ENHANCING CUSTOMER'S SATISFACTION BY USING QUALITY FUNCTION DEPLOYMENT

A Case of Marga Jaya Restaurant

By
Shanti Pujilestari
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Supervisors:

Prof.Dr.Ir.Hj. Giyatmi Irianto, M.Si
Ismayanti Istanto, M.Sc

SEKOLAH PASCASARJANA
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Title : Enhancing Customer's Satisfaction by Using Quality Function Deployment; A Case of Marga Jaya Restaurant, Bekasi

Name : Shanti Pujilestari

NIRM : 2006.2.113.8.034

Program : Post Graduate Program at Magister Management in Tourism

Approved by

Committee of Advisor:

Advisor II

Ismayanti Istanto, M.Sc

Advisor I

Prof.Dr.Ir.Hj. Giyatmi Irianto, M.Si

Acknowledged by:

Chairman of Magister Management Program

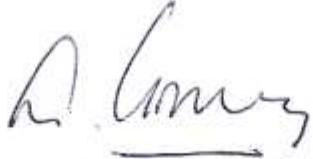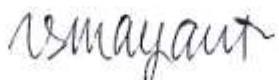Dr.Ir. Kohar Sulistyadi, MSIE

Director of Sekolah Pascasarjana USAHID

Dr.Ir. Budiarto Subroto, DEA

i

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Program : Post Graduate Program at Magister Management in Tourism

Authentication Signature

Chairman of Examiner :

(Dr. M.Yuwana Mardjuka, M.Si)

Prime Examiner :

(Prof.Dr.Ir.Hj. Giyatmi Irianto, M.Si)

Member of Examiner :

(Ismayanti Istanto, M.Sc)

Graduated on November 24, 2008

ii

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Approved by

Committee of Advisor:

Advisor II   Advisor I

Ismayanti Istanto, M.Sc   Prof.Dr.Ir.Hj. Giyatmi Irianto, M.Si

Acknowledged by:

Chairman of Magister Management Program   Director of Sekolah Pascasarjana USAHID

Dr.Ir. Kohar Sulistyadi, MSIE   Dr.Ir. Budiarto Subroto, DEA

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                                 (Ismayanti Istanto, M.Sc)

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ABSTRACT

Research on service quality and customer satisfaction has become significant in the hospitality industry. Nonetheless, most previously proposed or introduced research paradigms have focused exclusively on customer without equally emphasizing the intra-organizational service generation and delivery process. On the other hands, with increasing market competition, it is not sufficient for organizations to rely solely on continuous improvement in order to maintain and develop their competitive edge. There is a need to begin a strategic move towards innovation. QFD as one of the research methodology aims to help organizations to evaluate customer satisfaction, to guide improvement efforts in strengthening their weak attributes and to expedite the development of innovative services through the identification of attractive attributes and embedding them into future services. With applying QFD method to analyze Marga Jaya case study, this study has several objectives, which are: identifying concrete importance structure of customer needs / expectation that are provided by the House of Quality, identifying company's current service performance or capability to satisfy the customer needs compared to that of its key competitors, proposing the prioritized activities in achieving the customer's satisfaction. From the customer's expectation side, the three experts in this study proposed that sundanese specialty, employee's friendliness and hospitality, and sundanese atmosphere are the highly expected attributes by customers beating another 21 service and product quality attributes. Overall, Marga Jaya restaurant has already fulfilled its customer's expectation except on the 6 attributes (employees friendliness and hospitality, employees' ability in describing the products, employees' responsiveness in answering the customer's questions, employees cleanliness and tidiness, toilet and handwash tap, and interesting food appearance) that have to be improved. From the total of 24 attributes, Marga Jaya has similar performance with its competitor in terms of 18 attributes. Yet, Marga Jaya showed worse performance than its competitor in terms of employee's ability in describing products, employee's responsiveness in answering customer's questions, employees cleanliness and tidiness, and toilet & handwash tap. On the other hands, Marga jaya showed its better performance compared with its competitor in terms of sundanese atmosphere, employees and customer relationship, and wide parking area. The House of Quality (HOQ) also showed that serving as one of the restaurant's activities has to be prioritized in order to achieve restaurant's competitive advantage.

Key words: Food tourism, restaurant, service and product quality, customer's satisfaction, customer's expectation, Quality Function Deployment.

ABSTRAK

Penelitian-penelitian dalam bidang kualitas pelayanan dan kepuasan konsumen memegang peranan yang penting dalam industri pariwisata dan hospitalitas. Walaupun demikian, sebagian besar penelitan sebelumnya tersebut hanya fokus mengkaji konsumen tanpa diiringi dengan menitikberatkan pada internal organisasi dan proses penyampaian pelayanan. Di sisi lain, seiring dengan meningkatnya persaingan dalam industri terkait, tidaklah cukup bagi sebuah organisasi atau perusahaan mengandalkan hanya pada proses mempertahankan dan membangun daya saing saja. Oleh karena itu, kebutuhan untuk membuat kajian yang lebih kepada penyusunan strategis dinilai harus dijawab. *Quality Function Deployment* (QFD) sebagai sebuah metodologi penelitian yang tidak hanya membantu untuk melakukan evaluasi terhadap kepuasan konsumen, tetapi juga memberikan sebuah panduan bagi usaha-usaha dalam melakukan perbaikan terhadap elemen-elemen yang merupakan kelemahan bagi perusahaan dan membantu menemukan cara mengembangkan inovasi pelayanan yang menarik bagi pengembangan pelayanan di kemudian hari. Dengan mengaplikasikan metode QFD pada kasus restoran Marga Jaya, penelitian ini memiliki beberapa tujuan, yakni diantaranya adalah : mengidentifikasi kebutuhan konsumen yang berupa tingkat pengharapan konsumen yang dipresentasikan oleh rumah kualitas, mengidentifikasikan performa pelayanan restoran Marga Jaya saat ini dalam hal memenuhi harapan-harapan konsumen jika dibandingkan dengan performa restoran pesaing, dan mencoba menemukan hal-hal apa saja yang harus diprioritaskna untuk meningkatkan kepuasan konsumen terhadap restoran Marga Jaya. Dari sisi pengharapan konsumen, 3 orang ahli dalam penelitian ini memberikan penilaian bahwa kekhasan rumah makan sunda, keramah tamahan pelayan dan atmosfer sunda dianggap sebagai tiga attribute teratas yang memiliki tingkat pengharapan besar dari konsumen jika dibandingkan dengan 21 atribut pelayanan lainnya. Secara keseluruhan, restoran Marga Jaya telah memenuhi pengharapan konsumen terkecuali pada 6 atribut dimana konsumen merasa tidak terpuaskan yakni pada keramah tamahan pelayan, kemampuan pelayan dalam menjelaskan produk, kecepatan merespon pelayan dalam hal menjawab pertanyaan-pertanyaan konsumen, kebersihan pelayan, kebersihan kualitas kamar kecil dan daya tarik tampilan makanan, dimana atribut-atribut tersebut harus segera ditingkatkan. Dari total 24 atribut, performa restoran Marga Jaya memiliki persamaan level dengan performa restoran pesaingnya dalam hal yang menyangkut 18 atribut. Namun, Marga Jaya memiliki performa yang kurang baik jika dibandingkan dengan restoran competitor dalam hal kemampuan pelayan dalam menjelaskan produk, daya respon pelayan dalam menjawab pertanyaan-pertanyaan konsumen, kebersihan dan kerapian pelayan, dan kualitas dari fasilitas kamar kecil. Di sisi lain, Marga Jaya menunjukan performa yang lebih baik jika dibandingkan dengan restoran pesaing dalam hal atmosfir sunda, keakraban yang terjalin diantara konsumen dengan pelayan dan luasnya tempat parkir. Rumah Kualitas juga menunjukkan bahwa proses pemberian pelayanan yang merupakan salah satu aktifitas di restoran, harus diprioritaskan dalam rangka meningkatkan daya saing dari restoran Marga Jaya.

Kata kunci: Wisata kuliner, restoran, kualitas layanan dan produk, kepuasan konsumen, harapan konsumen , *Quality Function Deployment*.

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DEDICATION

This thesis is dedicated to my lovely Baby, this thesis will be a memory in waiting for your existence.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

I. Introduction

1.1 Introduction

Restaurant industry is identified as one of the growing industry and has sustainable demands as it is one of food industry chain and strongly correlated with basic need of human being which is need of food. Yet, in its further stage, restaurants are not only play a role as a place for fulfilling the need of food, it is also a place to release, relax, and socialization.

Besides fulfilling the basic need of human being, eating out has become a way of life for families in this modern society. In recent years, a buoyant economy has given us higher disposable incomes, which allows more meals away from home (Walker & Lundberg, 2001). According to Powers (1995) food service is a basic part of the North American way of life. Americans spend nearly half of their food budget (43.5 %) on food away from home. Most of that amount is spent in commercial restaurants. A large percentage of North Americans and roughly half the population eat in a restaurant at least once in any given month.

According to Brymer (2000), this way of life is also forced by a practice habit, people have less time to prepare meals. As the consequences, restaurants as a part of culinary tourism are absolutely forced to give their best services in order to increase and maintain their competitiveness. Services and food as restaurant's main product are certainly being the crucial point and one of the feedbacks to measure these items is to identify the customer's satisfaction and expectation level.

As a restaurant that is located in Bekasi, West Java, Marga Jaya Restaurant offers sundanese food concept and it has to create customer's loyalty with giving satisfaction to the customers through product and service quality development. Therefore, the success of a restaurant is depends on its customers and its capability in giving satisfaction with fulfilling the customers needs and wants. .

Studying and understanding what the customer's needs and wants is a difficult task. Furthermore, a measurement and tool is needed in accurately capturing what the customer needs towards the company's product and determining aspects that have to be a company's priority in understanding the customer needs and their expectation. One of the tools for solving these problems is Quality Function Deployment or QFD (Gasperz, 2001). QFD is able to translate the satisfaction measurement of customers and suggest the solution for the company in order to enhancing sustainable product development.

1.2 Reason in choosing Marga Jaya Restaurant as Case Study

A competition context is highly correlated with this study's reason in choosing Marga Jaya Restaurant the case study in this research. Marga Jaya Restaurant is on of restaurants that are located in Bekasi, West Java. According to The Restaurant Competition Map (BAPENDA Bekasi), Marga Jaya Restaurant is located at "Orange Area". It means that this restaurant is located in highly competitive area. In line with the context, this study with using QFD method is applicable in such away that competition atmosphere is the location needs an identification of crucial attribute that have to be improved.

1.3 Problems Statement

1. What concrete importance structure of customer needs / expectation that are provided by the House of Quality?

2. How the company's current service performance or capability to satisfy the customer needs compared to that of its key competitors?

3. What are the prioritized activities and attributes in achieving the customer's satisfaction?

1.4 Aim of the Research.

1. Identifying the importance structure of customer needs / expectation that are provided by the House of Quality

2. Analyzing company's current service performance or capability to satisfy the customer needs compared to that of its key competitors?

3. Identifying the prioritized activities and attributes in achieving the customer's satisfaction?

1.5 Significance of The Research

1. This research paper is hopefully able to give contributions to the industry in order to identify its consumer behavior.

2. This research paper is hopefully able to contribute concepts to developing and enriching previous studies.

1.6 Flow of Thinking

From the previous statements in this chapter, finally this part tries to construct the concept into the flow of thinking figure that shown below:
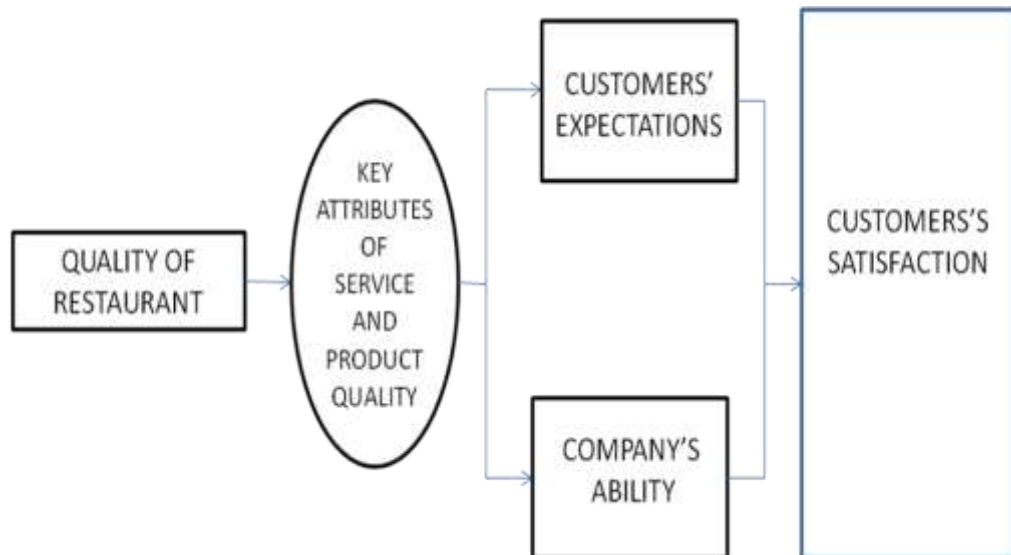
Figure 1. Flow of Thinking

1.7. Limitation of the Research

1. There were three customer expert on this research. This determination is very close to data bias due to their capability in representing restaurant business point of view rather than the customers in general.

2. The element of services and products quality factors were determined by using closed questions, although expert are able to add it with the open ended questions. Yet, in fact that those experts added it reluctantly.

II. Conceptual Framework

2.1 Food / Culinary Tourism

Fundamentally, the tourism study is a multidisciplinary study that is able to be learn from any perspectives. Food / culinary tourism for instance, is one part of the big picture of tourism and hospitality studies. By its portion in giving the leisure and sense of hospitality, food / culinary tourism has been considered as a special interest in tourism.

Yet, there are hesitancies from several perspectives toward food studies in tourism and hospitality due to the overlapping concept of food tourism with another study, for instance, food engineering. Therefore, in this part of the study, this paper tries to explain food as a part of special interest of tourism and hospitality with exploring the food study from tourism and hospitality theories and concepts. It is also tries to illuminate the domain of this research.

Long (1998) uses an anthropological perspective and defines culinary tourism as "…an intentional, explanatory participation in the food ways of an 'other' participation including the consumption of a food item, cuisine, meal system, or eating style considered as belonging to a culinary system not one's own". Other that mentioned above meant the culture, region, time, ethos or religion and socio-economic class.

This concept analyzing food as a part of culture that related to religions, social status, etc. it shows that food and the way people eat in culinary is an attractiveness for

people who come from different region and culture. On the other words, food is able to be considered as a culture attraction. Food has also become recognized as being expressive of identity and culture and is therefore an important component of cultural and heritage tourism (Bessiere, 1998; Cosack, 2000; Ritchie and Zins 1978 cited by Hall etc., 2003).

Hall and Mitchell (2001) defined food tourism as visitation to primary and secondary food producers, food festivals, restaurants and specific locations for which food tasting and / or experiencing the attributes of specialist food production region are the primary motivating factor for travel.

With only about 200 revolving restaurants in the world it is perhaps not surprising that they have become a significant tourist attraction in their own right. Many people do find the attractive and plan specific visits to cities that have revolving restaurants. To understand their appeal, one must now look to Asia, Africa and the Middle East, where the revolving restaurant is still seen as a sign of progress-an emblem of prosperity, not kitsch. Indeed, they have become more indicators of economic development than adornments to the skyline. During the 1990s, a new wave of revolving restaurants swept around the world, from Lebanon to Jakarta to Cairo, their openings often occasioned visits by heads of state and much adulatory press (Hall etc., 2003).

For the purposes of describing tourism associated with the sense of smell and taste, the term gastronomy, cuisine and culinary will used interchangeably. Food understood by Au and Law (2002, p.828) as a cultural process in that "it signifies cultural

meaning to those who consume it". Further described by Hegarty and O Mahony (2001) which stated that the cultural aspects of food is by pointing out the observable cultural differences in the ingredients, in the way food is prepared, cooked, and preserved and in the traditions of serving and eating food.

The cuisine itself concerned with the ingredients used by different peoples and regions and with the way food is prepared and cooked, while gastronomy is about the quality of achieving a totally pleasurable meal experience (Ignatov, 2003). Another definition of gastronomy is the art or science, of good eating (Gillespie, 2001). More generally, gastronomy is concerned with the appreciation and enjoyment of food and beverages. Gastronomy provides a learning opportunity about other cultures. It has generally associated with the well to do.

From the explanation above concluded that culinary tourism is emerging as a form of special interest tourism that offering real travel. It introduces visitors to new and existing smells, tastes and flavors, to new cultures, and it also provides learning opportunities.

2.2 Marketing Concept in Tourism and Hospitality Industry

in order to give a comprehensive description about the research's field, this part of the study try to describe the concept of customers' satisfaction, service quality, and their position in marketing studies, especially in Tourism and hospitality industry.

Kotler, Bowen and Makens (2006) on their book, "Marketing for Hospitality and Tourism", define Marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products

and value with others. To explain this definition, we look at the following terns: needs, wants, and demands; products; exchange, transactions and relationships; and markets. The definition also can be depicted at the figure below:

Figure 2. Core Marketing Concepts of Kotler, Bowen and Makens (2006)

The figure will be explained below:

1. **Needs, Wants, and Demands**

   Needs. The most basic concept underlying marketing is that of human needs. A human need is a state of felt deprivation. Included are the basic physical needs for food, clothing, warmth, and safety, as well as social needs for belonging, affections, fun and relaxation. There are esteem needs for knowledge and self-expression. These needs were not invented by marketers but are part of the human makeup.

When a need is not satisfied, a void exists. An unsatisfied person will do one of two things: look for an object that will satisfy the needs or try to reduce the need. People in industrial societies try to find or develop objectives that will satisfy their desires. People in poor societies try to reduce desires to what is available.

Wants

The second basic concept to marketing is that of human wants, the form human needs take as they are shaped by culture and individual personality. Wants are how people communicate their needs.

Demands

People have almost unlimited wants, but limited resources. They choose products that produce the most satisfaction for their money. When backed by buying power, wants become demands.

2. **Products**

People satisfy their needs and wants with products. A product is anything that can be offered to satisfy a need or want. The concept of product is not limited to physical objects. Anything capable of satisfying a need can called a product. More broadly defined, products include experiences, persons, places, organizations, information, and ideas.

3. Customer Value

Customer value is the difference between the benefits that customer gains from owning and/ or using a product and the costs of obtaining the product. Costs can be monetary or nonmonetary. One of the biggest of nonmonetary costs for hospitality customers is time.

4. Customer Satisfaction

Customer satisfaction depends on a product's perceived performance in delivering value relative to a buyer's expectations. If the product's performance falls short of the customer's expectations, the buyer is dissatisfied. If performance matches expectation, the buyer is satisfied. If performance exceeds expectations, the buyer is delighted.

