the client pleasure (Lim, 2010).

A restaurant is a for-profit foodservice operation whose primary business involves the sale of food/beverage products to individuals, and small groups of guests” Ninemeier & Hayes (2006:11). Customer satisfaction of a restaurant indicates by any guest’s comment with good references, such as satisfied with dining experience, would return to the restaurant in the future, would recommend to others, and service quality was excellent (Andaleeb and Conway, 2006). Restaurant industry has four general segments according to the service customer receive: full service, quick service, eating and drinking place and retail host (Ban, 2012). Fine dining restaurants are full-service restaurants with an upscale menu and extensive beverage offerings. The restaurants generally have a more sophisticated décor and ambiance, the wait staff is usually highly trained and often wears more formal attire, and there is often a dress code for patrons. Local chain restaurants are generally classified as local owning brands of restaurant, which operate some restaurants in different area. Local chain restaurants shown rapid growth in the last decade in Bali.

Restaurants are, however, primary retailers of ‘fooservice experiences’. The food plays a key but by no means the only part (Robson, 1999). Previous studies reported that restaurant service were a blend of tangible and intangible components. They are subjectively experienced processes where production and consumption activities take place simultaneously.

Customer satisfaction in restaurant industry affected by many dimensions, such as: Food Quality, Service Quality, Ambiance, Convenience, and Overall/everything included, (Dogdubay dan Avcikurt, 2008); Responsiveness/service quality, Food

Quality/reliability, Physical Design, and Price, (Andaleeb and Conway, 2006); Place/ambience, Food quality, and Service quality (Abdullah and Rozario 2009); Competitive Location, Prices, Food Quality; and Customer Service (Pun and Ho in Abdullah and Rosario, 2009); First & Last Impressions, Service Excellence, Ambiance Excellence, Food Excellence, Feeling Comfortable Eating There, and Reservation & Parking (Kivela, et al., 2000); price, location, theme/ambience, service level, cuisine, and style, while prestige, friendliness of waiting staff, quality of food, dan ambience are the most important attributes (Kivela, 1997); sevice quality, food quality, price, clean and dry (Gupta, et all, 2007).

Food quality or reliability consists of many attributes, such as: garnished food, nutritional/healthy food, tasty food, variety of menu, fresh food, proper food temperature, and consistent standard (Dogdubay dan Avcikurt, 2008); exact order, order error free, fresh food, right food temperature (Andaleeb and Conway, 2006); food taste, food presentation, serving temperature (Abdullah dan Rozario, 2009); food temperature, food presentation, food taste, and food portion (Gupta, et all., 2007).

⁴³ An important factor driving satisfaction in the service environment is service quality. Service quality or responsiveness in a restaurant industry consists of: friendly/polite/ helpful staff, knowledgeable staff, speed of service, service style, consistent standard, professional staff (Dogdubay dan Avcikurt, 2008); ³⁰ attentive, helpful, prompt, neat appearance, understood needs, courteous, knowledge of menu (Andaleeb and Conway, 2006); promptly/friendly staff, appearance of staff, seated quickly, prompt ordertaking, correct order (Gupta, et all., 2007); ³⁴ quickness of correcting problems, reliability of information provided, politeness/friendliness/helpfulness, dining privacy (Abdulah and Rosario, 2009)

¹⁵ Restaurant ambience consists of brand name/fame, overall comfort, quite atmosphere, view from restaurant, overall cleanliness, privacy, appearance of the restaurant, appearance of the staff, appearance of the other customer, temperature of the restaurant, background music, (Dogdubay and Avcikurt, 2008); ²⁹ comfort of the place, noise level, appearance of restaurant, temperature, cleanliness, layout of furniture (Abdullah and Rosario, 2009), meanwhile, a restaurant convenience's indicators consists of location, ease of reservation, ease of parking, overall timing, children friendliness,

promotions/coupon, price/value for money (Dogdubay and Avcikurt, 2008). Physical design and appearance of a restaurant attribute consists of lighting appropriate, adequate parking, clean, décor appealing (Andaleeb and Conway, 2006). Price as a dimension of satisfaction indicator consists of expensive, paid more than planned (Andaleeb and Conway, 2006); promotions/coupon, price/value for money (Dogdubay and Avcikurt, 2008) and special discount (Moschis, et al. 2003).

