

The Relationship between Service Quality, Customer Satisfaction and Loyalty in Restaurant Business in East Java

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ABSTRACT: *The aim of this research is to analyze the relationship between service quality and customer satisfaction as well as service quality and customer loyalty in restaurant business. The sampling technique utilized in this research is purposive sampling. There are 100 respondents taken as the sample of this research. The analysis method uses Service Quality (SERVQUAL) analysis and cartesius diagram. Service Quality (SERVQUAL) analysis result demonstrates that the service quality dimensions consisting of responsiveness, assurance, empathy, and tangible aspects are able to satisfy customers; meanwhile, reliability aspect does not satisfy customers since the gap result is negative. The relationship between service quality and customer loyalty is described in cartesius diagram. Reliability dimension is in A quadrant which means that restaurant management should improve their reliability. Assurance, tangible, and empathy are included in B quadrant which imply that restaurant management needs to keep their performance; meanwhile, responsiveness is in C quadrant which indicates that responsiveness is a low priority variable.*

KEYWORDS: *Service Quality, responsiveness, assurance, empathy, tangibles, reliability*

I. INTRODUCTION

Restaurant business emerges as one of the most favorable business sectors. It can be observed by the phenomenon of the restaurant business growth in recent years. Even in a small city, like Jember, the number of new restaurants in recent grows more and more; the number of big restaurants in Jember is even more than ten restaurants. Each of the restaurants tries to promote its uniqueness either in their service delivery style or in the offered menu. The location should be strategic. Restaurant should improve its service quality to attract more customers as well as build luxurious building decorated with Javanese ethnic style during particular events. The menu served in this restaurant is Indonesia food. Some restaurants in East Java are frequently used for arranging marriage reception in Javanese culture style. Based on the uniqueness, the restaurants are expected to be able to attract more and more customers. By trying to improve their service, the restaurants expect to be able to deliver satisfaction for their customers. Satisfaction is the feeling of customers after comparing performance (or result) that they perceive to expectation [11]. [19] mentions that there are five major dimensions to measure service quality: reliability, responsiveness, assurance, empathy, and tangibles. Therefore, restaurant customer's satisfaction is not adequate if it is measured by using only tangibles aspect but should involve the other four dimensions as well.

Empirically, there are several research which measure the relationship between service quality and customer satisfaction that had been conducted [6] which use medical nurse and automotive repair services. Other research analyzes service quality by using Servqual model [5] which examines the role of tangibles and responsiveness dimensions on service quality. The finding of that research [5] states that service quality is the antecedent of customer satisfaction; and, customer satisfaction strongly influences repurchase behavior. Some local research which use Servqual model are [7], [17], [9], and [16]. The model that is used [7] reveals the positive role of physical evidence, people (employees), and process on banking card customers, but does not influence customer trusts. Most of the research which observe the relationship between service quality and customer satisfaction use method which is developed by Parasuraman, Zeithaml and Berry [10]. To reveal service quality, it is measured by using five dimensions consisting of reliability, responsiveness, assurance, empathy, and tangible. The result shows that the most impactful dimension for service products is different, depending on the type of the service itself. By delivering satisfaction, costumers will feel respected and appreciated which then will create positive image on the organization. Thus, important attention on customer satisfaction as a tool for competition becomes critical since satisfied customers tend to be loyal to particular organization. Satisfaction is not necessarily measured by using price but also by fulfilling what the customers expect. Satisfaction can also be seen as a comparison of perceived fairness; yet, unequal comparison particularly which causes loss or deficit will result in dissatisfaction. Unequal comparison may also result in satisfaction if customers think that it brings benefit for them unless for those customers who care about morality and ethic.

Satisfaction becomes the target to make an organization able to develop and sustainable in handling tight competitive change. Customer satisfaction becomes the guidance, force, and motivating factor to create creative and innovative ways so that the organization knows the customers satisfaction as their customers have used the provided service. Basically, customer satisfaction is simply a condition when needs, wants, and expectation of the customers are met through the product they consume; particularly for this research, it is related to the service users. Customer satisfaction involves discrepancy between expectation and performance or perceived result. The keys to focus on customer satisfaction are assigning employees to directly arrange relationship with customers and empowering employees to take some needed actions to satisfy the customers. Restaurant management tries to fulfill the criteria that are considered by their customers, both for its product and service, to deliver satisfaction for their customers. If customer satisfaction is ignored, there will be a discrepancy between customer expectation and the restaurant's service. The key for successful communication with restaurant customers depends on its employees. Employees take crucial role to satisfy the customers in restaurant business. Things such as friendliness, reliability, promptness, providing comprehensive and valid information, assurance, as well as empathy are needed to close the gap between customer expectation and restaurant service.