5. Quality

Quality has a direct impact on product or service performance. Thus,if it is closely linked to customer value and satisfaction. In the narrowest sense, quality can be defined as "freedom form defects"; however, most customer-centered companies go beyond this narrow definition of quality. Instead, quality is defined in terms of customer satisfaction.

6. Exchange, Transactions, and Relationships

Exchange marketing occurs when people decide to satisfy needs and wants through exchange. Exchange is the act of obtaining a desired object from someone by offering something in return. Whereas exchange is the core concept of marketing, a transaction is use between two parties. And

Relationship marketing is a way of marketing that build a strong economic relationship with social ties by promising and consistently delivering high quality products, good services, and fair prices.

7. **Markets**

The concepts of transaction leads to the concept of a market. A market is a set of actual and potential buyers who might transact with a seller. The size of market depends on the number of persons who exhibit a common need, have the money or other resources that interest others, and are willing to offer these resources in exchange for what they want.

Based on the explanation of tourism and hospitality marketing concept that mentioned above, we are able to conclude that this study is classified in the marketing study domain. it is shown clearly by several elements that has been a crucial point in this study. Moreover, due to the research's coverage examine the customers' satisfaction in the restaurant industry that involving elements such as; want, needs, and quality.

2.3 Basic Concept of Service Quality

Reeves and Bednar (1994) cited by Shonk (2006) report the following definitions of quality found in the literature: a) Quality as excellence; b) Quality as value; c) Quality as conformance specifications; d) Quality as conformance to requirements; e) Quality as fitness for use; f) Quality as loss avoidance; and g) Quality as meeting and/or exceeding expectations (p. 419).

In line with the concept, quality can also be defined as: a) Delighting the customer (Chelladurai & Chang, 2000; Ermer & Kniper, 1998); and b) Satisfying or meeting implied needs (Chelladurai & Chang, 2000). The broad nature in which quality is defined suggests that it is evaluated based on the targets or features of a product or service, the standard or criteria applied in the judgment, and the evaluator or arbiter of quality (Chelladurai & Chang, 2000).

Besides quality, service is also considered as a concern in this theoretical review. According to Berry (1980), service defined as acts, deeds, performances or efforts. In turn, goods can be defined as articles, devices, materials, objects, or things (pp. 24-29). When a customer buys a physical good, they acquire a title to the goods and there is a transfer of ownership. In contrast, a service consumer receives only the right to that service and for only a specified amount of time (Kandampully, 2002).

Shonk (2006) stated four unique characteristics describe the difference between a service and a product in his research. These four characteristics include: a) Intangibility; b) Heterogeneity; c) Inseparability; and d) Perishability.

1. **Intangibility**. Intangibility is the primary characteristic that differentiates a service from a product (MacKay & Crompton, 1988). Services are deemed intangible in the sense that they cannot be seen, felt, tasted, or touched (Kandampully, 2002). Lovelock and Gummeson (2004) cite three dimensions of intangibility:

    a) Physical intangibility;

    b) Mental intangibility; and

c) Generality.

Physical intangibility refers to that which is impalpable or cannot be touched. Mental intangibility points to the degree to which a service can be visualized and can provide a clear and concrete image before purchase. Generality encompasses the notions of accessibility versus inaccessibility to the senses, abstractness versus concreteness and generality versus specificity (pp. 24-25).

2. **Heterogeneity**. The heterogeneous nature of a service suggests that its delivery may vary from one time to the next because people are often involved in supplying it and because each customer is different (Klassen, Russell, & Chrisman, 1998). As Lovelock and Gummeson (2004) point out, heterogeneity has also been referred to as variability and describes the challenge of establishing standards when behavior and performance vary, not only among service workers, but also when consumers have unique demands and experience services in a unique way (pp. 27-28).

3. **Inseparability**. Inseparability refers to the notion that a service is both simultaneously produced and consumed at the same time. Kandampully (2002) points out that goods are normally produced first and then consumed. In contrast, a service is typically sold, and then produced and consumed simultaneously (p. 32). The production, distribution, and consumption of a service in a service encounter are simultaneous processes (Svensson, 2003). However, Lovelock and Gummesson (2004) suggest that a group of separable services exist that do not

involve the customer directly such as transporting freight and laundering clothes (p. 28).

4. **Perishability**. Services are perishable in the sense that they cannot be saved, stored for reuse at a later date, resold, or returned in the same sense as a product (Lovelock & Gummesson, 2004). For example, Kandampully (2002) points out the non recoverable loss sustained by an airline when an aircraft takes off without its seats being filled. As soon as the airplane lands at its destination, the service is complete and there is no opportunity to recover the loss of not selling the empty seats (p. 37).

Service quality has been defined as a gap between the customer's expectations of a service and the customer's perceptions of the service received (Parasuraman et al., 1985). The consumer satisfaction literature views these expectations as predictions about what is likely to happen during an impending transaction, whereas the service quality literature views them as desires or wants expressed by the consumer (Kandampully, 2002). To date, "there is no universal, parsimonious, or all-encompassing definition or model of service quality" (Reeves & Bednard, 1994, p. 436). Grönroos (1984) in Shonk (2006) defines service quality as "the outcome of an evaluation process where the consumer compares his expectations with the service he perceived he has received" (p. 37).

The literature reveals that no generic measure of service quality for all industries has emerged (Blose & Tankersley, 2004). Thus, service quality is generally believed to be

a multi-level construct with multiple dimensions making up each level. However, scholars have varied as to the number of dimensions included in each model.

2.3.1 Service Quality Measurement by Parasuraman

The most popular conceptualization of service quality is Parasuraman et al.'s (1985) SERVQUAL model. Originally containing 10 dimensions, Parasuraman et al. (1988) later reduced the SERVQUAL instrument to its present five dimensions (see Table 1 below): a) tangibles; b) reliability; c) responsiveness; d) assurance; and e) empathy (pp. 12-37).

Table 1. SERVQUAL Dimensions (Parasuraman et al., 1988)

Dimension	Description
Tangible	Physical facilities, equipment, and appearance of personnel
Reliability	Ability to perform the promised service dependably and accurately
Responsiveness	Willingness to help customers and provide prompt service
Assurance	Knowledge and courtesy of employees and their ability to inspire trust and confidence
Empathy	Caring, individualized attention the firm provides its customers

The SERVQUAL model assumes quality is the result of gaps between a customer's expectations and their perceptions of service performance. Gap 1 is the difference between consumer expectations and management perceptions of consumer expectations. Gap 2 is the difference between management perceptions of consumer expectations and service quality specifications. Gap 3 is the difference between service quality specifications and the service actually delivered. Gap 4 is the difference between service delivery and what is communicated about the service to consumers (Parasuraman et al., 1988).

Among scholars, the SERVQUAL model has stirred a considerable amount of debate which has been focused on two issues of concern. First, while many authors have examined service quality and customer satisfaction, no agreement can be reached whether customer satisfaction results from the degree of service quality provided, vice versa, or neither. Second, there is disagreement as to whether service quality should measure the service a provider should provide or whether the consumer's "desires" or "Ideal standard" should be measured (Burns, Graefe, & Absher, 2003). According to Hernon and Nitecki (2001), SERVQUAL is a standardized instrument that has been used in many settings. Most notably, they point to its uses in the consumer retail environment, banks, accounting firms, hotels, restaurants, real estate, the industrial market, hospitals, travel agencies, higher education and libraries (p. 690).

However, scholars continue to examine issues related to the validity and reliability of the SERVQUAL instrument (Carmen, 1990b; Nel, Pitt, & Berthon, 1997; Orwig et al., 1997).

2.3.2 Service Quality Measurement by Gonroos

The second model of Service Quality is Gonroos's model of framework. According to Gronroos (1988) in Howells (2001), the two dimensions of perceived service quality are technical and functional. The technical dimension is defined as "the quality of the service delivered." Functional dimension is described as how customers are influenced by "how they receive the service and how they experience the simultaneous production and consumption process" (Gronroos, 1988). The technical dimension can be measured objectively, whereas, the functional dimension is usually evaluated subjectively (Gronroos, 1988). Operational image also has a large effect on

the way customers perceive service quality (Gronroos, 1988). The technical and functional qualities of service have a direct effect on an operation's image (Gronroos, 1984). Gronroos (1988) suggested that there are six criteria of perceived quality; these include professionalism and skills, attitudes and behavior, accessibility and flexibility, reliability and trustworthiness, recovery, and reputation and credibility. The basic instrument of Service Quality by Gonroos is depicted in the table below:

Table 2. Dimensions of Service Quality Described by Grönroos (1984)

Dimension	Description
Technical quality	What the consumer actually receives
Functional quality	How the consumer receives the service

2.3.3 Service Quality Measurement by Lehtinen and Lehtinen

Besides Parasuraman and Gonroos, Lehtinen and Lehtinen (1991) proposed two approaches to the analysis of service quality and its dimensions. The first approach contains three dimensions consisting of physical quality, interactive quality and corporate quality. Physical quality refers to both the quality of materials and facilities and is representative of Grönroos' (1984) technical and functional quality. Interactive quality pertains to interactions that take place during service delivery between: a) the customer and service personnel; b) the customer and other customers; and c) the customer and equipment (e.g., technology).

Lehtinen and Lehtinen's (1991) second approach to the analysis of service quality and its dimensions was comprised of two dimensions labeled process quality and output quality. Process quality is the customer's personal and subjective judgment of his/her participation in the service production process. Output quality is the consumer's

evaluation concerning the result of the service. Output quality is measured by not only the customer, but also by people in the surrounding environment (pp. 287-303).

2.3.4 Service Quality Measurement by Dabholkar et al.

Dabholkar et al. (1996) suggested that retail customers form evaluations of quality at three different levels: a) a dimension level; b) an overall level; and c) a subdimension level. Five dimensions of retail service quality are proposed: a) physical aspects; b) reliability; c) personal interaction; d) problem solving; and e) policy. Physical aspects refer to the layout of the physical facilities of the retail store.

The reliability dimension is similar to the same dimension from SERVQUAL. Personal interactions refer to how the customer is treated by the employee. Problem solving addresses how the retail store handles returns, exchanges and complaints. The final dimension, policy, captures those aspects of the store's service quality related to their policies (pp. 3-16).

2.3.5 Service Quality Measurement by Brady and Cronin's

Brady and Cronin's (2001) model of service quality had three primary dimensions: a) interaction quality; b) physical environment quality; and c) outcome quality. Each of these three primary dimensions was found to have three sub-dimensions. Interaction quality refers to the perceptions of the customer concerning the interpersonal interactions that take place during service delivery. The sub-dimensions of this dimension suggest that an employee's attitude, behavior, and expertise help to shape a customer's perceptions of interaction quality. Physical environment quality focuses on the influence that the surrounding environment or physical facilities have on the

perceptions of the customer. Customer perceptions of the facility design, ambient conditions, and social conditions of the physical facility directly influence the quality of the physical environment. Outcome quality refers to a customer's perceptions of what he or she is left with after the service is rendered. Sub-dimensions of outcome quality include perceptions of waiting time, tangibles and valence (34-49).

2.4 Product Quality (Food Quality)

Customer want to quality food went they go to a food service establish. According to Gaspersz (1997), customers want to product in term of dimension of time (faster), price (cheaper) and quality (better). Quality dimension is association with food quality characteristics. There are two characteristics, namely physical and hidden characteristics. Physical characteristic associated with sensory quality, such as appearance, aesthetic, flavor and taste. Hidden quality characteristics which can not feel or see the measurement through chemistry or microbiology standard like conserve nutrient and bacteriology content (ITC, 1991).

Food is the most essential part of the overall restaurant experience (Kivela et al., 1999; Raajpoot, 2002; Sulek and Hensley, 2004). According to Peri (2006), food quality is an absolute requirement to satisfy the needs and expectations of restaurant customers. Palacio and Theis (1997) also explained about product of foodservice which is made satisfied to customer. Recognizing the importance of food quality in the restaurant business, previous studies have examined diverse food quality attributes. Although there is no consensus on the individual attributes that constitute food quality, a thorough review of the literature reveals that the general description of food quality among researchers focuses on: presentation; healthy options; taste;

freshness; and temperature. These attributes serve as tangible cues of service quality in restaurants.

2.4.1 Presentation.

Presentation is defined as how attractively food is presented and decorated as a tangible cue for customer perception of quality. Kivela et al. (1999) pointed out that the presentation of food is a key food attribute in modeling dining satisfaction. Raajpoot (2002) also described food presentation as one of the product/service factors in the tangible quality scale. Healthy options refer to nutritious and healthy food offerings.

According to Johns and Tyas (1996), healthy food could have a significant effect on the customers' perceived evaluation of the restaurant experience. The notable thing is that many restaurant customers are interested in their health, so the availability of nutritious food items has become increasingly important as one of the core properties of dining satisfaction (Sulek and Hensley, 2004). Taste is a key attribute in food that influence restaurant customer satisfaction and future behavior intentions (Kivela et al., 1999). Freshness usually refers to the fresh state of food associated with its crispness, juiciness, and aroma (Pe´neau et al., 2006). Previous research has noted freshness of food as a crucial intrinsic quality cue (Acebro´n and Dopico, 2000; Johns and Tyas, 1996; Kivela et al., 1999).

2.4.2 Temperature

Temperature is another element of food quality (Johns and Tyas, 1996; Kivela et al., 1999). Temperature, interacting with other sensory properties such as taste, smell, and sight, affected how the flavor of food was evaluated (Delwiche, 2004).

In other words, one definition of quality of food is that has been selected, prepared, and served in such a manner as to retain or enhance natural favor and identity; conserve nutrients; make palatable, acceptable, attractive, and appealing; and be bacteriologically and chemically safe. This definition assumes that original ingredients are appropriate for situation. An accepted universal definition of food quality is difficult to develop because quality relies heavily on ones own personal expectations and ideals of particular product. Standards can be developed for products and those standards can be used to test whether or not a quality product has been achieved. Thus, food safety in this part of quality is also a main concern.

Featsent (1998) suggested that restaurant owners should not only train their employees in food-safety, but also pay attention to and respond to new food-handling recommendations made in public. This can assure the safety of the food served in restaurants and help restaurant operators to respond to their customers' concerns. Featsent (1998) also mentioned that food-safety and cleanliness practices have to become part of the culture of a restaurant.

2.5   Consumer Behavior in Food Tourism

In this study, consumer behavior description become a crucial point due to the strong relationship between satisfaction level of customers that has been a point of study and

consumer behavior. The satisfaction level of customers is related to how they act and behave with their status.

A successful restaurant is dependent on customers. In addition, the study of consumers helps restaurants improve their marketing strategies. According to Perner (2002, n.p.), the study of consumer behavior helps to understand more about:

a. The psychology of how consumers think, feel, reason, and select between different alternatives (e.g., brands, products).

b. The psychology of how the consumer is influenced by his or her environment (e.g., culture, family, signs, media).

c. The behavior of consumers while making other marketing decisions.

d. The limitations in consumer knowledge or information processing abilities that influence decisions and marketing outcomes.

e. How consumer motivation and decision strategies differ between products that differ in their level of importance or interest that they entail for the consumer.

f. How marketers can adapt and improve their marketing campaigns and marketing strategies to more effectively reach the consumer.

The study of consumer behavior may deal with all of the ways people act as consumers, but in practice tends to focus on behavior related to searching, buying and using products and services (Johns & Pine, 2002). The food service industry is different from other areas of the service sector like financial and professional services (Johns & Pine, 2002). It is closely concerned with food choice and quality and offers a rich meal experience to which many factors contribute.

Chambers, Chacko, and Lewis have summarized the basic beliefs about customer behavior into five premises: "Premise 1: Customer behavior is purposeful and goal oriented, Premise 2: The customer has free choice, Premise 3: Customer behavior is a process, Premise 4: Customer behavior can be influenced, and Premise 5: There is a need for customer education" (cited in Kotler, Bowen, & Makens, 1999, p. 179).

Today's market place has become very competitive. It is necessary for a company really to understand the relationship between marketing stimuli and consumer respond. The marketing stimuli consist of the four P's. Other stimuli include major forces and events in the buyer's environment. All theses stimuli enter the buyer's black box, where they are turned into the set of observable buyer responds. Marketer must understand how the stimuli are changed into responses inside the customer's black box (Kotler, Bowen, & Makens, 1999).

Marketing stimuli	Other stimuli		Buyer's characteristics	Buyer's decision process		Buyer's decisions
Product Price Place Promotion	Economic Technological Political Cultural		Cultural Social Personal Psychological	Problem recognition Information search Evaluation of alternatives Purchase decision Postpurchase behavior		Product choice Brand choice Dealer choice Purchase timing Purchase amount

Figure 3. The Buyer's Black Box. Source: A Framework for Marketing Management.(2001). p. 88 adapted from Tung (2003)

2.5.1 Extrinsic Factors Influencing Customer Behavior

Culture is the most basic determinant of a person's wants and behavior. It compromises the basic values, perceptions, wants, and behaviors that a person learns continuously in a society. Each culture contains smaller subculture, groups of people

with shared value systems based on common experiences and situation (Kotler, 2001). Socioeconomic level is large influence in customer decision making. Marketers are interested in socioeconomic level because people within a given level tend to present the similar behavior, including buying behavior (Kotler, 2001).

Reference groups are another influence on customer behavior. These groups serve as a direct (face to face) or indirect influence on a person's attitude and behavior. Marketers try to identify the reference groups because they influence the person's behavior, attitude, self-concept, and they create pressures to conform that may affect the person's choices (Kotler, 2001).

Personal factors such as age and life-cycle stage, occupation, economic situation, lifestyle, and personality influence customers buying decisions. The types of goods and services people buy change during their lifetime. The makeup of the family also affects the buying behavior. A person's occupation and economic situation greatly affect the product choice and the decision to purchase a particular product. Lifestyles concept can help marketer understand changing customer values and how they affect buying behavior. Lastly, each person's personality affects his or her buying behavior. Personality refers to the distinguishing psychological characteristics that lead to relatively consistent and enduring responses to environment (Kotler, 2001). Whenever a choice among the food service operations is made, directly or indirectly, conscious or unconscious, all the extrinsic influences affect the decision making process of a customer (Reid, 1983).

2.5.2 Intrinsic Factors Influencing Customer Behavior

In general, customers' buying choices are influenced by the psychological factors of motivation, perception, learning, beliefs and attitudes (Kotler, 2001). It is important to

understand the relevance of human needs to buyer behavior. When a need is aroused to a sufficient level of intensity, it becomes a motive. Once a need has been activated, a state of tension exists that drives the customer to attempt to reduce or eliminate the need. Psychologists have developed theories of human motivation, one of which is Maslow's theory of motivation. Psychologist Abraham Maslow described motivation as a means of satisfying human needs. Maslow explained personal growth through the identification and satisfaction of a hierarchy of human needs, from the basics of food and shelter to sophisticated psychological desires (Figure 4). Once the lower-order needs (physiological needs and safety) are met, the tension is gone and the need is no longer felt. As a result the individual moves up the hierarchy while attempting to satisfy unmet needs at a higher level (Solomon, 2002).