Arcana & Sudiksa (2016) reported the difference variables that affect customer satisfaction towards casual and fine dining restaurant in Seminyak Tourist Resort, Bali consisted of four variables such as consistent standard, quite atmosphere, restaurant brand name/fame, and location; *where*, consistent standard was the most important variable which affect customer satisfaction between casual and fine dining restaurant. Furthermore, the results of study by Arcana & Sudiksa revealed 6 variables which affect customer satisfaction tend to be in same category such as: speed of service, service style, professional staff, appearance of the staff, lighting appropriate, and background music.

6. Research Methode

To answer the research question posed in the previous page primary data are needed. A questionnaire was developed for the research. The questionnaire consists of three constructs. The first one is demographic; the second is satisfaction indicator, and the last one is restaurant performance and ratings. It comprised of 36 performance evaluation items and ratings, and 4 satisfaction level items on overall dining experiences. The questionnaires were distributed Ubud area for twelf consecutive weeks from August to Oktober 2016. The data was collected from 11 independent and 11 local chain restaurants. There were 200 questionnaires should be completed by restaurant's customers. The respondents were first required to indicate the satisfaction level, and then the restaurant performance when selecting a restaurant in this tourist area. A five-point labelled Likert-type scale was used. First, respondents were required to give a rating between 1 = strongly dissatisfied and 5 = strongly satisfied for each of the satisfaction attributes. Respondents were then required to assess the performance of restaurant services on five-point differential scale to give rating between 1 = very bad and 5 = very good for each of the attribute variables included in the questionnaire. And last, respondents were required to assess the degree of important of each service

performance attributes also on five-point differential scale to give rating between 1 = not important at all and 5 = very important. To measure customer satisfaction, variables and indicator of any previous study and literature were used such as study by Cousins (2002), Dogdubay dan Avcikurt (2008), Andaleeb dan Conway (2006), Kivela, Inbakaran, dan Reene (2000).

List of factors and variables of restaurant performances are presented in Table 3 underneath.

Table 4
Restaurant Performances Evaluation

No	Variables	Indicators
1	<i>Food Quality (reliability)</i>	<ol style="list-style-type: none"> 1. <i>Food presentation&garnished (x1)</i> 2. <i>Nutritional/healthy food (x2)</i> 3. <i>Tasty food (x3)</i> 4. <i>Variety menu (x4)</i> 5. <i>Fresh food (x5)</i> 6. <i>Proper food temperature x6)</i> 7. <i>Consistent standard (x7)</i>
2	<i>Service Quality (responsiveness)</i>	<ol style="list-style-type: none"> 1. <i>Friendly/polite/ helpful staff (x8)</i> 2. <i>Knowledgeable staff (x9)</i> 3. <i>Speed of service (x10)</i> 4. <i>Service style (x11)</i> 5. <i>Consistent standard (x12)</i> 6. <i>Professional staff (x13)</i>
3	<i>Brand</i>	<ol style="list-style-type: none"> 1. <i>Restaurant Brand chain/fame (x14)</i> 2. <i>Popularity of chef, manager, staff (x15)</i> 3. <i>Popularity of menu icon (x16)</i>
4	<i>Convenience</i>	<ol style="list-style-type: none"> 1. <i>Overall comfort (x17)</i> 2. <i>Quite atmosphere (x18)</i> 3. <i>Privacy (x19)</i> 4. <i>Temperature of the restaurant (x20)</i> 5. <i>Opening hours (x21)</i>
5	<i>Ambiance</i>	<ol style="list-style-type: none"> 1. <i>View from restaurant (x22)</i> 2. <i>Overall cleanliness (x23)</i> 3. <i>Toilet (x24)</i> 4. <i>Appearance/decor of the restaurant (x25)</i> 5. <i>Appearance of the staff (x26)</i> 6. <i>Appearance of the other customer (x27)</i> 7. <i>Lighting appropriate (x28)</i> 8. <i>Background music (x29)</i> 9. <i>Location (x30)</i> 10. <i>Ease of reservation (x31)</i> 11. <i>Ease of parking (x32)</i>
6	<i>Price</i>	<ol style="list-style-type: none"> 1. <i>Price/value for money (x33)</i> 2. <i>Paid more than planned (x34)</i> 3. <i>Credit card acceptance (x35)</i> 4. <i>Happy hours (x36)</i>

Sources: Cousins (2002), Dogdubay dan Avcikurt (2008), Andaleeb dan Conway (2006), Kivela, Inbakaran, dan Reene (2000), Moschis, et all. (2003).