Swift development in business causes greater competition; moreover, higher living quality standard forces each of the business organization to provide higher focus on its customers. When an organization wants to develop and obtain profit, it should be able to utilize the essential function of organization related to its marketing effort in better way as well as improve their service quality to make it sustainable and remain competitive in its industry. The principle which says that "customer is a king" implies that customers should be well-served by a business organization. Considering this condition, it is clear that customer should be the main objective for each business organization; therefore, the quality of service depends on the ability of the service provider to meet its customer expectation consistently. Some research find that customer satisfaction significantly influences customer loyalty [2], [1]. However, some other research also demonstrates that satisfaction does not affect loyalty as indicated by the phenomenon that there several satisfied customers which switch to other product or service which offer better things when they need similar product or service in near future [8], [14], [18]. Further, another research also says that the different result between those findings is due to consumer's characteristic differences such as age, income and knowledge ([4] and [5]). The gap on those findings emerges a need to conduct further research. The model of this research sees that loyalty is affected by satisfaction and service quality. [19] says that service quality is one of the significant facts that influences customer satisfaction; moreover, service quality can be measured by using five dimensions: reliability, responsiveness, assurance, empathy, and tangible. Research which studies the relationship between service quality and satisfaction toward loyalty has been conducted [9] in insurance firm which uses Servqual analysis and concludes that service quality and customer satisfaction significantly influence customer loyalty. Based on the description above, this research aims to analyze service quality (reliability, responsiveness, assurance, empathy, and tangible) which affects customer satisfaction customer loyalty in restaurant business as well as to analyze the role of customer satisfaction on customer loyalty in restaurant business.

II. LITERATURE REVIEW AND CONCEPTUAL MODEL

2.1. The Relationship between Service Quality and Customer Satisfaction

Service quality is closely related to customer satisfaction. The main factor that is powerful in handling competition is service quality. Good service quality results in good customer satisfaction, and *vice versa*. Servqual model (Service quality) is developed by [10], [19] [12]. This model is well-known as Gap Analysis Model which is tightly correlated to customer satisfaction model based on non-confirmatory design.

2.2. The Relationship between Service Quality and Loyalty

Loyalty occurs from satisfaction which causes positive image toward service; yet, it will result in an opposed condition when dissatisfaction occurs. As perceived service is equal to expected service, then the service quality is good or positive; moreover, when perceived service is greater than expected service, the service quality is considered as ideal. Meanwhile, when perceived service is lower than expected service, the service quality is negative or poor. Thus, service quality depends on the ability of service provider to meet its customer's expectation consistently. The model referred by this research is Servqual modal which is developed by [10] and [18]. Servqual model is based on the assumption that consumer compares performance and expectation on each service quality attribute. When the performance is met or greater than the standard, then the overall perception on that service will be positive and *vice versa*. Service quality measurement based on Servqual score can be calculated based on the following formula.

$$\text{SERVQUAL score} = \text{Perception score} - \text{Expectation Score}$$

In general, SERVQUAL model is based on two hypotheses:

- [1] Customers perceive service performance based on two standards – desired standard and adequate standard.
- [2] Zone of tolerance separates between desired service and adequate standard.

III. RESEARCH METHODS

3.1. Population and Sample

This is a descriptive research which uses survey method. The population of this research is restaurants in East Java province. This research utilizes purposive sampling as it has some sample criteria for the eligible respondents, such as: the restaurant visitors that can be included in this research’s sample should be above 17 years old (by this age, it is expected that the respondents are able to provide clear answers and understand the questions), the respondents should have ever visited restaurant in East Java at least twice. The number of sample taken in this research is 100 respondents which are derived from Slovin’s formula to represent the overall population.

3.2. Data Collection and Measurement

Data collection is conducted by distributing questionnaire. After the data collection process, those data are then processed by using Service Quality (Servqual) analysis method and cartesius diagram.

IV. ANALYSIS AND RESULTS

Customer satisfaction can be measured by comparing the score of expectation and performance. It is observed based on the discrepancy (gap) between the expectation and satisfaction scores. When the performance is equal or greater than the standard, the satisfaction on overall service will be positive.

4.1. Gap between Service Satisfaction and Customer Expectation through Measure of Superiority (MSS) Calculation

Measure of Superiority (MSS) score indicates Gap between service quality performance and the expected service quality of the customers. Measure of Superiority (MSS) is the discrepancy between satisfaction/performance of the service quality and customer expectation. The Measure of Superiority (MSS) score will be either positive if the performance surpasses expectation (satisfaction is met) or negative when perceived satisfaction/ performance is lower than what customers expect (dissatisfied customer). This is the average score of each of service quality dimension as displayed in Table 1.