UPPER-LEVEL NEEDS

Relevant Products

Hobbies, travel, education

Cars, furniture, credit cards, stores, country clubs, liquors

Clothing, grooming products, clubs, drinks

Insurance, alarm systems, retirement, investments

Medicines, staple items, generics

SELF-ACTUALIZATION
Self-Fulfillment, Enriching Experiences

EGO NEEDS
Prestige, Status, Accomplishment

BELONGINGNESS
Love, Friendship, Acceptance by Others

SAFETY
Security, Shelter, Protection

PHYSIOLOGICAL
Water, Sleep, Food

Example

U.S. Army—"Be all you can be."

Royal Salute Scotch—"What the rich give the wealthy."

Pepsi—"You're in the Pepsi generation."

Allstate Insurance—"You're in good hands with Allstate."

Quaker Oat Bran—"It's the right thing to do."

LOWER-LEVEL NEEDS

Figure 4. Hierarchy of Human Needs. Source: Consumer Behavior: Buying, Having, and Being. (2002). p. 109 adapted from Tung (2003)

A customer will try to satisfy the important need first; when that need is satisfied, the person will try to satisfy the next most pressing need. Table 3 suggests that people go to restaurants to satisfy not only the basic physiological needs but needs relating to the prestige, self-esteem, and self-fulfillment (Lundberg & Walker, 1993). In other words, when marketing a foodservice operation, efforts should be made to aim promotional efforts at several levels of need (Reid, 1983).

Table 3. People Go to Restaurant

Luxury Price; Full Menu	Four Seasons; Le Cirque; The Pump Room	Self-Fulfillment
High price dinner houses	Charthouse	Esteem and Status
Medium price family restaurants	Red Lobster Olive Garden	Belonging and social needs
Low price; limited service; fast food	Pizza Hut KFC Taco Bell McDonald's	Safety and security
Very low price service; vending	Any vending service	Basic physiological needs

Source: The restaurant from concept to operation. (1993) and adapted by Tung (2003)

When customers make decisions concerning the purchase of goods and services, a very complex decision-making process takes place. Numerous variables influence this decision making process (Berkman, Lindquist, & Sirgy, 1996). Various internal and external factors combine to influence how customers choose where, when, how, and why to eat out. The NRA study divided all dinner decisions into five basic scenarios (Mill, 1998):

1. Fun time. This related to an upbeat mood and a sense of anticipation of fun; the decision tends to be made well in advance.

2. Nice meal out. The desire is to enjoy the satisfaction or enjoyment of eating out, being served, and getting good food, lots of it, at a reasonable price.

3. Craving. This refers to a desire for particular type of food; seeing or smelling this type of food can set off the craving.

4. Making sure that everyone is getting something to eat. This motivation comes from the hectic pace of everyday life, attempting to balance a variety of work and family schedules.

5. Easiest thing available. This is an impulse decision by someone who is tried and pushed for time. (p. 39)

People dine out for a variety of reasons including: to relieve boredom, to socialize, to avoid drudgery, to be waited on, to have foods different from those served at home, and for convenience (Powers, 1995). Furthermore, NRA's 1975 customer attitude survey indicated some of the reasons for dining outside the home: (1) Nobody has to cook or clean up, (2) For a change of pace, (3) For a treat, (4) Good way to celebrate special occasions, (5) It's convenient, (6) Going out is a special occasion, (7) For food not usually available at home, (8) It's a good way to relax, and (9) The whole family enjoys themselves (Reid, 1983, p. 133).

The latest trends in the outlook for full service restaurants from the NRA (2000b) restaurant industry forecast indicated that due to the rising incomes and growing financial prosperity of the late 1990s, moderately priced restaurants, especially casual-dining places, have proliferated as diners' appetites for more sophisticated tastes and flavors have grown. Taking these rising demands into account, operators are paying more attention to the overall dining experience. In the mean time, atmosphere or

ambiance is a major deciding factor when people go out to restaurants (Marvin, 1992).

It is in line with the previous studies concerning consumer behavior in Food Tourism. According to Read, Customers today have more expectations when they are dining outside the home. Customers are better educated, earn more money, and are more confident when dining outside the home (Reid, 1983).

Customer expectations regarding value for price paid have also increased recently, according to the 1999 Table Service Operator Survey. More than eight out of 10 operators reported that consumers have higher expectations for both quality and consistency of food and service. Not only fine-dining operators, but also more than half of family-restaurant operators have noticed an increase in customer expectations in areas like freshness of ingredients, pace of service, and plate presentation (NRA, 2000a).

Moreover, atmosphere is a very important criterion especially for the special occasion diner. Collison and Turner (cited in Johns & Pine, 2002), who studied consumer acceptance of meals and meal components, reported that ordinary food was the dominant factor in the quality of everyday meal experience, but for "special" meals, such as Christmas dinner, environment and atmosphere are more important.

An interesting study of consumer behavior was conducted by Tse, Sin & Yim (2002). They found that when consumers perceive a restaurant as very crowded, they would attribute the high level of crowdedness to high food quality, good reputation and low

food prices that draw people to the restaurant. On the contrary, in the case of a quiet restaurant, the customer would associate the quietness with low food quality, high food prices and poor reputation. Since the 1970s clear theoretical structures have shaped consumer research. These include:

1. **Attribute-value theory** consumers are believed to view a service such as a restaurant meal in terms of a set of attributes, i.e., characteristics that make it desirable, ascribing different levels of importance to each attribute. For example, one market segment may be attracted by a restaurant's low price, another by its food quality, another by its convenient location, and so on. Consumers weigh the overall value of an offering in terms of the degree to which each attribute is present and the importance they see the attribute as having.

2. **Expectancy disconfirmation theory** an overall evaluation which produces an attitude towards a restaurant which may be one of two types: a pre-experience attitude (expectation), or a post-experience performance evaluation. A further theoretical refinement considers that consumers gauge their experience according to how well actual performance confirms or disconfirms their expectations.

2.6 Customer Satisfaction

Customer satisfaction is defined here in Oliver's (1997) terms: that it is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption related fulfillment. In other words, it is the overall level of contentment with a service/product experience.

Customer satisfaction is at the heart of marketing. The ability to satisfy customers is vital for a number of reasons. For example, it has been shown that dissatisfied customers tend to complain to the establishment or seek redress from them more often to relieve cognitive dissonance and failed consumption experiences (Oliver, 1987; Nyer, 1999). If service providers do not properly address such behavior, it can have serious ramifications. In extreme cases of dissatisfaction, customers may resort to negative word-of-mouth as a means of getting back. A disgruntled customer can, thus, become a saboteur, dissuading other potential customers away from a particular service provider.

Quality and customer satisfaction become more important as competition increases (Hutton & Richardson, 1995). In order to compete and develop successful marketing strategies, an organization must recognize what is important to customers' perceptions of quality (Young & Brewer, 2001). It is in line with Parasuraman, Zeithaml, and Berry (1988) who suggested that the most suitable method of determining service quality was to measure customers' quality perceptions. Perceived quality has been defined as "the degree and direction of discrepancy between consumers' perceptions and expectations" (Parasuraman et al., 1988, p.17).

Harris (2000) in Yun (2001), noted a perception is the way that we see something based on our experience. Everyone's perception of a situation will be, at least slightly, different. The question persists, "Is the glass half full or is it half empty?"

Perception is defined as the process by which an individual selects, organizes, and interprets information inputs to create a meaningful picture of the world (Kotler, 2001). Each customer perceives the world differently, and perceptions are manifested as attitude. For instance, customers may perceive the Chinese food as flavorful when they consume. One's attitude may feel the foods delicious, while another person may view the foods unhealthy. Their perceptions may or may not valid, but it is important to remember that perceptions are the way an individual see the world (Kotler, Bowen, and Makens, 1999).

Perceptions are frequently developed over a period of time and reflect the ways that we have been treated, our values, priorities, prejudices and sensitivity to others. Two people could share with same experience and then describe it differently. Unfortunately, perceptions are not necessarily based on rational ideas and may be influenced by momentary frustration and anger. It is important for the customer service staffs to anticipate customer resistance based on the customers' prior interactions and always to work at providing customers with excellent service, so that their most current perception is a positive one. Customers may not remember every detail of an experience, but they will retain an overall feeling about it. That "feeling," in combination with other experiences, will create their perception of company. It is hard to erase customers' negative perceptions that are based on their prior interactions, but what customer service staffs can do is to show them, through their genuine action, that their perception is not accurate.

2.7 Customer Satisfaction in Restaurant

Food service is not a factory manufacturing meals but it is custom retailers (Muller, 1999). It is important to go beyond mere satisfaction and become memorable in the eyes of the customers. To be memorable, the restaurant must not only meet customer expectations, the restaurant must exceed them (Marvin, 1997). No matter how exotic or familiar the cuisine, today's consumer desires a good overall restaurant experience. Friendly, attentive service, tasty food, and a decent atmosphere are just as critical to the success of an ethnic restaurant as they are to any establishment (Mills, 2000). "Many empirical studies reconfirm the importance of food quality, and also show that customers see service as just one of several factors affecting the quality of restaurant offerings. Consumer satisfaction can be based upon a totality of attributes, including both food and services" (Johns & Pine, 2002, p.123).

Smith (1988, p.12-13) mentioned the restaurants guests dine out that satisfied a variety of needs, and those needs classified by Smith into five basic categories, which are as follows:

a. Hunger Driven – Convenience is these guests' priority, so this need is most easily satisfied at a convenient, fast-service facility.

b. Work Avoidance – Guests seek to avoid the work involved in shopping, food preparation, and cleaning-up. They seek a family restaurant, such as a coffee shop, or avail themselves of the growing number of home-delivered food services.

c. Socially Driven – Guests seek friendly "Meeting, eating, and drinking places." These usually include cocktail/ action lounges or casual restaurants.

d. Experience Driven – An entertainment-type operation, such as a bistro or one-of-a-kind establishment, is used to meet these guests' needs through a unique food and beverage experience. These facilities are entrepreneurial in style and have a range of prices.

e. Investment Driven – Guests also need a place to conduct business or engage in a "Courtship" for some future investment benefit. These restaurants often feature prestige and include hotel facilities, fine-dining establishments, and private clubs.

As mentioned before that general factor in a level of satisfaction is service quality. It valued both by tourist and also by restaurant. And sometimes it triggers problem; because gap, called "service gap" which happen when there is a different between customers' expectations and their perceptions of the actual service. Regarding this matter, it is very important for the restaurants to understand that guests have high expectations for both courtesy and overall service. Smith (1988, p.74) divided guests' courtesy and service expectations into five categories:

a. Efficiency – Guests expect speed and the filling of requests accurately despite any difficulties an operation may be having at particular time.

b. Timeliness – Guests want convenient operating hours, quick service, and appropriate delivery. How guests perceived timing is what counts. Quick service of an entrée immediately after the appetizer is finished may be desirable to some guests, but annoying to those who want to relax between courses.

c. Handling requests – Guests assume managers and appropriate staff will handle special requests quickly and effectively. When their requests cannot be

accommodated, guests expect to be informed and given a plausible explanation.

d. Friendly staff – Guests expect employees to have positive behavior, be knowledgeable about products and services, and be helpful.

e. Managers and supervisors – Guests prefer that manager have a pleasing appearance and are visible to them during service times. Guests appreciate when managers have positive attitude and are available for guest interaction and feedback.

2.8 Restaurant

According to Palmer (1998) restaurant is an establishment that can be categorize as hybrid, because its product is combination between goods and service. The term covers a multiplicity of venues and diversity of styles of cuisine. Restaurants often specialize in certain types of food. For example, there are seafood restaurants, vegetarian restaurants or ethnic restaurants. According to Khan (1991), there are two restaurant types of food services, they are midpriced restaurant and upscale restaurant.

2.8.1 Midpriced Restaurant

Midprice Restaurant offer food at moderate prices, but their service is not necessarily as fast as that of the fast-food chains. Many family restaurants fall into this category. Almost all age groups patronize these restaurants. Those who visit midpriced restaurants want more than is offered by fast food operations. Most of these family-type restaurants are frequented by children, and therefore a varied menu is necessary. Low-cost, economical food items are popular, since it is often difficult to take the entire family out to an expensive meal. There is a growing demand for calorically

lighter food, particularly salads. A varied menu, a modest décor, and a pleasing atmosphere are important. Some time entertainment is offered, thus combining dining with music or entertainment, particularly for special occasions. Midpriced restaurants usually include family restaurants, coffee shops, diners, pancake houses, and theme restaurant. Some people are interested in different foods and appreciate having a variety to choose from. Others are attracted by the specialties and/or ethnic food offered. A midpriced menu, reasonable service, and pleasant atmosphere seem to be the greatest attractions.

2.8.2 Upscale Restaurant

Fine restaurants as well as "theme" restaurants can be included in the upscale restaurant category. Consumers visiting these facilities are looking for a dining experience that is unique and memorable. They expect quality in both food and service and are willing to pay the price of it. They are particularly interested in menus that include foreign foods and dishes that are either difficult to prepare at home or the require special skills for their preparation. Most of the customers visiting these places are sophisticated and have had a variety of dining experiences; they are looking for quality.

Theme restaurants within this category provide special attractions. If the theme is related to a foreign country, ideally, the patrons should feel as if they are physically present in that country. This requires skillful meal preparation as well as presentation. Many restaurants coordinate décor, music, and entertainment with the particular theme. Tableside food preparation and service are also common attractions of these restaurants.

Patron of fine restaurants do not like them to be too crowded or too brightly lit; they also do not like loud music. Colorful arrangements of plates or platters are highly desirable and expected, as is elegant service. There is a need for a sophisticated blend of all desirable attributes to make these operations successful. Patrons are willing to pay more or to travel extra miles in order to get what they want. Upscale restaurants provide fine dining and entertainment at considerable higher prices than the average consumer either can afford or may wish to pay.

2.9 Benchmarking

The American Productivity and Quality Center contributes to the definition of benchmarking by stating that it is "the process of continuously comparing and measuring an organization against business leaders anywhere in the world to gain information which will help the organization take action to improve its performance" (American Productivity and Quality Center 1999; emphasis added). Similarly, Vaziri (1992) states that benchmarking is a continuous process comparing an organization's performance against that of the best in the industry considering critical consumer needs and determining what should be improved. Watson (1993) defines benchmarking in terms of its continuity feature referring to the continuous input of new information to an organization.

Despite differences, benchmarking definitions have a common theme: the continuous measurement and improvement of an organization's performance against the best in the industry to obtain information about new working methods or practices. The following table will show definition of Benchmarking from any sources:

Table 4. Approaches to Definitions of Benchmarking

Authors	Features of Benchmarking			
	Ongoing Process	Against the Best	Performance Improvement	Gaining New Information
Camp 1989a	X	X	X	
Vaziri 1992	X	X	X	
Balm 1992	X	X	X	X
Spendolini 1992	X	X	X	
McNair and Leibfried 1992	X		X	
Watson 1993	X			X
Cortada 1995			X	X
Cook 1995			X	X
Watson 1997		X	X	X
APQC 1999	X	X	X	

Source: Kozak (2002)

Many organizations and destinations have currently begun to consider customer satisfaction to be extremely important and give its achievement high priority. As customer satisfaction is a key component of service quality, major quality awards such as the Malcolm Baldrige Quality Award and the European Quality Award have included this term in their models. Several authors draw attention to the importance of customer feedback and satisfaction in benchmarking (Camp 1989a; McNair and Leibfried 1992; Zairi 1996).

The concepts of performance and satisfaction are strongly interrelated, because achievements in the former lead to the latter. Therefore, feedback received from customers is regarded as a suitable way of comparing the performance of an organization to that of another (Kotler 1994). The availability of alternative service providers (such as competitor destinations) appears to be significant in influencing the level of satisfaction since customers have a tendency to compare one service encounter with another (Czepiel, Rosenberg and Akerele, 1974).

2.10 Quality Function Deployment

The Quality Function Deployment (QFD) method was developed at the Kobe Shipyard of Mitsubishi Heavy Industries, Ltd., and has evolved considerably since. QFD facilitates translation of a prioritized set of subjective customer requirements into a set of system level requirements during system conceptual design. A similar approach may be used to subsequently translate system-level requirements into a more detailed set of requirements at each stage of the design and development process.

QFD has been described as a customer – oriented approach to product innovation (Govers, 1996). According to Govers, the roots of the method are based on slightly different concept of Total Quality Control (TQC), which was introduced by Feigenbaum. This separate version utilizes "Company Wide Quality Control" (Govers, 1996). This method allows the voice of the customer to be implemented throughout the entire process in relationship to various aspects of the business model including the entire product development process from idea conception through manufacturing.

As a general quality tool (in the TQM context), the QFD matrix is often called the "House of Quality" (Hauser, 1988). In the context of system engineering, QFD facilitates a strong correlation between customer requirements and design requirements, and the inclusion of supportability requirements within the spectrum of design requirements. As such, the method goes a long way in making the customer an integral part of early design synthesis, analysis, and evaluation activities.