A discriminant analysis was used in this study to predict the probability of any object which has two or more different group category. Discriminant analysis is a statistical analysis to predict a categorical dependent variable (called a grouping variable). This method allows company to decide whether an element belongs or doesn't belong to the advance set group which is not always simple and clear (Kocisova and Misankova, 2013). To measure the different group category, first the Wilks' Lambda score should be determine with formula (m = 36):

$$\lambda = \frac{\text{Within -group SS/ (N-1)}}{\text{between-group SS/ (k-1)(m-1) + within-group SS/ (N-1)}} \dots\dots\dots (1)$$

$$\lambda = \frac{[\sum X^2 - \Sigma(T^2/n) / (N-1)]}{[\Sigma(T^2/n) - (\Sigma X)^2 / N (k-1) (m-1) + [\sum X^2 - \Sigma (T^2 / n)] / (N-1)]} \dots\dots\dots (2)$$

Where :

- X = data of each sample
- T = data summary of each group
- n = number of sample of each group
- N = number sample
- k = number of group
- m = number of choosen variable

Second, obtain the variable which has the smallest wilks'lambda value, and then calculate the F value to analyse (F to enter), with formula :

$$F = \frac{\text{between-groups SS / (k-1 (m - 1))}}{\text{Within-groups SS / (N-1)}} \dots\dots\dots (3)$$

Last, analyse the F value changed (F to remove), with formula:

$$F_{\text{change}} = \{(n-g-p) (1- \lambda_p + 1/\lambda_p)\} / \{(g-1) (\lambda_p + 1/\lambda_p)\} \dots\dots\dots (4)$$

To measure the customer satisfaction level and the degree of importance of each attribute, the range of each value level then classified as five class, such as : very bad

(range of 1.00- 1.80); bad (1.81 – 2.60); neutral (2.61 – 3.40); good (3.41 – 4.20); and very good (4.21 – 5.00).

To give a better insight on this study, a framework concept then developed as figure underneath:

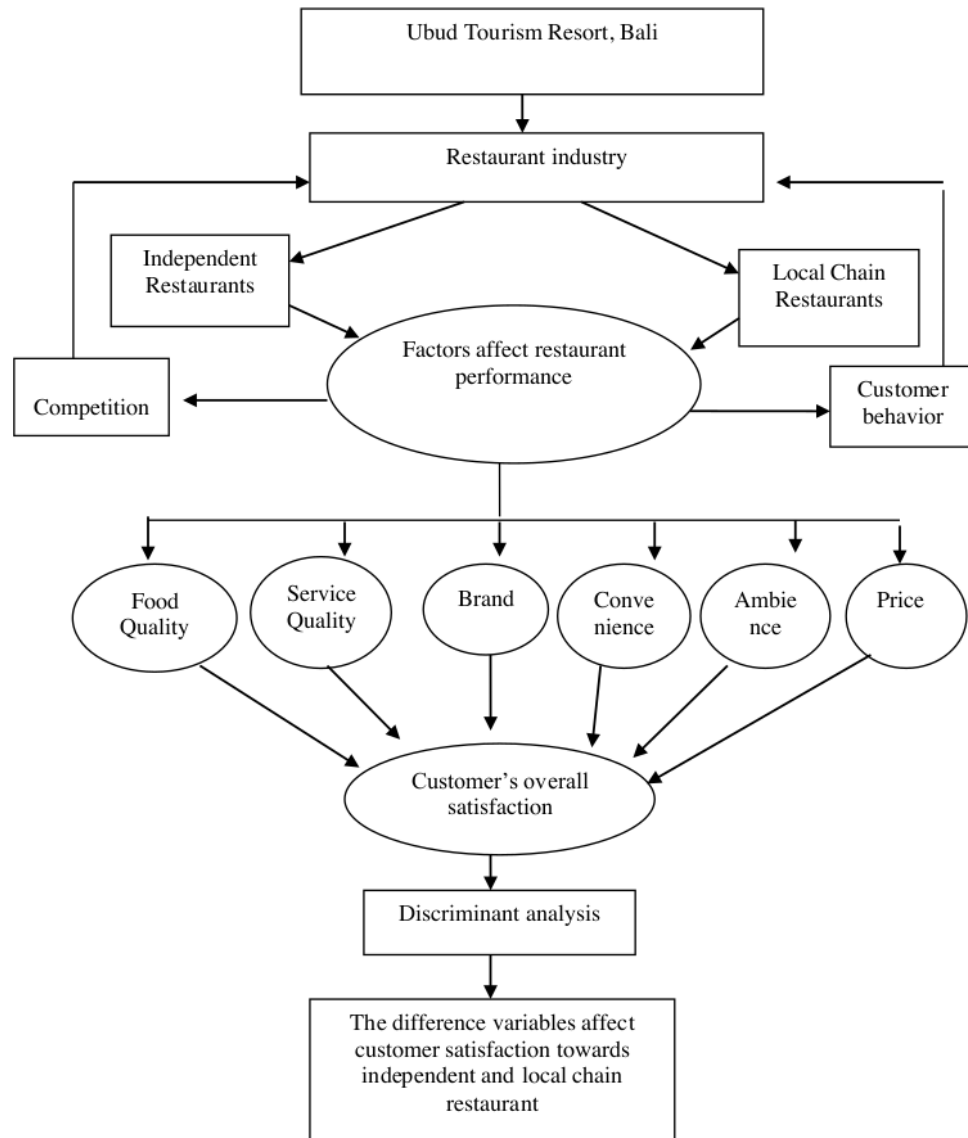


Figure 1. Research Model

7. Empirical Results

Respondent characteristics

144 questionnaires were fully completed by respondents. All this questionnaires collected from 200 questionnaires needed. Results of survey conducted shows ⁴⁵ the demographic structures of the respondents as presented in table 5 below.

Table 5
Demographic structure of respondents (N =144)

Demographic	Respondents	Percent
1. Age group		
• Under 25 years	36	25.00
• 25-39	64	44.44
• 40-55 years	39	27.08
• Over 56 years	4	2.78
	144	100.00
2. Gender		
• Male	80	55.55
• Female	64	44.45
	144	100.00
3. Country of origin		
• Australia	33	22.92
• Holland	12	8.33
• England	10	6.94
• Germany	10	6.94
• USA	9	6.25
• Malaysia	6	4.16
• Singapore	8	5.55
• Japan	19	13.19
• France	8	5.55
• Others	29	20.14
	144	100.00
4. Occupation		
• Employee	58	40.28
• Prossesional	36	25.00
• Entrepreneur	19	13.19
• Student	24	16.67
• House wife	5	3.47
• Retired	2	1.39
	144	100.00
5. Purpose of visit		
• Holiday	105	72.92
• Honeymoon	8	5.55
• Business & working	11	7.64
• Study	11	7.64
• Others (visit friends & relative)	9	6.25
	144	100.00

Validity test with SPSS 17.00 shows the minimum value of (R_i) is 0.490 and maximum value is 0.787, meanwhile reliability test value ($\hat{\alpha}$) is 0.717 and maximum value is 0.812.

8. Restaurant performances and customers satisfaction

The customers evaluation of dining experiences shown in Table 6 and 7 below.