Identification of a functional need is a primary input to the QFD process as shown in Figure 5. It is essential that the need be stated in functional terms to avoid premature commitment to a concept or configuration (Verma, 1994). Methods such as customer surveys, interviews, trend analysis, and competition analysis are often used to facilitate identification of a valid need. Organizations which can identify and exploit a not-so-obvious need often gain a strategic head start over the competition. Activities which comprise the QFD method are discussed in the following subsections. These discussions are conducted in the context of the QFD process shown in Figure 4 and the QFD matrix shown in Figure 5.
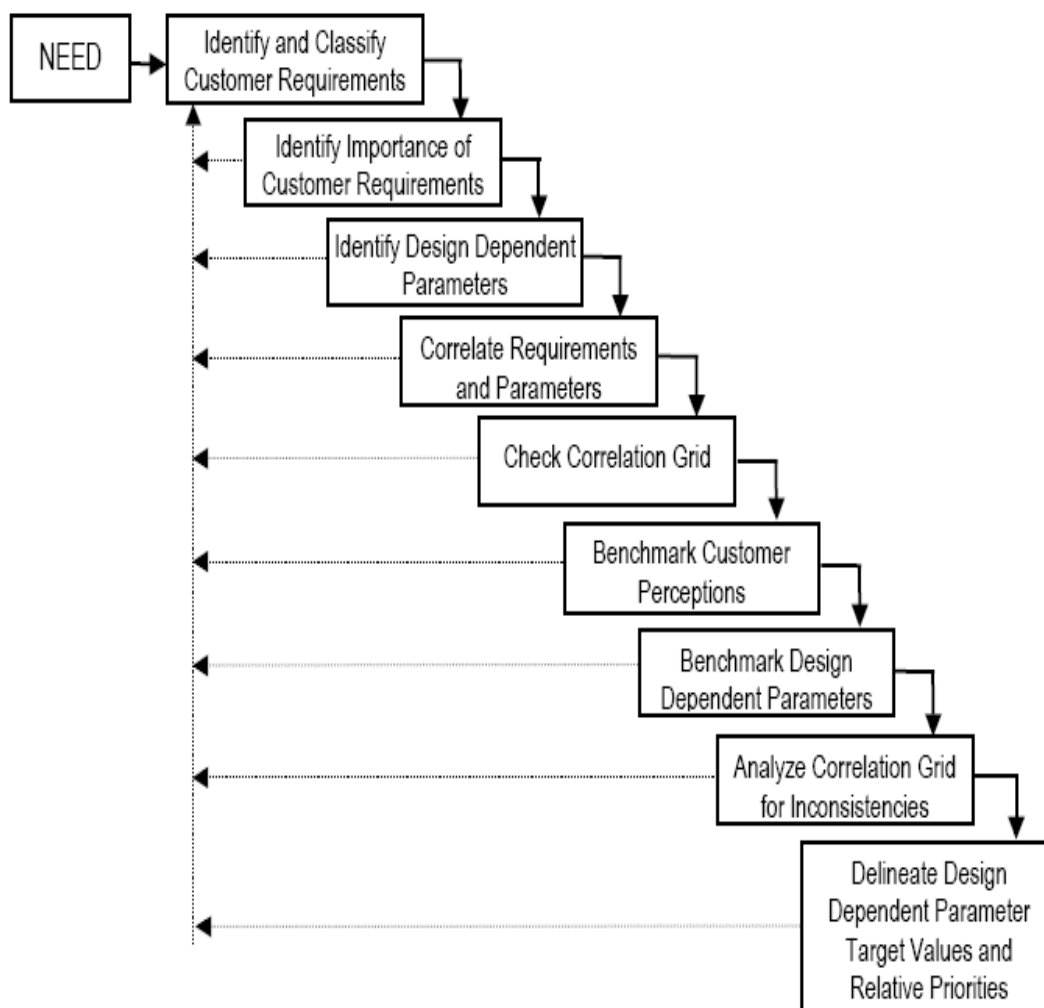
Figure 5. Flow of QFD Process. Adapted from Verma, Chilakapati, and Blanchard (1994)

Need analysis and identification of customer requirements. As a first step, the functional need is analyzed and translated into more specific customer requirements to better understand the perceived deficiency. In essence, the purpose of this step is to capture the "Voice of the Customer". Reference to the "customer" includes not only the end-users, but also the applicable regulations and standards, the intermediate distributors, installers, retailers, and the maintainers. As such, this is the first significant opportunity to integrate logistics requirements and issues into the mainstream design and development process.

1. **Importance of customer requirements**. Selected requirements often impact each other adversely. For instance, a customer may desire ease while opening and closing a car door, but at the same time want power windows. Power windows increase the weight of the door and this correlates negatively with the ease of closing or opening it. To overcome such conflicts, requirements are assigned priorities. It is essential that priorities reflect preferences of the customers. There are several approaches to prioritizing customer requirements. These approaches range from direct indication by the customer to usage of the Analytical Hierarchy Process (Armacost, 1994) and cost and technical factors (Wasserman, 1993).

2. **Identification of Design Dependent Parameters (DDPs)**. Design Dependent Parameters or technical performance measures are engineering characteristics under a designer's control. These parameters are manipulated to directly or indirectly influence customer requirements. In this context, customer requirements are often referred to as the set of "WHATs", while design set of "WHATs", while design dependent parameters represent the set of "HOWs"

40

The DDPs should be tangible, describe the product in measurable terms, and directly affect customer perceptions (Hauser and Clausing, 1988). DDPs guide the analysis and evaluation of design concepts, configurations, and artifacts during the conceptual, preliminary, and detailed system design phases. As such, it is essential that all relevant DDPs be identified. Once again, development of focused checklists and taxonomies facilitates this objective. A complete and comprehensive set of DDPs includes not only performance related parameters, but also parameters which impact system supportability and cost.

3. **Correlation of customer requirements and design dependent parameters.** This step of the QFD process involves populating the correlation matrix within the "house of quality". Each DDP is analyzed in terms of the extent of its influence on customer requirements. Varying levels of this correlation are represented in the correlation matrix. Depending upon the extent of resolution necessary, three or five levels of correlation are used. Further, correlation between DDPs and customer requirements may be represented through the use of symbols as shown in Table 5 below:

Table 5. Correlation Symbols between DDPs and Customer Requirements

Correlation Label	Corresponding Icon
Very Low	▲
Low	△
Medium	◯
High	◉
Very High	●

4. **Check correlation matrix.** It is necessary at this stage to conduct an examination of the correlation grid before proceeding further.

5. **Benchmarking customer requirements.** A key activity involves identification of available systems/products capable of responding to the functional need (to whatever extent). Customer perceptions are then benchmarked relative to how well these capabilities satisfy the initially specified set of requirements. The objective is to assess the state-of-the-art from a customer perspective.

6. **Technical assessment of design dependent parameters (DDPs).** This activity involves assessment of the competition from a technical perspective. Designers and engineers actively participate during this step in the QFD process.

7. **QFD matrix inconsistency analysis**. The source, nature, and implication of various inconsistencies in the QFD matrix must be addressed prior to the definition of design requirements.

8. **Definition of design dependent parameter target values.** This is a critical system design activity since the DDP target values specify the feasible design space and impact subsequent design decisions. Pertinent and strategic opportunities must be identified and exploited. Experience and familiarity with similar systems is invaluable for effectiveness during this activity.

9. **Delineation of design dependent parameter relative importance.** To facilitate design analysis and evaluation activities, DDP relative priorities must be delineated. Further, in order to maintain traceability, relative priorities of design dependent parameters are computed from the importance levels assigned to customer requirements and the extent of their correlation with DDPs.

Furthermore, the House of Quality will be depicted in the figure below:
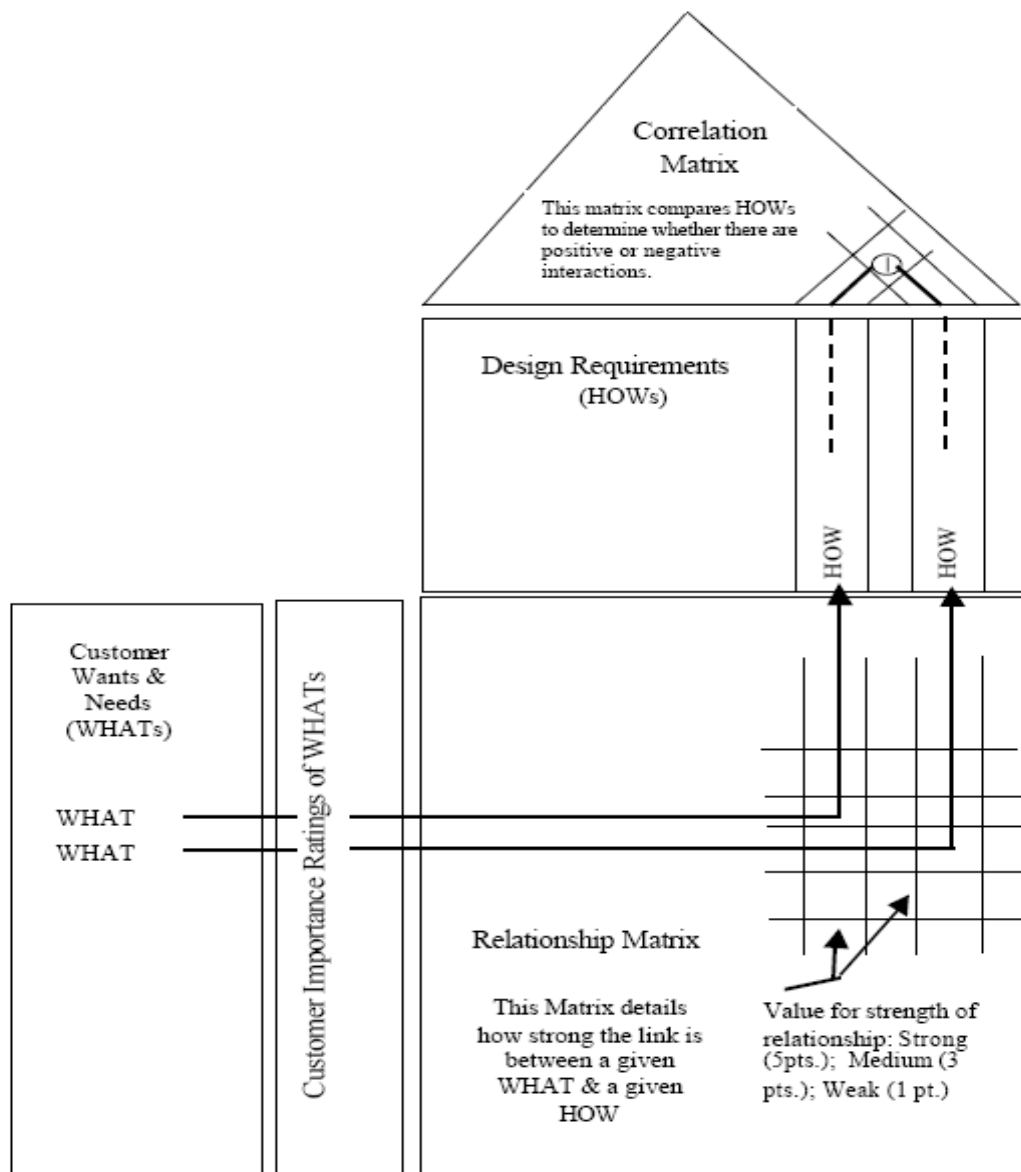
Figure 6. The House of Quality. Adapted from Verma, Chilakapati, and Blanchard (1994)

2.11 QFD and Service Quality in the Hospitality Industry

In order to correlate the application of QFD in the context of Service or Hospitality industry, this part of the research present a framework of Tan and Pawitra (2001) who published a journal that suggested a combining framework of SERVQUAL and Kano's Model into QFD as a tool. On the other hand in enriching the framework, this part of the study also present a suggested framework of Jeong and Oh (1998) who promulgated the application of QFD for SERVQUAL and Customer satisfaction in the hospitality industry.

Tan and Pawitra (2001) in their publication, tried to promulgate the framework of an integrated approach toward SERVQUAL and QFD. One of the criticisms raised on Tan and Pawitra (2001)' statement is that there are several issues pertaining to the practical application of SERVQUAL:

- How can the five service gaps be measured?

- Is it necessary to react or to only those that are below expectation?

- What opportunities exist for further service quality improvement?

- How should potential service quality improvement projects be evaluated?

- Which department is responsible for service quality examination and evaluation?

- Who is responsible for the various service quality gaps?

By using the QFD flow of thinking, Tan and Pawitra (2001) gave a case study example of house of quality with integrated approach of Tourism Board's

Strategic Thrusts for the Twenty-first century using costumer satisfaction in tourism industry as depicted in the figure below:

Kano category

Attractive	A	4,0
One-dimensional	O	2,0
Must-be	M	1,0

Relationship matrix

Strong	●	9,0
Moderate	O	3,0
Weak	▽	1,0

HOWs columns:
1. REFORMULATING THE PRODUCT
2. Establish the thematic zones
3. Nurture a conducive env. in sport and art events
4. Promote seamless transfer
5. Implement the multi-functional card
6. DEVELOPING TOURISM AS AN INDUSTRY
7. Adopt a cluster development approach
8. Encourage local industry development
9. Attract world-class players
10. Enhance the operating environment
11. Build superior information network
12. Build a competent tourism workforce
13. CONFIGURING NEW TOURISM SPACE
14. Initiate joint promotions w/other countries
15. Perform business architect roles
16. Facilitate int'l companies to invest
17. Cooperate with private sector
18. PARTNERING FOR SUCCESS
19. Form a Destination Marketing Council
20. Organize annual tourism conferences
21. CHAMPIONING TOURISM
22. Develop a satellite account

Whats	Importance of the "Whats"	Kano Category	Adjusted Importance	Relationships	Target	Percent Importance
1 Inconvenient accommodation	0,99	O	1,98	col5 ▽, col7 O, col9 O, col12 O	4,54	44,4 (rank 1)
2 Unavailability of wide variety of products	0,62	A	2,48	col9 ●, col16 ●	4,59	55,6 (rank 2)

Max = 60,0 Percent Importance Min = 30,0

Importance of the "HOWs" (col: value):
col2 0,00; col3 0,00; col4 0,00; col5 1,98; col7 5,94; col9 28,26; col10 0,00; col11 0,00; col12 5,94; col14 0,00; col16 22,32; col17 0,00; col20 0,00

Percent Importance of the HOWs:
col2 0,00; col3 0,00; col4 0,00; col5 3,07; col7 9,22; col9 43,85; col10 0,00; col11 0,00; col12 9,22; col14 0,00; col16 34,64; col17 0,00; col20 0,00

Max = 43,9 Percent Importance of the HOWs Min = 0,0

Figure 7. Case Study Example of SERVQUAL and QFD in Tourism.
Adapted from Tan and Pawitra (2001)

Furthermore, Jeong and Oh (1998), also tried to promulgated an integrated approach of measuring customer satisfaction of SERVQUAL by using QFD approach as its tool in Lodging industry. According to them, QFD shows a great deal of potential for improving the quality of hospitality services and the level of customer's satisfaction, thereby increasing customer retention and market share. The concept of QFD and its

relationship with other similar concepts were explicated. QFD can be viewed simultaneously as an extension of and complement to the hospitality industry's endeavor towards service quality and customer satisfaction (Jeong and Oh, 1998).

The framework of Jeong and Oh (1998) in applying QFD into hospitality industry especially in lodging industry can be seen at the figure below:
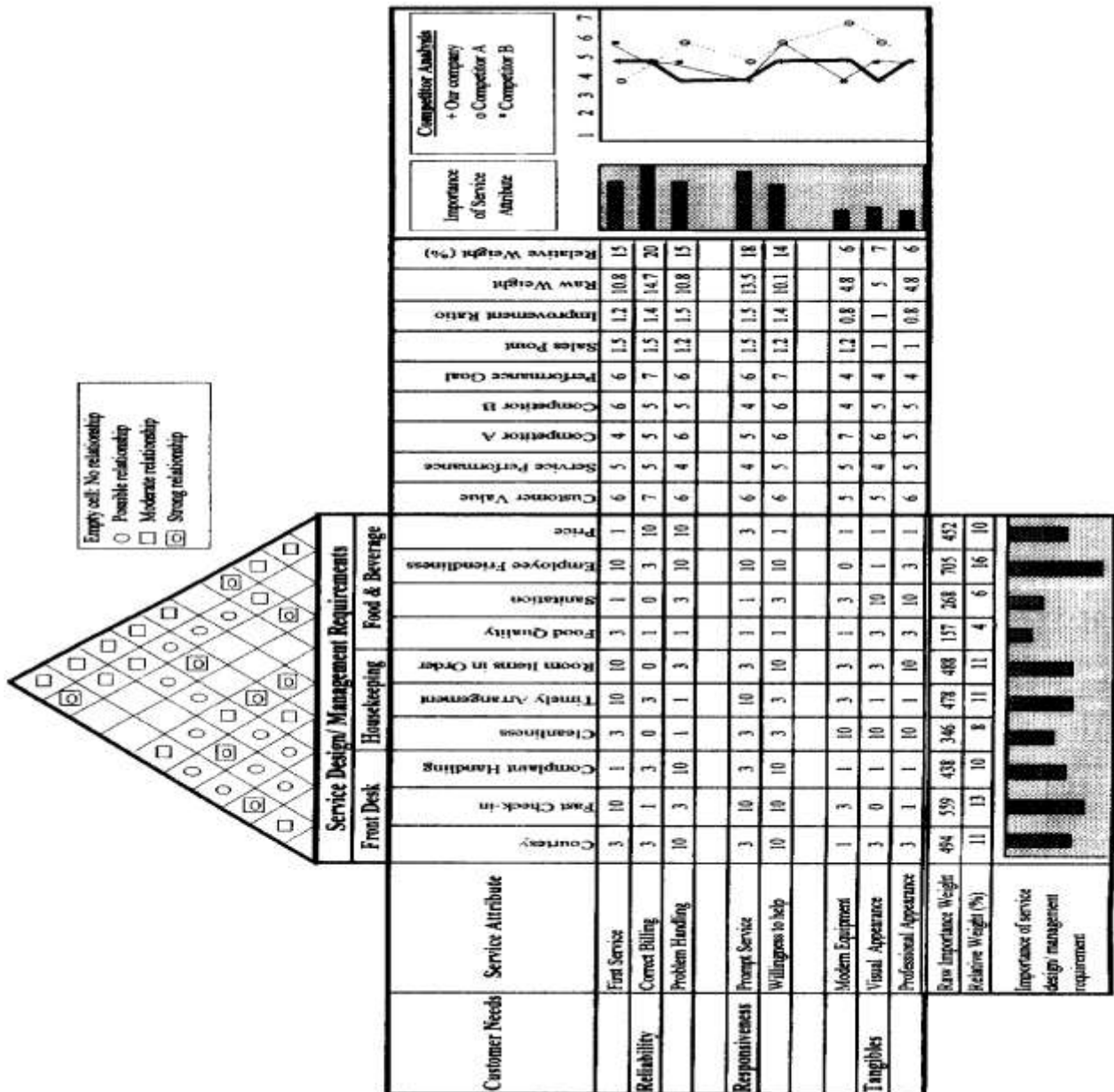
Figure 8. QFD application in SERVQUAL of Hospitality Industry.
Adapted from Jeong and Oh (1998)

III.   Methodology

3.1 Time and Location

This research is a case study in a Sundanese restaurant in Bekasi, which is Marga Jaya Restaurant. This research will be conducted at August to November 2008. The data will be collected by distributing questionnaires, interview and observation toward process and report in the restaurant.

3.2 Customer's Characteristics

Customer's characteristics provide a general overview of Marga Jaya Restaurant's customers that is consist of age, gender, occupation and income.

3.3 Research Methodology

3.3.1 Customer's Need Survey

It will need 30 respondents for questionnaire and interview in order to determine the specification and customer's satisfaction about restaurant quality attributes. The respondent selection process will be done by using convenience sampling method or accidental sampling method. It is based on the respondents' readiness to fill in the questionnaire and an in-depth interview will be conducted after the respondents have already had ate.

Respondents are people who dine at the restaurant without status differences considerations. It aims at getting a representative data of restaurant's customers. The pre requisite of respondent in this research is they have to have good ability in

communication, more than 17 years old and have minimum one visit to the restaurant at the last one month.

A brainstorming and dept interview with the three experts will be conducted in order to produce restaurant's quality attributes that are used for the basic question in the initial questionnaire. These questions are developed by using service quality and product quality frameworks that are discussed in the Chapter II.

The 5 dimensions of service quality by Parasuraman et al. (1988) measures are:

a. Tangible, comprising physical facility performance such as parking area, hygiene, tidiness and convenience, communication equipments, and employee's appearance. This dimension produces 4 questions.

b. Reliability, ability in accurately delivering service that suitable with the standards offered. This dimension produces 3 questions.

c. Responsiveness, the willingness and promptness of personnel in providing service. This dimension produces 3 questions.

d. Assurance, it is related to employee's ability that comprises product knowledge, hospitality, and civility in service. This dimension produces 3 questions.

e. Empathy, access to the customer, communication with the customers and understanding the customers' needs. This dimension produces 3 questions.

On the other hand, there are product quality attributes that are developed from faster, price, presentation, healthy options, taste, freshness, and temperature dimensions (Gasperzs, 1997; Palacio, and Theis, 1997).

The brainstorming process about service quality dimensions and product quality dimensions results 26 attributes restaurant's quality in the initial questionnaire. This questionnaire result will be tested by using reliability test and validity test. The test will use construct validity, Which is a conceptual framework that is obtained with asking the measured concept definitions to the candidate of respondents.

Validity test towards 26 restaurant quality attributes from 30 respondents results 26 These 26 Product Moment Correlation representing each of customer's expectation, Marga Jaya's service and competitor restaurant's service. The acquired correlation number has to be compared with the r-table value. The critical number in the level of 5 % with 30 respondents is 0.361. Thus, only attributes those have more than 0.361 of correlation product moment will be expediently included in the distributed questionnaire for customers.

3.3.2 Restaurant Quality Attributes Weight

The restaurant's quality attributes that have already passed validity and reliability test will be developed as questionnaire for 3 experts who assumed as experienced customers in restaurant business. In this questionnaire, those experts will be asked for comparing each of quality attributes with pair wise comparison. The result of this questionnaire is an expert's judgment that has already geometric averaged, therefore it results a combination of expert's judgment. The weighting measurement will be processed by using Expert Choice version 11. The highest weight shows the most important restaurant's quality attribute.

3.3.3 Customer's Highest Expectation Identification

This highest expectation will be determined from weighting results towards restaurant's quality attributes. This data is a weight that described into score number and it will be consecutively ranked.

3.3.4 House of Quality Formation

The method of house of quality formation in this study is a combination of Subagyo's (2000) and Rampersad's (2001) work. The stages are as follows:

a. **Customers' expectation identification**

In this stage, specifications of the customers' expectations are defined and attributes are measured and determined which result in priorities. The data used to determine the priorities is obtained from previous study. The stages required to determine the specifications of the customers' expectation are available in part (WHAT) from the restaurant's quality of house and provides the restaurant's quality attributes.

b. **Product evaluation**

In this stage, the level of the customer's satisfaction is compared to the competitor's quality attributes.

The population of the study is the customers of Marga Jaya Restaurant Bekasi branch. The restaurant provides flexibility in sampling and timing of the study. This enables the researcher to conduct the study on daily basis. The sample of the study is 95 respondents, The formula used by Yamane (1967) is illustrated in:

$$n = \frac{N}{1 + N\,(e)^2}$$

Whereby:

N = The amount of the visitor in one month

n = Sample

e = Coefficient (0.1)

$$n = \frac{1500}{1 + 1500\,(0.1)^2}$$

n = 95

The study uses 5-point Likert scale with the following description: (5) very satisfied, (4) satisfied, (3) quite satisfied, (2) less satisfied, and (1) not satisfied.

The data obtained is calculated using the equation:

(N1 x 1) + (N2 x 2) + (N3 x 3) + (N4 x 4) + (N5 x 5)

Whereby:

N1 = The amount of the respondents who answered "very satisfied"

N2 = The amount of the respondents who answered "satisfied"

N3 = The amount of the respondents who answered "quite satisfied"

N2 = The amount of the respondents who answered "less satisfied'

N1= The amount of the respondents who answered "not satisfied"

The total score obtained is divided by the total class intervals which results in the index score. In order to obtain the level of customer's satisfaction, the following stages are applied:

51

1. Calculating maximum score index (NA max) and minimum score index (NA min) followed the range (NA max – NA min).

2. Determining class interval, setting level of satisfaction from each attribute of the customer requirements based on each index. For example:

   1) Highest score : 5

   2) Total respondents: 95

   3) Total maximum score: 5 x 95 = 475

   4) Maximum index: 475/5 = 95

   Minimum index is obtained in the same way:

   1) Lowest score: 1

   2) Total respondents: 95

   3) Total minimum score: 1 x 95 = 95

   4) Minimum index: 95/5 = 17

   Range   = 95 – 19 = 76

   Total class   = 5

   Class length   = 76/5 = 15.2 = 15

   Based on the data, the class interval will be:

   19 – 34 = "not satisfied"

   35 – 50 = "less satisfied"

   51 – 66 = "quite satisfied"

   67 – 82 = "satisfied'

   83 – 98 = "very satisfied"

The level of customer's satisfaction is determined by substituting the index into respective class intervals.

c. Aim of the Project

In this stage, the objective is to identify on what aspects should be improved on the basis of what customer perceive on the attributes of the restaurant and the competitor. The assessment will apply 5 point Likert scale based on the secondary data obtained from the company. Values obtained will be calculated using the formula:

Repairing ratio   = score targeted/score evaluated

Score   = repairing ratio x level of attribute significance

% score   = score/total score x 100%

d. Technical parameter

In this stage, related process activities with the specifications and the customer's expectation are determined. The activities are conducted together with the restaurant management boards using brainstorming techniques.

e. Interrelatedness interaction matrix

The purpose of establishing such interrelatedness is to show the most significant correlation between the characteristic process and the customer's expectation attributes; therefore when the matrix and the analysis are complete, it can be determined which characteristic process that requires the most attention.

The correlation between the customer's expectation and the characteristic process can be stated in particular symbols representing the strength of the correlation. The symbols and the values are as follows:

● = 10, represents strong correlation

○ = 5, represents fair correlation

△ = 1, represents weak correlation

To determine the correlation of such interrelatedness, it will be conducted by managers using the brainstorming technique. To arrive at a conclusion that a particular correlation is said to be strong, fair or weak, is determined by posing a question "Does the characteristic process satisfy the customer satisfaction?" Such a question must be applied in every column in the house of quality which is the correlation between a particular characteristic process and a certain customer's expectation.

f. **Trade-off**

Some characteristic processes possess a linkage with one another. An intervention toward a characteristic process can result either positively or negatively. To determine the correlation of such interrelatedness in this study will be conducted by the respective managers using the brainstorming technique.

The matrix formed as a result of the interrelatedness is called correlation matrix, and the upper column of the matrix of the house of quality is called roof. The correlation of the interrelatedness and the common symbols used are:

1. Strong positive correlation (++)

A strong positive correlation is a one way relationship in which if one characteristic process increases, it will affect positively to the increase of another respective characteristic process.

2. Positive correlation (+)

A positive correlation is a one way relationship; however, the impact is not as strong as a strong positive correlation.

3. Negative correlation (-)

A negative correlation is not a one way relationship; that is, if one characteristic process decreases, it will result in the increase of another characteristic.

4. Strong negative correlation (--)

A strong negative correlation is not a one way relationship; that is, if one characteristic process decreases, it will result in the increase of another characteristic with a more powerful effect.

The benefit of the correlational matrix is that it is able to show negative correlations. Such correlations need attention since if the company does not attempt to make some necessary improvement on a certain characteristic process to improve the customer's satisfaction, it can result in the decrease of other characteristic process which finally leads to decrease in the customer's satisfaction.

3.3.5 Company's Ability Measurement

Based on the previous stages, a model of house of quality will be withdrawn with prioritized all service attributes by the company and its competitors. Elements

consisting in the customer's significance column were made as a reflection of the customers' perception towards the competitor's positive values.

3.3.6 Efforts Formulation

In this stage, development, testing, evaluation and interpretation of the design into measurement are conducted. The emphasis of this stage is on the elements to be priorities in pursuing realistic performance results.

The flow of research is described in Figure 9.
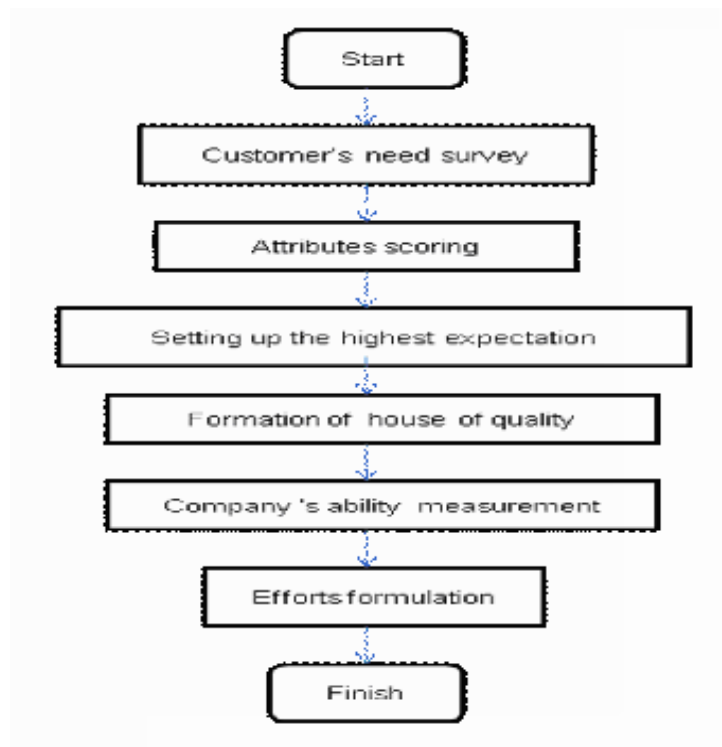
Figure 9. Flow of Research

3.4 Types and Methods of Data Collection

The study uses both primary and secondary data which are qualitative and quantitative. Data will be collected through direct observation to the customers while the secondary data will be collected from the company's internal data.

The techniques applied to obtain primary data in this study are brainstorming, questionnaire and interview. Brainstorming is conducted by the managers to develop 5 dimensions of service quality (Parasuraman, et. al., 1988) into the restaurant's service quality attributes which are to be presented in the first questionnaire. The questionnaire will also be used to identify the level of significance and measure the company's ability towards the restaurant's quality attributes. The scoring on the attributes will be determined by two Marga Jaya restaurant managers. The questions will be closed ended to enable the respondents to answer all of the questions within limited time. The interview will be used to determine the specifications of the customer's expectation towards the restaurant's quality attributes.

The technique that will be used in collecting the secondary data is by accessing the data at Marga Jaya restaurant.

IV. Result and Analysis

4.1 Company's Profile

The Marga Jaya Restaurant is a family restaurant owned by Mr and Mrs Ariyanti who are sundanese inherit. The company began in 1983 in front of Bekasi Train Station, Bekasi, West Java. After the following successes, they moved the restaurant to Jl. Kemakmuran no. 39, Bekasi in 1997.

The restaurant has branch at Jl. Sukaresmi Lippo Cikarang, Bekasi. Nowadays, the Marga Jaya Restaurant employs 50 employees. Although it has been established since 25 years ago, the restaurant still implements a family management system.

The sundanese concepts that is very familiar in Indonesia well-marked by hut, vegetables food, and village atmosphere. These marks are implemented and shown at Marga Jaya Restaurant. With variety of food, such as; fish, chicken, soup, and vegetables, The favorite menu is frying gurame fish. Marga Jaya has a vision that it will be the number one sundanese restaurant in the region.

4.2 Customer's Characteristics

4.2.1. Customer's Age

This research shows that most of the customers are aged between 41 to 50 years old with the total amount of 25 peoples (26.32%). On the other side, customers who are aged between 21 to 30 years old were the minority by generating 8 % or

8 peoples. The data also shows 45 years old as means and 43 years old as median.

This data are provided on the Table 6 and Figure 10 below:

Table 6. Frequency Distribution of Marga Jaya Restaurant's Customers
Based on Age

Age	Frequency	Percentage (%)
21 – 30	8	8.42
31 – 40	29	20.53
41 – 50	25	26.32
51 – 60	23	24.21
61 – 70	10	10.53
Total	95	100.00

17 – 45 years old is considered as the most productive in human lifecycle. It gives a strong influence on customers behavior. Even more, age of customers also affects their interests on product that will be consumed. (Sumarwan, 2003)
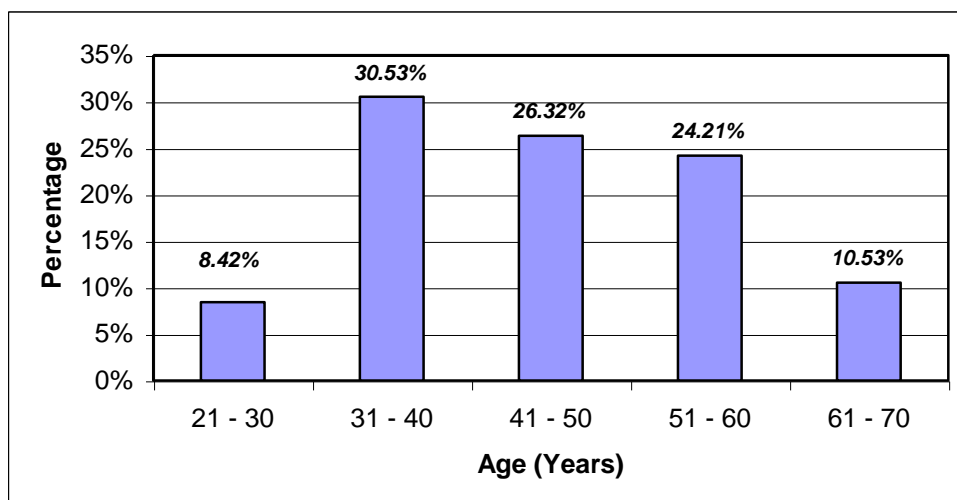
Figure 10. Percentage of Age Dispersion of Marga Jaya Restaurant's Customers

4.2.2. Customer's Gender

The results shows that most of the Marga Jaya Restaurant's customers are male (55 peoples or 57.89%), while the 40 peoples (42.11%) are female. This data will be provided on the Table 7 and Figure 11.

Table 7. Frequency Distribution of Marga Jaya Restaurant's Customers
Based on Gender

Gender	Frequency	percentage (%)
Male	55	57.89
Female	40	42.11
Total	95	100.00
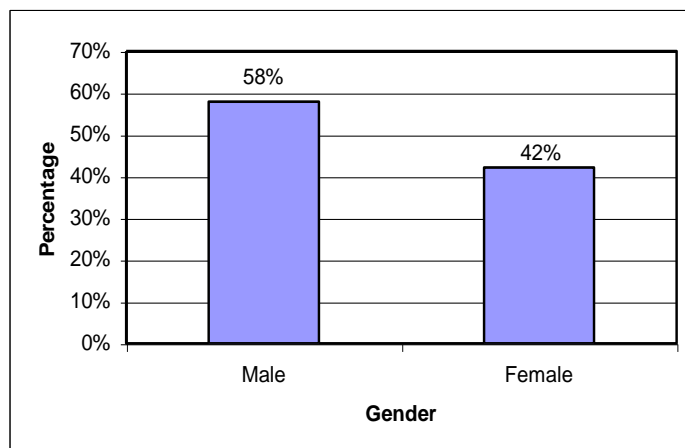
Figure 11. Percentage of Gender Dispersion of Marga Jaya Restaurant's Customers

4.2.3. Customer's Occupations

The results shows that most of the customers work as Government Officers (44 peoples or 46.32%), while teacher is the minority occupation of the restaurant's customers (4 persons or 4.21%). This data is provided on the Table 8 below:

Table 8. Frequency Distribution of Marga Jaya Restaurant's Customers
Based on Occupations

Occupations	Frequency	Percentage (%)
Government Officer	44	46.32
Private Sector	37	38.95
Teacher	4	4.21
Housewife	10	10.53
Total	**95**	**100.00**

Occupation is a component that is able to affect someone's consumption pattern. It is one of independent variable that affects social status or social class. The customers who are included in the same class will show the same value, lifestyle and behavior due to its strong influence to consumption pattern of customers. (Sumarwan, 2003). This data are provided on the Figure 12.
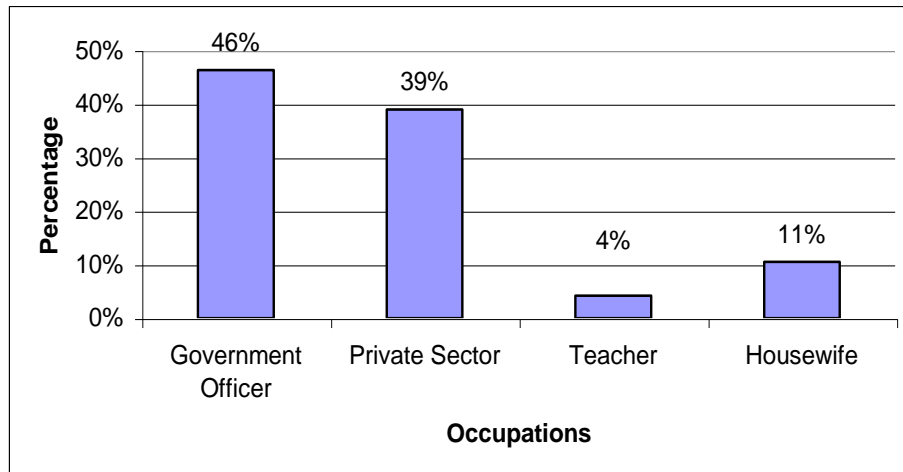
Figure 12. Percentage of Occupations Dispersion of Marga Jaya
Restaurant's Customers

4.2.4. Customers' Income

The results shows that most of the customers generate income of   Rp. 2.000.001,-
to 3.000.000,- per month (33 persons or 34.74%) while the means of this
distribution is Rp. 2.947.368.42,- and   Rp. 3.000.000,- as median. This data is
provided on Table 9.