Table 6
Restaurant Performances Evaluation

No	Variables	Indicators	Means	Performance
1	<i>Food Quality (reliability)</i>	<ol style="list-style-type: none"> 1. <i>Food presentation&garnished (x1)</i> 2. <i>Nutritional/healthy food (x2)</i> 3. <i>Tasty food (x3)</i> 4. <i>Variety menu (x4)</i> 5. <i>Fresh food (x5)</i> 6. <i>Proper food temperature x6)</i> 7. <i>Consistent standard (x7)</i> 	4.11 4.10 4.25 4,24 4.22 4.01 4.15	40 good good very good very good very good good
2	<i>Sercice Quality (responsiveness)</i>	<ol style="list-style-type: none"> 1. <i>Frendly/polite/ helpful staff (x8)</i> 2. <i>Knowledgeable staff (x9)</i> 3. <i>Speed of service (x10)</i> 4. <i>Service style (x11)</i> 5. <i>Consistent standard (x12)</i> 6. <i>Professional staff (x13)</i> 	4.30 4.09 4.09 4.10 4.10 4.07	very good good good good good good
3	<i>Brand/Popularity</i>	<ol style="list-style-type: none"> 1. <i>Restaurant Brand name/fame (x14)</i> 2. <i>Popularity of chef, manager, staff (x15)</i> 3. <i>Popularity of entertainment group (x16)</i> 	4.07 3.67 3.67	good good good
4	<i>Convenience</i>	<ol style="list-style-type: none"> 1. <i>Overall comfort (x17)</i> 2. <i>Quite atmosphere (x18)</i> 3. <i>Privacy (x19)</i> 4. <i>Temperature of the restaurant (x20)</i> 5. <i>Opening hours (x21)</i> 	4.07 4.03 3.75 3.83 4.03	good good good good good
5	<i>Ambiance</i>	<ol style="list-style-type: none"> 1. <i>View from restaurant (x22)</i> 2. <i>Overall cleanliness (x23)</i> 3. <i>Toilet (x24)</i> 4. <i>Appearance/decor of the restaurant (x25)</i> 5. <i>Appearance of the staff (x26)</i> 6. <i>Appearance of the other customer (x27)</i> 7. <i>Lighting appropriate (x28)</i> 8. <i>Background music (x29)</i> 9. <i>Location (x30)</i> 10. <i>Ease of reservation (x31)</i> 11. <i>Ease of parking (x32)</i> 	3.97 4.13 4.06 4.17 3.94 3.85 4.01 4.02 4.24 3.92 3.69	32 good good good good good good good good very good good good
6	<i>Harga (Price)</i>	<ol style="list-style-type: none"> 1. <i>Price/value for money (x33)</i> 2. <i>Paid more than planned (x34)</i> 	3.92 3.76	good good

	3. Credit card acceptance (x35)	3.71	good
	4. Happy hours (x36)	4.12	good

The average (means) of restaurant performance was 3.75 (good) while average degree of important was 3.95 (good).

Table 7
Customer Satisfaction Evaluation

No.	Satisfaction Indicators	Means	Performance
1	Customer overall satisfaction.	4.06	good
2	Customer loyalty to revisit to this restaurant.	4.14	good
3	Customer memories about the restaurant	4.28	good
4	Customer willingness to recommend restaurant to friends	3.99	good

Furthermore, customer satisfaction level noted at 4.12 (good) in average.

9. Discriminant Analysis

Based on discriminant analysis, test of equality of group means shown underneath.

Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
Performance	1.000	.000	1	142	.991
Degree Of Important	1.000	.057	1	142	.812
SATISFACTION	.995	.754	1	142	.387

If Wilks' Lambda value getting close to "0", it means the variables of each group (independent and local chains) tend to be in different category. Conversely, if Wilks' Lambda value getting close to "1", it means the variables of each group tend to be in same category.

If "F" value getting bigger, it means variables affect satisfaction between two groups getting difference, with references as follows:

- if Sig. > 0.05; mean there was no difference within variables that affect customer satisfaction between two groups of restaurant.
- if Sig. < 0.05; mean there was differences within variables that affect customer satisfaction between two groups of restaurant.

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Group Statistics

Y		Mean	Std. Deviation	Valid N (listwise)	
				Unweighted	Weighted
INDEPENDENT RESTAURANT	Performance	3.7496	.59277	72	72.000
	Degree Of Important	3.9335	.85367	72	72.000
	SATISFACTION	4.0521	.94472	72	72.000
LOCAL CHAIN RESTAURANT	Performance	3.7507	.61205	72	72.000
	Degree Of Important	3.9679	.88283	72	72.000
	SATISFACTION	4.1840	.87713	72	72.000
Total	Performance	3.7501	.60038	144	144.000
	Degree Of Important	3.9507	.86550	144	144.000
	SATISFACTION	4.1181	.91077	144	144.000

Based on Group Statistics Table, the performance of restaurant indicator of Independent restaurant was 3.7496 (good) meanwhile, performance of Local Chain Restaurant was 3.7507 (good). Degree of important level of both two groups also showed the same category (3.9335 for independent and 3.9679 for local chain). In addition, satisfaction level of Local Chain Restaurants were 4.1840, higher than Independent Restaurants (4.0521).