Table 9. Frequency Distribution of Marga Jaya Restaurant's Customers
Based on Income

Income (Rupiah)	Customers	Percentage (%)
< 2.000.001,-	32	33.68
2.000.001,- – 3.000.000,-	33	34.74
3.000.001,- – 4.000.000,-	15	15.79
4.000.001,- – 5.000.000,-	14	14.74
> 5.000.000,-	1	1.05
Total	95	100.00

According to Central Bureau of Statistics (2007), those who have income level below Rp. 900.000 per month are consider as low level – income household. Thus, Marga Jaya Restaurant's customers are considered as customers who are not in low level of income. This information is provided on the Figure 13.
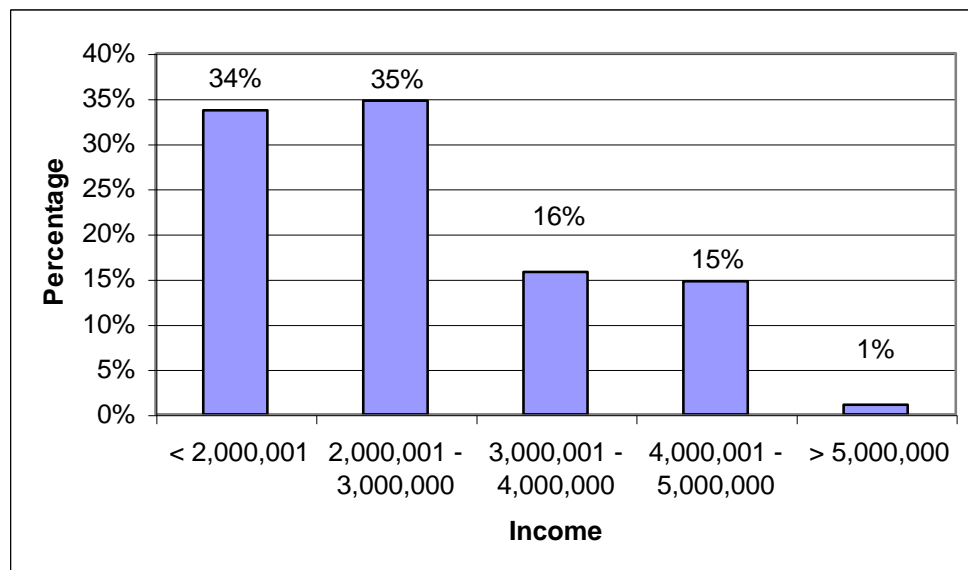
Figure 13. Percentage of Income Level Dispersion of Marga Jaya Restaurant's Customers

4.3 Result and Analysis for Making House of Quality

4.3.1 Customer's Need Survey

According to the brainstorming process and an in-depth interview with the three experts that refer to the development of 5 service quality and 8 product quality dimensions, 26 quality attributes are resulted for identifying customers' needs and wants.

The 26 attributes are:

1. Sundanese atmosphere, tangible physical facilities. Marga Jaya Restaurant offers facilities with sundanese atmosphere such as: Hut, bamboo wall, table and bamboo chair.

2. Employees cleanliness and tidiness, employee's performance includes: body, clothes, hair, etc.

3. Restaurant comfort, comfortable atmosphere, appropriate room temperature, clean, and interesting interior design.

4. Toilet and hand wash tap, the availability of clean toilet and hand wash tap and adequate clean water supply.

5. Wide parking, adequacy and capacity of parking area for those who bring their own vehicle.

6. Average menu offer, adequate information that given to customers especially the favorite menu information.

7. Delivery offer, facilities and capability in delivering order speedily.

8. The congruity of picture and products, congruity of pictures in the menu and promotional brochures with the served product

9. Service speed on guest arrival, the employee's speed and responsiveness in giving service when the guest are arrived.

10. Employees' responsiveness in answering the customers' questions, the ability of employees in answering guests' questions.

11. Table clear up speed, the ability of employees in clearing up the used table without bothering another guests or customers.

12. Employees ability in describe of products, the ability of employees in describing and giving a clear explanation about the product offered.

13. Employees friendliness and hospitality, the employee's readiness in giving the service to customers in hospitality ways and giving friendliness. It includes their hospitality in handling customers' complaints.

14. Employees ability in handling task, the ability of employees in finishing of their duties that has been their responsibilities.

15. Employees and customer relationship, the emotional proximity between employees and customers.

16. Suggestion box, availability of a space that is created for accumulating customers' complaints and comments.

17. Restaurant management's responsiveness towards customer's complaints.

18. Food serving speed, speed of food serving without reducing its quality and performance

19. Product price, affordable price and suitable with product quality.

20. Interesting food appearance, food appearance that make customers interested in consuming it.

21. Product nutrition, nutrient that is contained by the served food.

22. Product cleanliness, the cleanliness of product from dirtiness or other tangible strange materials.

23. Food safety, food safety is a concept that a served food and beverages have to be safe from piece of glass, pin, etc. it is also have to be safe from biological essence / substance such as cockroach, ants, micro organism, etc. the product has not cause poisoning.

24. Sundanese specialty, the combination of salty taste, sweet and sour, and also spicy that create a sundanese taste.

25. Product freshness, the offered products are fresh or made by using the fresh materials.

26. Temperature of product presentation, the suitability of temperature with the type of food.

Validity test were held towards 30 respondents. Each of them asked to asses the 26 attributes in terms of customer expectation, service and product quality at Marga Jaya Restaurant and Restaurant competitor. This test resulted 26 product moment correlations for each of the attributes. These data are presented in Table 10.

It is shown that there are 2 questions that have under critical score value of 5% (0.361). Consequently, these two questions are not valid and unreasonable to be put on the distributed- questionnaires.

Reliability test is also conducted in this study in order to check the questionnaire's consistency with using re-measuring technique. This reliability index shows how reliable the measures system is. This reliability test resulted correlation score of 0.964 for customer's expectation, 0.964 for service and product quality at Marga Jaya restaurant and 0.960 for service and product quality at competitor restaurant. in this part of study, Cronbach Alpha method was used with coefficient score between 0 to 1 as its condition. The value that almost to 1 shows a high of consistency.

Thereby, measurement scale that has been arranged is considered as "trade on" in

such away that 24 restaurant quality attributes at the questionnaires are distributed to the 95 respondents. The detail measurement is explained at Appendix 3.

Tabel 10. Product Moment Correlation

No.	Questions	Score of Product Moment Correlation			Validity
		Customer's Expectation	Service and product quality at Marga Jaya Restaurant	Service and product quality of Competitor Restaurant	
1.	Sundanese atmosphere	0.639(**)	0.712(**)	0.832(**)	Valid
2.	Employees cleanliness and tidiness	0.545(**)	0.786(**)	0.460(*)	Valid
3.	Restaurant comfort	0.788(**)	0.797(**)	0.768(**)	Valid
4.	Toilet and hand wash tap	0.848(**)	0.695(**)	0.640(**)	Valid
5.	Wide parking	0.702(**)	0.795(**)	0.716(**)	Valid
6.	Average menu offer	0.799(**)	0.579(**)	0.694(**)	Valid
7.	Delivery offer	0.856(**)	0.614(**)	0.743(**)	Valid
8.	The congruity of picture and products	0.252	0.194	0.225	Not valid
9.	Service speed on guest arrival	0.751(**)	0.719(**)	0.620(**)	Valid
10.	Employees' responsiveness in answering the customers' questions	0.786(**)	0.703(**)	0.699(**)	Valid
11.	Table clear up speed	0.813(**)	0.846(**)	0.873(**)	Valid
12.	Employees ability in describe of products	0.747(**)	0.775(**)	0.743(**)	Valid
13.	Employees friendliness and hospitality	0.778(**)	0.846(**)	0.806(**)	Valid
14.	Employees ability in handling task	0.885(**)	0.897(**)	0.884(**)	Valid
15.	Employees and customer relationship	0.636(**)	0.639(**)	0.838(**)	Valid
16.	Suggestion box	0.768(**)	0.695(**)	0.780(**)	Valid
17.	Restaurant management's responsiveness towards customer's complaints	0.047	0.221	0.158	Not valid
18.	Food serving speed	0.717(**)	0.775(**)	0.871(**)	Valid
19.	Product price	0.733(**)	0.742(**)	0.698(**)	Valid
20.	Interesting food appearance	0.580(**)	0.720(**)	0.779(**)	Valid
21.	Product nutrition	0.784(**)	0.727(**)	0.694(**)	Valid
22.	Product cleanliness	0.746(**)	0.790(**)	0.673(**)	Valid
23.	Food safety	0.695(**)	0.698(**)	0.605(**)	Valid
24.	Sundanese specialty	0.755(**)	0.683(**)	0.751(**)	Valid
25.	Product freshness	0.717(**)	0.707(**)	0.577(**)	Valid
26.	Temperature of product presentation	0.773(**)	0.786(**)	0.728(**)	Valid

Note:

**. Correlation is significant at the 0.01 level (2-tailed

*. Correlation is significant at the 0.05 level (2-tailed)

4.3.2 Restaurant Quality Attributes Weight.

Restaurant Quality Attributes weighting score is generated by distributing questionnaires to the three experts. They are asked to do pair wise comparison towards 24 restaurant quality attributes. The data processing is assisted by using software Expert Choice version 11 that results the aggregation of attribute priority and its ranking (Figure 14).

Attribute	Weight
Sundanese specialty	.123
Employees friendliness and hospitality	.107
Sundanese atmosphere	.078
Food safety	.073
Product cleanliness	.068
Product freshness	.064
Employees ability in describing product	.050
Employees and customer relationship	.047
Product nutrition	.047
Employees ability in handling task	.041
Employees cleanliness and tidiness	.038
Employees' responsiveness in answering the customers' questions	.038
Wide parking	.032
Restaurant comfort	.030
Temperature of product presentation	.027
Average menu offer	.024
Service speed on guest arrival	.024
Toilet and handwash tap	.016
Table clear up speed	.015
Interesting food appearance	.014
Speed in serving the food	.013
Product price	.011
Delivery Offer	.010
Availability of Suggestion box	.007

0 missing judgments.

Figure 14. The Result of Pair Wise Comparison by Using Software Expert Choice Version 11

From the Figure 14, the weighting score of each quality attributes are presented by Table 11. For the sake of measurement easiness, the weighting scores will be calculated by using converted weighting score. The highest converted weighting score is 21 that show the attribute is the highest expectation of customers that have to be fulfilled by the restaurant or company.

Table 11. Weighting Score of Restaurant Quality Attributes

Atribut	Weighting	Rank	Score
Sundanese specialty	0.123	1	21
Employees friendliness and hospitality	0.107	2	20
Sundanese atmosphere	0.078	3	19
Food safety	0.073	4	18
Product cleanliness	0.068	5	17
Product freshness	0.064	6	16
Employees ability in describe of products	0.050	7	15
Employees and customer relationship	0.047	8	14
Product nutrition	0.047	8	14
Employees ability in handling task	0.041	9	13
Employees' responsiveness in answering the customers' questions	0.038	10	12
Employees cleanliness and tidiness	0.038	10	12
Wide parking	0.032	11	11
Restaurant comfort	0.030	12	10
Temperature of product presentation	0.027	13	9
Service speed on guest arrival	0.024	14	8
Favorite menu offer	0.024	14	8
Toilet and handwash tap	0.016	15	7
Table clear up speed	0.015	16	6
Interesting food appearance	0.014	17	5
Food serving speed	0.013	18	4
Product price	0.011	19	3
Delivery offer	0.010	20	2
Suggestion box	0.070	21	1

4.3.3 Customer's Highest Expectation Identification

Table 11 shows that the experts has given their judgment and resulting sundanese specialty as the first rank attribute by generating score of 0.123. After sundanese specialty, it is followed in descending order by employees friendliness and hospitality (0.107), and sundanese atmosphere (0.078). These are the top three attributes. It also shows that the three attributes are considered as the reasons why customers decide to dine at sundanese restaurant. On the other hands, Product price (0.011), delivery offer (0.010), and suggestion box (0.070) are the three less concern attributes. The product price attribute is not too important for customers. It is also can be analyzed that they want to pay more money for dinning at sundanese restaurant for the sake of getting the good quality of sundanese food with its specialty at sundanese restaurant, getting hospitality and friendly service and appropriate sundanese atmosphere.

It is in line with statement of Mills (2000) who said friendly, attentive service, tasty food, and decent atmosphere are just as critical to the success of an ethnic restaurant as they are to any establishment. It means that the three attributes are the most crucial things in sundanese restaurant –including Marga Jaya Restaurant- success.

On the other hands, John & Pine (2002) said that the food service industry is different from others areas of the service sector like financial and professional services. It is closely concerned with food choice and quality and offers a rich meal experience to which many factors contribute. Many empirical studies reconfirm the important of food quality, and also show that customers see service just one of several factors affecting the quality of restaurant offering. Consumer satisfaction can be based upon a totally of attributes, including both food and services. According to Palmer (1998)

restaurant is establishment that can be categorize as hybrid, because its product is combination between goods and services.

4.3.4 House of Quality

a. Restaurant quality attributes and customer's expectation identification

The restaurant attributes the House of Quality's attributes as well as each of its weighting score are those that have been generated by the survey.

b. Product evaluation

The 95 distributed questionnaires show the assessment of customer's satisfaction towards Marga Jaya Restaurant's and compatitor's quality's attributes. The data is presented in the Table 12 and 13.

Table 12. Customer's Satisfaction towards Marga Jaya Restaurant's Quality Attributes

Attributes	Service and Product Quality at Marga Jaya Restaurant					Total score	Index score	Satisfaction level
	Not satisfied (1)	Less satisfied (2)	Quite satisfied (3)	Satisfied (4)	Very satisfied (5)			
Sundanese specialty	-	-	8	18	69	439	87.8	5
Employees friendliness and hospitality	-	-	22	60	13	371	74.2	4
Sundanese atmosphere	-	-	5	30	60	435	87	5
Food safety	-	-	5	20	70	445	89	5
Product cleanliness	-	-	5	26	64	439	87.8	5
Product freshness	-	-	5	30	60	435	87	5
Employees ability in describe of products	-	-	21	59	15	375	75	4
Employees and customer relationship	-	-	5	27	65	438	87.6	5
Product nutrition	-	-	5	22	68	443	88.6	5
Employees ability in handling task	-	-	12	13	60	381	76.2	4
Employees' responsiveness in answering the customers' questions	-	-	22	52	21	379	75.8	4
Employees cleanliness and tidiness	-	-	20	62	13	373	74.6	4
Wide parking	-	-	5	24	70	441	88.2	5
Restaurant comfort	-	-	5	25	65	440	88	5
Temperature of product presentation	-	-	20	62	13	373	74.6	4
Service speed on guest arrival	-	-	5	18	72	447	89.4	5
Favorite menu offer	-	-	-	21	74	454	90.8	5
Toilet and handwash tap	-	16	59	20	-	289	57.8	3
Table clear up speed	-	-	21	61	13	371	74.2	4
Interesting food appearance	-	-	24	59	12	368	73.6	4
Food serving speed	-	-	21	58	16	375	75	4
Product price	-	-	13	71	11	378	75.6	4
Delivery offer	-	-	12	57	26	396	79.2	4
Suggestion box	-	15	60	20	-	289	57.8	3

Note:
Total Score = (ax1) + (bx2) + (cx3) + (dx4)+ (ex5)
Where :
- a = customers who are not satisfied
- b = customers who are less satisfied
- c = quite satisfied
- d = satisfied
- e = very satisfied

Index Score = Total Score : 5
Satisfaction Level = 1-5
- 19 – 34 = "not satisfied" or "1"
- 35 – 50 = "less satisfied" or "2"
- 51 – 66 = "quite satisfied" or "3"
- 67 – 82 = "satisfied' or "4"
- 83 – 98 = "very satisfied" or "5"

Table 13. Customer's Satisfaction towards Competitor's Quality Attributes

Attributes	Service and Product Quality at Competitor Restaurant					Total score	Index score	Satisfaction level
	Not satisfied (1)	Less satisfied (2)	Quite satisfied (3)	Satisfied (4)	Very satisfied (5)			
Sundanese specialty	-	-	-	19	-	456	91.2	5
Employees friendliness and hospitality	-	-	22	36	37	395	79	4
Sundanese atmosphere	-	-	24	47	24	381	76.2	4
Food safety	-	-	-	17	78	458	91.6	5
Product cleanliness	-	-	-	31	64	444	88.8	5
Product freshness	-	-	-	28	67	447	89.4	5
Employees ability in describe of products	-	-	18	56	21	383	76.6	4
Employees and customer relationship	-	-	16	61	18	382	76.4	4
Product nutrition	-	-	-	23	72	452	90.4	5
Employees ability in handling task	-	-	14	18	63	382	76.4	4
Employees' responsiveness in answering the customers' questions	-	-	-	16	79	459	91.8	5
Employees cleanliness and tidiness	-	-	-	24	71	451	90.2	5
Wide parking	-	-	13	61	21	389	77.8	4
Restaurant comfort	-	-	-	25	70	450	90	5
Temperature of product presentation	-	-	25	46	24	380	76	4
Service speed on guest arrival	-	-	-	22	73	459	91.8	5
Favorite menu offer	-	-	-	26	69	449	89.8	5
Toilet and handwash tap	-	-	16	56	23	387	77.4	4
Table clear up speed	-	-	18	60	17	380	76	4
Interesting food appearance	-	-	28	38	29	382	76.4	4
Food serving speed	-	-	8	76	11	384	76.8	4
Product price	-	-	20	59	16	376	75.2	4
Delivery offer	-	-	11	59	25	394	78.8	4
Suggestion box	-	12	62	21	-	283	56.6	3

Note:

Total Score = (ax1) + (bx2) + (cx3) + (dx4) + (ex5)

Where :
- a = customers who are not satisfied
- b = customers who are less Satisfied
- c = quite Satisfied
- d = satisfied
- e = very satisfied

Index Score = Total Score : 5

Satisfaction Level = 1-5
- 19 – 34 = "not satisfied" or "1"
- 35 – 50 = "less satisfied" or "2"
- 51 – 66 = "quite satisfied" or "3"
- 67 – 82 = "satisfied' or "4"
- 83 – 98 = "very satisfied" or "5"

c. Aim of the project / target

Based on the customer's satisfaction level at product and service evaluation phase that has been obtained will be considered as customer's perspectives. The customer's expectations are considered as company's target. The complete data are shown at Table 14.

Table 14. Customer's Expectation Level towards Sundanese Restaurant

Attributes	Service and Product Quality at Competitor Restaurant					Total score	Index score	Expectation level
	Not Important (1)	Less Important (2)	Quite Important (3)	Important (4)	Very Important (5)			
Sundanese specialty	-	-	-	21	74	454	90.8	5
Employees friendliness and hospitality	-	-	-	20	75	455	91	5
Sundanese atmosphere	-	-	-	34	61	442	88.4	5
Food safety	-	-	-	25	70	450	90	5
Product cleanliness	-	-	-	33	62	442	88.4	5
Product freshness	-	-	-	32	63	444	88.8	5
Employees ability in describe of products	-	-	6	37	52	428	85.6	5
Employees and customer relationship	-	-	1	36	58	437	87.4	5
Product nutrition	-	-	-	30	65	445	89	5
Employees ability in handling task	-	-	15	62	18	383	76.6	4
Employees' responsiveness in answering the customers' questions	-	-	-	17	78	458	91.6	5
Employees cleanliness and tidiness	-	-	-	26	69	449	89.8	5
Wide parking	-	-	-	30	65	445	89	5
Restaurant comfort	-	-	-	29	66	446	89.2	5
Temperature of product presentation	-	-	19	58	18	380	76	4
Service speed on guest arrival	-	-	-	21	74	454	90.8	5
Favorite menu offer	-	-	-	35	60	441	88.2	5
Toilet and handwash tap	-	-	15	73	7	372	74.4	4
Table clear up speed	-	-	24	54	17	376	75.2	4
Interesting food appearance	-	-	-	32	63	444	88.8	5
Food serving speed	-	-	24	53	18	373	74.6	4
Product price	-	-	21	56	18	378	75.6	4
Delivery offer	-	-	18	53	24	387	77.4	4
Suggestion box	-	20	55	20	-	285	57	3

Note:

Total Score = (ax1) + (bx2) + (cx3) + (dx4) + (ex5)

Where :
- a = customers who are not satisfied
- b = customers who are less satisfied
- c = quite satisfied
- d = satisfied
- e = very satisfied

Index Score = Total Score : 5

Satisfaction Level = 1-5
- 19 – 34 = "not satisfied" or "1"
- 35 – 50 = "less satisfied" or "2"
- 51 – 66 = "quite satisfied" or "3"
- 67 – 82 = "satisfied' or "4"
- 83 – 98 = "very satisfied" or "5"

d. Technical / process parameter

According to the brainstorming that involves three experts, several process activities in producing product and service at Marga Jaya Restaurant are listed. These process and activities usually has a strong contribution to the restaurant's quality. The process / activities are:

1) Raw material supply, the restaurant's activities in fulfilling their raw material needs.

2) Raw material storing, the restaurant's activities in saving and storing temporarily at a certain place before it will be processed to the next step.

3) Preparation, the restaurant's activities in drawing up the raw materials that will be processed, including; cleaning it up from waste, cutting and or washing process.

4) Processing, the restaurant's activities in processing the ready raw materials to become the ready to be consumed product.

5) Serving, the activities in giving services to the customers from the beginning they come until they finish dine at the restaurant includes delivery service.

6) Room cleaning, the activities in cleaning up the tables and another restaurant's facilities.

7) Washing, the restaurant's activities in washing the used cutleries and dishes.

e. Interrelatedness interaction matrix

The brainstorming results for relationship analysis between restaurant's quality attributes and the restaurant's process are able to be seen at Table 15.

Table 15. Relationship between Restaurant Quality Attributes and Process Activities

Process / Attributes	Raw material supply	Raw material storing	Preparation	Processing	Serving	Room cleaning	Washing
Sundanese specialty	1	-	10	10	5	-	-
Employees friendliness and hospitality	-	-	-	-	10	-	-
Sundanese atmosphere	-	-	-	-	10	-	-
Food safety	10	10	10	10	10	-	-
Product cleanliness	1	1	5	10	5	-	-
Product freshness	10	10	10	5	10	-	-
Employees ability in describe of product	-	-	-	-	10	-	-
Employees and customers relationship	-	-	-	-	10	-	-
Product nutrition	10	5	1	10	1	-	-
Employees ability in handling task	1	1	5	5	5	1	1
Employees' responsiveness in answering the customers' questions	-	-	-	-	10	-	-
Employees cleanliness and tidiness	-	-	10	1	10	1	1
Wide parking	-	-	-	-	10	-	-
Restaurant comfort	-	-	-	-	10	-	-
Temperature of product presentation	-	-	-	5	10	-	-
Service speed on guest arrival	-	-	-	-	10	-	-
Favorite menu offer	5	1	1	1	10	-	-
Toilet and handwash tap	-	-	-	-	10	1	-
Table clear up speed	-	-	-	-	5	10	5
Interesting food appearance	1	-	1	-	10	-	-
Food serving speed	-	-	5	10	10	-	-
Product price	5	-	-	-	10	-	-
Delivery offer	5	1	5	1	10	-	-
Suggestion box	-	-	-	-	5	-	

Note :

10 = Strong Correlation, it is represented by " ⬤ " at the House of Quality

5 = Fair Correlation, it is represented by " ◯ " at the House of Quality

1 = Weak Correlation, it is represented by " △ " at the House of Quality

f. Trade off

The company's trade or efforts in order to do self improvement process need an analysis towards each of restaurant's activities. The analysis is needed in identifying how strong the relationship between activities and next process. This analysis can be done by brainstorming process. The complete data is presented in the Table 16.

Table 16. Dependability Relationship between the Process Characteristics

		Process Characteristics	Relationship and Reasoning
Process Characteristics	Raw material supply	Raw material storing	(++) the over supply of raw materials will leads to over time in storing the materials.
		Preparation	No Relationship
		Processing	No Relationship
		Serving	No Relationship
		Room cleaning	No Relationship
		Washing	No Relationship
	Raw material storing	Preparation	(+) the long storing process leads to the reducing raw materials quality and can be difficult for preparation.
		Processing	(++) the long storing process lead to un-fresh materials and reducing nutrition content.
		Serving	No Relationship
		Room cleaning	No Relationship
		Washing	No Relationship
	Preparation	Processing	No Relationship
		Serving	(++) the appropriate Preparation leads to the taste
		Room cleaning	No Relationship
		Washing	No Relationship
	Processing	Serving	(++) a good Processing will produce a good product.
		Room cleaning	(+) more cooked menus, more rooms are needed.
		Washing	(+) more cooked menus, more cutleries and dishes are needed.
	Serving	Room cleaning	(+) more customers, more rooms and cutleries are needed.
		Washing	(++) more customers, more orders and more cutleries are needed.
	Room cleaning	Washing	(++) the faster rooms are cleaned and the faster washing process can be done.

Note :

(++)   = Strong positive correlation
(+)   = Positive correlation
(-)   = Negative correlation
(--)   = Strong negative correlation

After all, these analyses combined in a holistic view at the House of Quality (Figure 15)

Legend:
- ● Strong Correlation — 10
- ○ Moderate Correlation — 5
- △ Weak Correlation — 1
- ++ Strong Positive Correlation
- + Positive Correlation

Columns 1–7: 1 Raw Material Supplying, 2 Raw Material Storing, 3 Preparation, 4 Processing, 5 Serving, 6 Room Cleaning, 7 Washing

#	Customer Requirement	Level of Importance	1	2	3	4	5	6	7	Marga Jaya Restaurant	A Restaurant	Target	Repairing Ratio	Weighting	Weighting (%)
1	Sundanese specialty	21	△	·	●	●	○	·	·	5	5	5	1	21	7.41%
2	Employees friendliness and hospitality	20	·	·	·	·	●	·	·	4	4	5	1.25	25	8.82%
3	Sundanese atmosphere	19	·	·	·	·	●	·	·	5	4	5	1	19	6.71%
4	Food safety	18	●	●	●	●	●	·	·	5	5	5	1	18	6.35%
5	Product cleanliness	17	△	△	○	●	○	·	·	5	5	5	1	17	6.00%
6	Product freshness	16	●	●	●	○	●	·	·	5	5	5	1	16	5.65%
7	Employees ability in describe of products	15	·	·	·	·	●	·	·	4	5	5	1.25	18.75	6.62%
8	Employees and customer relationship	14	·	·	·	·	●	·	·	5	4	5	1	14	4.94%
9	Product nutrition	14	●	○	△	●	△	·	·	5	5	5	1	14	4.94%
10	Employees ability in handling task	13	△	△	○	○	○	△	△	4	4	4	1	13	4.59%
11	Good respon of employees to answer the customer's question	12	·	·	·	·	●	·	·	4	5	5	1.25	15	5.29%
12	Employees cleanliness and tidiness	12	·	·	●	△	●	△	△	4	5	5	1.25	15	5.29%
13	Wide parking	11	·	·	·	·	●	·	·	5	4	5	1	11	3.88%
14	Restaurant comfort	10	·	·	·	·	●	·	·	5	5	5	1	10	3.53%
15	Temperature of product presentation	9	·	·	·	○	●	·	·	4	4	4	1	9	3.18%
16	Service speed on guest arrival	8	·	·	·	·	●	·	·	5	5	5	1	8	2.82%
17	Favorite menu offer	8	○	△	△	△	●	·	·	5	5	5	1	8	2.82%
18	Toilet and handwash tap	7	·	·	·	·	●	△	·	3	4	4	1.3333	9.3333	3.29%
19	Table clear up speed	6	·	·	·	·	○	●	○	4	4	4	1	6	2.12%
20	Interesting food appearance	5	△	·	△	·	●	·	·	4	4	5	1.25	6.25	2.21%
21	Food serving speed	4	·	·	○	●	●	·	·	4	4	4	1	4	1.41%
22	Product price	3	○	·	·	·	●	·	·	4	4	4	1	3	1.06%
23	Delivery offer	2	○	△	○	△	●	·	·	4	4	4	1	2	0.71%
24	Suggestion box	1	·	·	·	·	○	·	·	3	3	3	1	1	0.35%
	Marga Jaya Restaurant		4	3	3	4	3	3	3						
	A Restaurant		4	4	4	4	4	4	4						
	Total Score		212.56	79.44	321.25	279.87	620.3	34.37	31.02						
	Priority (%)		13.46	5.03	20.35	17.73	39.28	2.18	2.29						

Figure 15. House of Quality of Marga Jaya Restaurant by Shanti Pujilestari, 2008

According to matrixes and tables that are depicted above, this part of study tries to provide several important explanations that follows this steps: level expectation from the customer experts that interlinked with Marga Jaya Restaurant's customer satisfaction, benchmarking of customer's satisfaction to Marga Jaya Restaurant and customer's satisfaction to the competitor restaurant, analyze the customer's expectation and its relationship with Marga Jaya Restaurant's activities, and House of Quality establishment.

The sundanese specialty that is considered as customer's choice on the importantce of restaurant quality attributes caused by their expectation to enjoy sundanese atmosphere originality. It shows that the restaurant has to maintain, improve and take the correction action in sundanese specialty attribute in order to increase its competitiveness of selling point. On the other hand, as shown at the Figure 15, the evaluation of customers towards sundanese specialty that gives repairing score of 1 that shows customer's expectation has been fulfilled; their expectations are equal to their satisfaction. Just the same time, Marga Jaya Restaurant still has to maintain, even improve its sundanese specialty attribute in order to maintaining and improving its customer's satisfaction level.

Of the 24 attributes, 18 of them have the similar position with competitor restaurant. in terms of another 3 attributes (sundanese atmosphere, employees and customer relationship, and wide parking), Marga Jaya Restaurant has higher position compared to its competitor. Yet, there are another 3 attributes that perform worse than competitor, which are: employee's ability in describing products, employee's

responsiveness in answering the customer's questions and toilet and handwash tap.

The technical ability of restaurant in fulfilling customer's specifications and expectations is able to be seen at activities and process held by Marga Jaya Restaurant, from the raw material supply until washing process. These activities are considered as element that has great influence to the restaurant's quality. Thus, it has to be monitored by the restaurant. Attribute that has a highest level of influence towards the restaurant's quality is serving attribute. While another attributes have no influence towards employees friendliness and hospitality (Figure 15). Thus, restaurant also has to pay more its attention to this process, especially to those which has a strong influence.

Meanwhile, according to the relations between process that exist at Marga Jaya Restaurant as a whole (Figure 15) shows that serving process has a score (importance score) of 853.18 with priority score of 48% and preparation process generates an importance score of 320.56 with the priority score of 18.04%. The data shows that the highest scored criterion is "Serving" that relatively higher in importance level towards restaurant's quality achievement. Thus, Marga Jaya Restaurant has to evaluate their resources in order to achieve the improvement in service system. In order to increase its competitiveness, Marga Jaya restaurant has to fulfill all of its customer's expectation, especially in technical ability in serving. Yet, in order to fulfill its customer's expectation, beforehand, Marga Jaya has to focus on the highest expectation of customers with the highest weighting score, which is employees friendliness and hospitality.

After all, The House of Quality of Marga Jaya Restaurant is established by combining all of the analyses above. It indicates that Marga Jaya Restaurant's quality is still lacks of services in terms of employees friendly and hospitality, employee's ability in describing products, employees' responsiveness in answering the customers' questions, employees tidiness and cleanliness, toilet and handwash tap and interesting food appearance. Those attributes have similar repairing score of 1.25 except toilet and handwash tap attribute that generates the score of 1.33. It shows that customers are not satisfied in terms of those attributes. Thus, Marga Jaya has to evaluate its strategies and improving the process.

According to Martin (1986), there are several things that affect customer's perception towards employees friendliness and hospitality in service: Attitude, gesture, tact (wisdom), attentiveness, guidance, suggestive selling, and problem solving

Yet, It is impossible that every employee have such abilities that mentioned above. Every employee has different characteristics and various ability. As mentioned by Gerson (2002) a training for employees is needed before they are allocated in order to have a standardized ability to give services. Furthermore, training is a tool for promoting an effective human relationship. On the other hand, a company also has to implement a Standard Operation of Service (SOP).

V. Conclusions and Suggestions

5.1 Conclusion

1. From the total of 24 attributes that have weighted by the expert, it shows that the 6 attributes that have highest score are sundanese specialty and followed in descending order by employee's friendliness and hospitality, sundanese atmosphere, food safety, product cleanliness and product freshness. In other words, Marga Jaya Restaurant's customers put their highest expectation on these 6 attributes. While the customers give lowest score at the following attributes; suggestion box, delivery offer, product price, food serving speed, interesting food appearance, and table clear-up speed.

2. In terms of customer's satisfaction, Marga Jaya Restaurant has already fulfilled the customer's needs and satisfaction except in these following attributes; employees friendliness and hospitality, employees' ability in describing products, employees' responsiveness in answering the customer's questions, employees cleanliness and tidiness, toilet & Handwash tap, and interesting food appearance. In several items, there is similar level of service performance between Marga Jaya restaurant and its competitor. Yet, in terms of sundanese atmosphere, employees and customer relationship, and wide of parking area, Marga Jaya shows better performance than its competitor. On the other hands, in terms of employees' ability in describing products, employees' responsiveness in answering the customer's questions, employees' cleanliness and tidiness, and toilet & handwash tap attribute, Marga Jaya restaurant is still left behind its competitor.

3. The identification processes at the House of Quality (HOQ) show that serving process as one of the restaurant's activities that have to be monitored and improved in fulfilling the customer's satisfaction. While the most prioritized attribute is employees' friendliness and hospitality. In other words, this attribute has to be improved as prerequisite in improving the customer's satisfaction.

5.2 Suggestions

1. The restaurant needs to conduct a benchmarking with other companies in a certain period of time in order to identify how the competitors improve their restaurant's quality attributes and their abilities in competing with other companies. In order to know the current competition between restaurants in Bekasi, Marga Jaya Restaurant is suggested to be a pioneer in a restaurant association especially in the region. In improving its services, managers have to maintain a good relationship with front officers who deal with customers directly.

2. In order to identify customers' expectation and satisfaction that able to provide information regarding its position compared to other restaurants, Marga Jaya has to conduct more periodic research.

3. According to the House of Quality as the result of the study, it shows that Marga Jaya has to improve its service quality. These improvements are listed alternately;

    a. Employees friendliness and hospitality, it will be conducted by giving more periodic briefing by focusing more on punishment and rewards. Such as "employee of the month".

b. Employees ability in describe of products, by giving more focus on product knowledge improvement.

c. Employees responsiveness in answering the customer's question, by periodic and daily briefing.

d. Employees cleanlinees and tidinees, by producing yaitu dengan membuat cleanliness and tidiness regulations.

e. Toilet and handwash tab, by repairing toilet and hand wash.

f. Interesting food appearance, improving food appearance by giving garnish and served more traditionally.

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Appendix 1.
Letter

UNIVERSITAS SAHID JAKARTA
PROGRAM PASCA SARJANA

Nomor   : 440/S/Sps-Usahid/VIII/2008
Lampiran   : ….. lembar
Perihal   : Permohonan Ijin Penelitian

Kepada Yth.

Pengelola Restauran Marga Jaya
Bekasi

Dengan hormat,

Kami yang bertanda tangan di bawah ini menerangkan bahwa :

Nama   : **Shanti Pujilestari**
Tempat/tanggal lahir   : 19 Agustus 1973
Alamat/No.Telp.   : Pondok Surya Mandala Jl. Surya Lestari II Blok U No.5
                              Bekasi Hp. 087880310167
NIM   : 2000621138034
Prog.Studi/Konsentrasi : **Magister Manajemen/Manajemen Pariwisata**

Adalah mahasiswa Sekolah Pascasarjana Universitas Sahid Jakarta yang akan melakukan penelitian dalam rangka penyusunan tesis.

Sehubungan hal tersebut di atas, mohon dapat diberikan kesempatan kepada yang bersangkutan untuk melakukan wawancara dan penyebaran kuesioner di lembaga/institusi yang Bapak/Ibu pimpin, selama bulan Agustus sampai bulan Oktober 2008.

Demikian yang dapat kami sampaikan, atas perkenan dan kerjasamanya diucapkan terima kasih.

Jakarta, 20 Agustus 2008
A.n. Direktur Sps Usahid
Building u.b
Wakil Direktur

Rudy Aryanto, SE.,MM
Sekjur Magister Manajemen

Appendix 2.
Questionnaire for Validity and Realibility Test

Kuesioner

Sebagai salah satu restauran tradisional Indonesia yaitu restauran sunda, Restauran Marga Jaya selalu menginginkan perbaikan dalam memberikan pelayanan sesuai keinginan konsumennya. Kepuasan anda sebagai konsumen juga merupakan kebanggaan dan kepuasan kami. Untuk dapat meningkatkan kepuasan anda, mohon anda dapat memberikan informasi dengan memberikan tanda cek list (√) pada setiap kolom sesuai keterangan.

Pertanyaan:
Nama   :
Usia   :
Jenis kelamin   :
Pekerjaan   :
Pengeluaran satu bulan   :

	Harapan pelanggan					Layanan Restoran Marga Jaya					Layanan Restoran A				
	TP	KP	C	P	SP	TM	KM	C	M	SM	TM	KM	C	M	SM
Suasana sunda															
Kerapihan dan kebersihan karyawan															
Kenyamanan restoran															
Toilet dan tempat cuci tangan															
Tempat parkir yang luas															
Penawaran menu favorit															
Penawaran delivery															
Kesesuaian gambar dengan aslinya															
Kecepatan melayani pada saat tamu datang															
Karyawan tanggap menjawab pertanyaan konsumen															
Kecepatan membersihkan meja															

	Harapan Pelanggan					Layanan Restoran Marga Jaya					Layanan Restoran A				
	TP	KP	C	P	SP	TM	KM	C	M	SM	TM	KM	C	M	SM
Kemampuan karyawan menerangkan produk															
Keramahtamahan dan kesopanan karyawan															
Kemampuan karyawan menyelesaikan tugas															
Keakraban karyawan dengan konsumen															
Kotak saran															
Respon restauran terhadap keluhan pelanggan															
Kecepatan hidangan disajikan															
Harga produk															
Penampilan/hiasan hidangan menarik															
Nilai gizi produk															
Kebersihan produk															
Keamanan pangan															
Cita rasa khas sunda															
Kesegaran produk															
Suhu penyajian															

Keterangan :

TP = Tidak Penting
KP = Kurang Penting
C = Cukup
P = Penting
SP = Sangat Penting

Keterangan :

TM = Tidak Memuaskan
KM = Kurang Memuaskan
C   = Cukup
M   = Memuaskan
SM = Sangat Memuaskan

Terima kasih atas partisipasi Anda.