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Box's Test of Equality of Covariance Matrices

Log Determinants

Y	Rank	Log Determinant
INDEPENDENT RESTAURANT	3	-1.568
LOCAL CHAIN RESTAURANT	3	-1.798
Pooled within-groups	3	-1.644

The ranks and natural logarithms of determinants printed are those of the group covariance matrices.

Test Results

Box's M		5.483
F	Approx.	.893
	df1	6
	df2	146093.9
	Sig.	.499

26
Tests null hypothesis of equal population covariance matrices.

Summary of Canonical Discriminant Functions

Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.006 ^a	100.0	100.0	.077

a. First 1 canonical discriminant functions were used in the analysis.

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.994	.826	3	.843

Wilk' Lambda Table shows Chi-Square Value at 0.994 with Sig. 0.843, which describe the behavior of customers between two groups category were in same category.

Standardized Canonical Discriminant Function Coefficients

	Function
	1
Performance	-.327
Degree Of Important	.099
SATISFACTION	1.030

Structure Matrix

	Function
	1
SATISFACTION	.949
Degree Of Important	.260
Performance	.012

Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions. Variables ordered by absolute size of correlation within function.

Unstandardized Canonical Discriminant Function Coefficients

	Function
	1
Performance	-.543
Degree Of Important	.114
SATISFACTION	1.130
(Constant)	-3.068

Unstandardized coefficients

Unstandardized Canonical Discriminant Functions at Group Centroids

Y	Function
	1
INDEPENDENT RESTAURANT	-.076
LOCAL CHAIN RESTAURANT	.076

Unstandardized canonical discriminant functions evaluated at group means

Group Centroids describe mean of discriminant value of each observation in each group. Value of Group Centroids of independent restaurant is -0.076, meanwhile Group Centroids of local chain is 0.076. This means the discriminant score of both groups were in same characteristics.

Classification Statistics

Classification Processing Summary

Processed		244
Excluded	Missing or out-of-range group codes	0
	At least one missing discriminating variable	100
Used in Output		144

Prior Probabilities for Groups

Y	Prior	Cases Used in Analysis	
		Unweighted	Weighted
INDEPENDENT RESTAURANT	.500	72	72.000
LOCAL CHAIN RESTAURANT	.500	72	72.000
Total	1.000	144	144.000

Classification Function Coefficients

	Y	
	INDEPENDENT RESTAURANT	LOCAL CHAIN RESTAURANT
Performance	8.243	8.160
Degree Of Important SATISFACTION	3.656	3.673
(Constant)	-28.267	-28.735

Fisher's linear discriminant functions

10. Conclusion

First, the results showed that restaurant's performances and customer satisfaction level in Ubud Tourist Resort area were categorized as in good performances. Second, the behavior of customers between two groups category were tend in same category. Because of the discriminant score of both groups were tend in same characteristics so there were no difference variables affect customer satisfaction towards Independents and Local Chain Restaurants in Ubud, Bali. Thirds, the results show that the previous study reported by Arcana & Sudiksa (2016) were in contrast with the result of this study, where the same indicators applied to measure the difference indicators affect independent and local chains restaurant. Restaurant customers viewed attribute of local chain and independent restaurants has similar value. On the other hand, restaurant customers viewed attribute of fine dining and casual restaurant has different value, especially in consistent standard, quite atmosphere, restaurant brand name/fame, location.

11. Limitation of the study

Only 144 questionnaires were collected from minimum 200 advisable questionnaires needed to fit the model. This study analyzed the difference factors affect customer satisfaction between independent and local chain restaurant only. Others phenomenas such as the relationship between respondent's income, buying power, behaviors, age, and purchase intention between independent and local chain restaurant didn't analyze in this study. To enrich the results of the study on the difference characteristics between independent and local chain restaurant, further research is strongly sugested.

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