Appendix 3.
Validity and Reliability Test

a) Validity Test

Menghitung korelasi antara masing-masing pernyataan dengan skor total yang menggunakan rumus teknik korelasi *"Product Moment"*. Dengan jumlah respondent 30 orang, maka pernyataan akan valid jika nilai r lebih dari 0.361.

Rumus validitas :

$$r_{tp} = \frac{N\left(\sum xy\right) - \left(\sum x \sum y\right)}{\sqrt{\left[N\sum x^2 - \left(\sum x\right)^2\right]x\left[N\sum y^2 - \left(\sum y\right)^2\right]}}$$

dimana :

r $_{tp}$ = angka korelasi
N   = jumlah responden
x   = data/nilai untuk setiap item
y   = data/nilai dari seluruh item

b) Realibility Test

Metode yang digunakan adalah metode *Cronbach Alpha* dengan syarat besarnya koefisien berkisar antara 0 hingga 1. Nilai yang mendekati 1 menunjukkan konsistensi yang tinggi.

Rumus realibilitas:

$$\alpha = \frac{k \cdot r}{\{1 + (k-1)\}r}$$
$$\alpha = kk$$

Dimana :

α = Koefisien keandalan

k = banyaknya variabel yang dominan dari setiap faktor yang terbentuk

r = rata-rata korelasi antar variabel yang dominan

Hasil perhitungan validity dan reliability menggunakan SPSS 15 adalah :

a)   Validity test result

	Attribute		Expectation Tota	Margajaya Total	Competitor Total
Spearman's rho	Suasana	Correlation Coefficient	.639(**)	.712(**)	.832(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Kerapihan	Correlation Coefficient	.545(**)	.786(**)	.460(*)
		Sig. (2-tailed)	0.002	0.000	0.011
	Nyaman	Correlation Coefficient	.788(**)	.797(**)	.768(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Toilet	Correlation Coefficient	.848(**)	.695(**)	.640(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Parkir	Correlation Coefficient	.702(**)	.795(**)	.716(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Menu_fav	Correlation Coefficient	.799(**)	.579(**)	.694(**)
		Sig. (2-tailed)	0.000	0.001	0.000
	Delivery	Correlation Coefficient	.856(**)	.614(**)	.743(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Gambar	Correlation Coefficient	0.252	0.194	0.225
		Sig. (2-tailed)	0.178	0.305	0.232
	Melayani	Correlation Coefficient	.751(**)	.719(**)	.620(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Tanggap	Correlation Coefficient	.786(**)	.703(**)	.699(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Kec_meja	Correlation Coefficient	.813(**)	.846(**)	.873(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Terang	Correlation Coefficient	.747(**)	.775(**)	.743(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Ramah	Correlation Coefficient	.778(**)	.846(**)	.806(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Tugas	Correlation Coefficient	.885(**)	.897(**)	.884(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Akrab	Correlation Coefficient	.636(**)	.639(**)	.838(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Kotak	Correlation Coefficient	.768(**)	.695(**)	.780(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Respon	Correlation Coefficient	0.047	0.221	0.158
		Sig. (2-tailed)	0.805	0.240	0.404
	Kecep	Correlation Coefficient	.717(**)	.775(**)	.871(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Harga	Correlation Coefficient	.733(**)	.742(**)	.698(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Penampilan	Correlation Coefficient	.580(**)	.720(**)	.779(**)
		Sig. (2-tailed)	0.001	0.000	0.000
	Nilai_gizi	Correlation Coefficient	.784(**)	.727(**)	.694(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Kebersihan	Correlation Coefficient	.746(**)	.790(**)	.673(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Keamanan	Correlation Coefficient	.695(**)	.698(**)	.605(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Cita_rasa	Correlation Coefficient	.755(**)	.683(**)	.751(**)
		Sig. (2-tailed)	0.000	0.000	0.000
	Kesegaran	Correlation Coefficient	.717(**)	.707(**)	.577(**)
		Sig. (2-tailed)	0.000	0.000	0.001
	Suhu	Correlation Coefficient	.773(**)	.786(**)	.728(**)
		Sig. (2-tailed)	0.000	0.000	0.000

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

b) Reliability test result

EXPECTATION Reliability
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded(a)	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.964	24

MARGA JAYA RESTAURANT Reliability
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded(a)	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.964	24

A RESTAURANT Reliability
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded(a)	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.960	24

Appendix 4.
Pilot Test Questionnaire

Kuesioner

Sebagai salah satu restauran tradisional Indonesia yaitu restauran sunda, Restauran Marga Jaya selalu menginginkan perbaikan dalam memberikan pelayanan sesuai keinginan konsumennya. Kepuasan anda sebagai konsumen juga merupakan kebanggaan dan kepuasan kami. Untuk dapat meningkatkan kepuasan anda, mohon anda dapat memberikan informasi dengan memberikan tanda cek list (√) pada setiap kolom sesuai keterangan.

Pertanyaan:
Nama   :
Usia   :
Jenis kelamin :
Pekerjaan   :

Pengeluaran satu bulan   :

	Harapan pelanggan					Layanan Restoran Marga Jaya					Layanan Restoran A				
	TP	KP	C	P	SP	TM	KM	C	M	SM	TM	KM	C	M	SM
Suasana sunda															
Kerapihan dan kebersihan karyawan															
Kenyamanan restoran															
Toilet dan tempat cuci tangan															
Tempat parkir yang luas															
Penawaran menu favorit															
Penawaran delivery															
Kecepatan melayani pada saat tamu datang															
Karyawan tanggap menjawab pertanyaan konsumen															
Kecepatan membersihkan meja															

	Harapan Pelanggan					Layanan Restoran Marga Jaya					Layanan Restoran A				
	TP	KP	C	P	SP	TM	KM	C	M	SM	TM	KM	C	M	SM
Kemampuan karyawan menerangkan produk															
Keramahtamahan dan kesopanan karyawan															
Kemampuan karyawan menyelesaikan tugas															
Keakraban karyawan dengan konsumen															
Kotak saran															
Kecepatan hidangan disajikan															
Harga produk															
Penampilan/hiasan hidangan menarik															
Nilai gizi produk															
Kebersihan produk															
Keamanan pangan															
Cita rasa khas sunda															
Kesegaran produk															
Suhu penyajian															

Keterangan :

TP = Tidak Penting
KP = Kurang Penting
C = Cukup
P = Penting
SP = Sangat Penting

Keterangan :

TM = Tidak Memuaskan
KM = Kurang Memuaskan
C = Cukup
M = Memuaskan
SM = Sangat Memuaskan

Terima kasih atas partisipasi Anda.

Appendix 5.
Pair Wise Comparison (Expert Judgment) Questionnaire

I. Data Responden Ahli

Nama   :

Usia   :

Jenis kelamin   :

Pendidikan   :

Jabatan   :

Alamat   :

II. Pengisian matriks berpasangan

1.   Pertanyaan yang diajukan akan berbentuk perbandingan antara atribut di sebelah kiri dan atribut yang ada di sebelah kanan atas
2.   Isilah skala 1 – 9 untuk tingkat kepentingan
3.   Skala penilaian memiliki nilai antara 1 – 9, dengan arti :

        1 = Kedua atribut sama penting
        3 = Atribut yang kiri sedikit lebih penting (kebalikannya bernilai1/3)
        5 = Atribut yang kiri esensial atau sangat penting (kebalikannya bernilai 1/5)
        7 = Atribut yang kiri jelas lebih penting (kebalikannya bernilai 1/7)
        9 = Atribut yang kiri mutlak lebih penting (kebalikannya bernilai 1/9)
   2,4,6,8 = Nilai-nilai antara dua nilai pertimbangan yang berdekatan (kebalikannya bernilai 1/2, 1/4, 1/6, 1/8)

Kuesioner penentuan pakar terhadap prioritas layanan dan produk

Atribut	Suasana sunda	Kerapihan dan kebersihan karyawan	Kenyamanan restauran	Toilet dan tempat cuci tangan	Tempat parkir yang luas	Penawaran menu favorit	Penawaran delivery	Kecepatan melayani pada saat tamu datang	Karyawan tanggap menjawab pertanyaan konsumen	Kecepatan membersihkan meja	Kemampuan karyawan menerangkan produk	Keramahtamahan dan kesopanan karyawan	Kemampuan karyawan menyelesaikan tugas	Keakraban karyawan dengan konsumen	Kotak saran	Kecepatan hidangan disajikan	Harga produk	Penampilan/hiasan hidangan menarik	Nilai gizi produk	Kebersihan produk	Keamanan pangan	Cita rasa khas sunda	Kesegaran produk	Suhu penyajian
Suasana sunda	■																							
Kerapihan dan kebersihan karyawan	■	■																						
Kenyamanan restauran	■	■	■																					
Toilet dan tempat cuci tangan	■	■	■	■																				
Tempat parkir yang luas	■	■	■	■	■																			
Penawaran menu favorit	■	■	■	■	■	■																		
Penawaran delivery	■	■	■	■	■	■	■																	
Kecepatan melayani pada saat tamu datang	■	■	■	■	■	■	■	■																
Karyawan tanggap menjawab pertanyaan konsumen	■	■	■	■	■	■	■	■	■															
Kecepatan membersihkan meja	■	■	■	■	■	■	■	■	■	■														
Kemampuan karyawan menerangkan produk	■	■	■	■	■	■	■	■	■	■	■													
Keramahtamahan dan kesopanan karyawan	■	■	■	■	■	■	■	■	■	■	■	■												
Kemampuan karyawan menyelesaikan tugas	■	■	■	■	■	■	■	■	■	■	■	■	■											
Keakraban karyawan dengan konsumen	■	■	■	■	■	■	■	■	■	■	■	■	■	■										
Kotak saran	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■									
Kecepatan hidangan disajikan	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■								
Harga produk	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■							
Penampilan/hiasan hidangan menarik	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
Nilai gizi produk	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■					
Kebersihan produk	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■				
Keamanan pangan	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Cita rasa khas sunda	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Kesegaran produk	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Suhu penyajian	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Appendix 6.
Questionnaire of Relationship between
Restaurant Quality Attributes and Process Activities

I. Data Responden

    Nama   :

    Usia   :

    Jabatan   :

    Lama bekerja   :

II. Petunjuk pengisian :

Berikut adalah pengisian matrik interaksi / hubungan keterkaitan, disebelah kiri adalah atribut-atribut mutu restauran dan di sisi kanan atas adalah kegiatan teknis yang ada di restauran. Bapak/Ibu dimohon untuk mengaitkan keduanya sesuai tanda :

● = hubungan kuat

○ = hubungan sedang

△ = hubungan lemah

	Pembelian bahan baku	Penyimpanan bahan baku	Persiapan	Pemasakan	Pelayanan	Pembersihan ruangan	Pencusian
Cita rasa khas sunda							
Keramahtamahan dan kesopanan karyawan							
Suasana sunda							
Keamanan Pangan							
Kebersihan produk							
Kesegaran produk							
Kemampuan karyawan dalam menerangkan produk							
Keakraban karyawan dan konsumen							
Nilai gizi produk							
Kemampuan karyawan menyelesaikan tugas							
Karyawan tanggap menjawab prtanyaan konsumen							
Kebersihan dan kerapihan karyawan							
Tempat parker yang luas							
Kenyamanan restoran							
Suhu penyajian							
Kecepatan melayani pada saat tamu datang							
Penawaran menu favorit							
Toilet dan tempat cuci tangan							
Kecepatan membersihkan meja							
Penampilan/hiasan hiding menarik							
Kecepatan hidangan disajikan							
Harga produk							
Penawaran delivery							
Kotak saran							

Terima kasih atas partisipasi Bapak/Ibu.

Appendix 7.
Questionnaire of Dependability
Relationship between the Process Activities

I. Data Responden

Nama   :

Usia   :

Jabatan   :

Lama bekerja :

II. Petunjuk pengisian :

Pada kuesioner ini terdapat 7 kegiatan teknis, Ibu dimohon memilih kegiatan apa saja yang terkait, sebutkan alasan kerekaitan tersebut. Kemudian bagaimana hubungan kedua kegiatan teknis tersebut, pilihah tanda :

++   = Hubungan kuat positif
          Hubungan kuat positif merupakan hubungan searah yang kuat, dimana bila salah satu kegiatan teknis mengalami peningkatan maka berdampak kuat pada peningkatan kegiatan teknis lainnya

+   = Hubungan positif
          Hubungan positif merupakan hubungan searah, meskipun dampak yang dihasilkan tidaklah sekuat hubungan pada ++

−   = Hubungan negatif
          Hubungan negatif merupakan hubungan tidak searah, yaitu bila salah satu kegiatan teknis mengalami penurunan maka kegiatan teknis yang lain akan mengalami peningkatan. Atau sebaliknya.

− −   = Hubungan kuat negatif
          Hubungan kuat negative merupakan hubungan tidak searah yang kuat dan dampak yang dihasilkan tidak sekuat −

	Kegiatan teknis terkait	Hubungan	Alasan
Penyimpanan bahan	Penyimpanan bahan		
	Persiapan		
	Pengolahan		
	Serving		
	Pelayanan		
	Kebersihan ruangan		
	Pencucian		
Penyimpanan bahan	Persiapan		
	Pengolahan		
	Pelayanan		
	Kebersihan ruangan		
	Pencucian		

	Kegiatan teknis terkait	Hubungan	Alasan
Pengolahan	Pelayanan		
	Pembersihan ruangan		
	Pencucian		
Pelayanan	Pembersihan ruangan		
	Pencucian		
Pembersihan ruangan	Pencucian		

Terima kasih atas pertisipasi Anda.

Appendix 8.
Questionnaire of Restaurant's Ability in Technical Activities / Processes

I. Data responden :

Nama   :

Umur   :

Jabatan   :

Lama bekerja   :

II. Petunjuk pengisian

Berilah tanda chek list (√) pada kegiatan teknis / proses di restaurant Bapak/Ibu sesuai

dengan :

TK   = Tidak kuat
KK   = Kurang kuat
C   = Cukup
K   = Kuat
KS   = Kuat sekali

Proses	Kekuatan				
	TK	KK	C	K	KS
Pembelian bahan baku					
Penyimpanan bahan baku					
Persiapan					
Pemasakan					
Pelayanana / penyajian					
Pembersihan ruangan					
Pencucian					

Terima kasih atas parsipasi Bapak / Ibu.

Appendix 9.
Questionnaire of Sundanese Restaurant Attributes Identification

I. Data Responden

Nama   :

Usia   :

Jenis kelamin :

Pendidikan   :

Jabatan   :

Alamat   :

II. Petunjuk pengisian

Penentuan atribut mutu restoran sunda dikembangkan dari teori mutu layanan dan produk,
Bapak/Ibu dimohon untuk memberikan input tentang atribut mutu restoran sunda yang
seharusnya diperhatikan / terdapat dalam pertanyaan pada kuesioner.

A. Mutu Layanan

Pengembangan lima dimensi mutu layanan berdasarkan Parasuraman et al. (1985)
adalah:

  a. *Tangibles*, meliputi penampilan fasilitas fisik yang dapat dilihat dan penampilan
     karyawan.

     Atribut mutu :

     - Suasana sunda

     - Kebersihan dan kerapihan karyawan

     - Kenyamanan restoran

     - Kamar mandi dan tempat cuci tangan

     - Tempat parkir yang luas

     -

b. *Realibility*, yaitu kemampuan untuk memberikan pelayanan yang sesuai dengan yang ditawarkan.

Atribut mutu :

- Penawaran menu favorit

- Penawaran delivery

- Kesesuaian gambar dengan produknya

-

c. *Responsiveness*, yaitu respon atau kesigapan karyawan dalam membantu pelanggan dan memberikan pelayanan yang cepat dan tanggap.

Atribut mutu :

- Kecepatan melayani pada saat tamu datang

- Karyawan tanggap menjawab pertanyaan konsumen

- Kecepatan membersihkan meja

-

d. *Assurance*, yaitu meliputi kemampuan karyawan dalam pengetahuan terhadap produk secara tepat, mutu keramah-tamahan, perhatian dan kesopanan dalam memberikan pelayanan dan sebagainya.

Atribut mutu :

- Kemampuan karyawan menerangkan produk

- Keramahtamahan dan kesopanan karyawan

- Kemampuan karyawan menyelesaikan tugas

-

e. *Empathy*, yaitu perhatian secara individual yang diberikan restoran kepada pelanggan seperti kemudahan untuk menghubungi restoran, kemampuan karyawan untuk berkomunikasi kepada pelanggan dan usaha restoran untuk memahami keinginan dan kebutuhan pelanggannya.

Atribut mutu :

- Kedekatan karyawan dengan pelanggan

- Kotak saran

- Respon restoran terhadap keluhan pelanggan

-

B. Mutu Produk

Atribut-atribut mutu produk pada restoran sunda dikembangkan dari Gasperzs (1997) serta Palacio and Theis (1997) dari yaitu : kecepatan, harga, penyajian, faktor kesehatan, rasa, kesegaran dan suhu.

a. Kecepatan, yaitu kecepatan karyawan dalan menyajikan produk.
   Atribut mutu :
   - Kecepatan produk dihidangkan
   -

b. Harga, yaitu kesesuaian harga dengan mutu produk
   Atribut mutu :
   - Harga produk
   -

c. Penyajian, yaitu seni penyajian produk ala sunda
   Atribut mutu :
      - Penyajian yang menarik
      -

d. Kesehatan, yaitu kebersihan produk dan tingginya nilai gizi yang dikandung makanan

Atribut mutu :

- Nilai gizi produk
- Keamanan Pangan
-

e. Rasa, yaitu gabungan rasa asin, manis, pedas khas sunda

Atribut mutu :

- Rasa khas sunda
-

f. Kesegaran, yaitu kesegaran produk, terutama sayuran mentah pada saat penyajian

Atribut mutu :

- Kesegaran
-

g. Suhu, yaitu kesesuain temperatur produk pada saat penyajian

Atribut mutu :

- Suhu penyajian
-

Terima kasih atas partisipasi Bapak / Ibu.

Appendix 10.
Questionnaire of Sundanese Restaurant
Technical Activities / Processes Identification

I. Data responden

Nama   :

Usia   :

Jenis kelamin   :

Pendidikan   :

Jabatan   :

Alamat   :

II. Petunjuk pengisian :

Di bawah ini terdapat proses / aktivitas teknis di restoran, berilah tanda (√) pada aktivitas yang disetujui dan beri tambahan sebagai usulan aktvitas yang belum ada.

1. Pembelian bahan baku

2. Penyimpanan bahan baku

3. Persiapan

4. Pemasakan

5. Pelayanan/penyajian

6. Pembersihan ruangan

7. Pencucian

8. …

Terima kasih atas partipasi Bapak / Ibu.