Table 1: GAP between Service Performance and Customer Expectation in Restaurant Business

No	Service Quality Dimensions	Performance	Expectation	GAP
1	Reliability	3.64	3.83	- 0.19
2	Responsiveness	3.68	3.65	0.03
3	Assurance	3.87	3.82	0.05
4	Empathy	3.97	3.82	0.15
5	Tangible	3.94	3.87	0.07
Sum		19.1	18.99	0.11

Source: Research data, 2013

The result presented in the table above shows the performance and expectation on each service quality dimension which provides customer satisfaction. Measure of Superiority (MSS) calculation indicates that customer satisfaction has been achieved since the performance score is greater than the expectation score. The Measure of Superiority (MMS) score is positive. Responsiveness, assurance, empathy, and tangible are dimensions which are able to provide customer satisfaction as the performance score is greater than the expectation score. The Measure of Superiority (MMS) is positive; whereas, reliability dimension obtains negative gap score (-0.19) which indicates that this dimension causes customer dissatisfaction.

The gap between service performance and expectation shows customer satisfaction level. To describe each of attribute on each variable of service quality dimensions, we can find it in Table 2.

Table 2: Gap between Service Performance and Customer Expectation in Restaurant Business (Each of Attribute)

No	Attribute	P*	E*	GAP
1	Reliability			
	The ability of employees to well-handle the problem faced by customers	3.78	3.84	-0.06
	Promptness of the employees to serve customers	3.73	3.83	-0.10
	Easiness in purchase transaction process	3.43	3.84	-0.41
2	Responsiveness			
	Employees are actively offers easiness in delivering service to their customers	3.76	3.63	0.13
	Employees are able to provide good and friendly answer for customer's complaint.	3.62	3.63	-0.01
	Customers obtain clear answer related to the facilities of the offered service	3.68	3.71	-0.03
3	Assurance			
	The assurance of the cleanliness and hygiene of the offered product.	4.04	3.93	0.11
	Employees surely consider their friendliness in providing information for their customers	3.64	3.85	-0.21
	Customers feel safe when they are in the restaurant	3.93	3.70	0.23
4	Empathy			
	Customers feel easy to communicate with employees	3.89	3.83	0.06
	Employees care about customers' needs and wants	3.88	3.85	0.03
	Customers feel easy in using the offered service	4.14	3.78	0.36
5	Tangibles			
	The restaurant location is easily accessible	4.14	3.99	0.15
	The parking lot is safe since there are employees who are responsible for and assigned at the parking area	4.03	4.04	-0.01
	All of the employees are neat in their appearance	3.65	3.60	0.05

*P represents performance, and E is for expectation

Source: Research data, 2013

In Table 2, we can see that most of the customer satisfactions are not yet achieved from the perceived service. All of reliability's attributes do not provide satisfaction. The attributes that have not yet delivered satisfaction for the customers are "The ability of employees to well-handle the problem faced by customers" which scores -0.06, "Promptness of the employees to serve customers" which scores -0.10, and "Easiness in purchase transaction process" which scores -0.41. In responsiveness dimension, the attribute that satisfies customers is "Employees are actively offers easiness in delivering service to their customers" which scores 0.13; meanwhile, the attributes like "Employees are able to provide good and friendly answer for customer's complaint" and "Customers obtain clear answer related to the facilities of the offered service" do not satisfy the customers as those score -0.01 and 0.03 respectively.

For assurance dimension, the attributes that deliver satisfaction to the customers are "The assurance of the cleanliness and hygiene of the offered product" which scores 0.11 and "Customers feel safe when they are in the restaurant" which scores 0.23; whereas, the attribute which says Employees surely consider their friendliness in providing information for their customers" scores -0.21 which implies that it does not provide satisfaction to the customers. All of the empathy's attributes have satisfied customers including "Customers feel easy to communicate with employees" which scores 0.06, "Employees care about customers' needs and wants" which scores 0.03, and "Customers feel easy in using the offered service" which scores 0.36. In tangible dimension, the attributes which has provided satisfaction to the customers are "The restaurant location is easily accessible" and "All of the employees are neat in their appearance" which score 0.15 and 0.05 respectively; whereas, "The parking lot is safe since there are employees who are responsible for and assigned at the parking area" attains -0.01 which does not satisfy the customers. The greatest satisfaction perceived by customers is on empathy dimension as the attribute of "Customers feel easy in using the offered service" scores 0.36. The attribute of

“Easiness in purchase transaction process” obtains -0.41 which demonstrates the highest gap in reliability dimension. The gap score reflects that the customers’ expectation is quite high but it is not yet equal to the perceived performance of the delivered service so that it dissatisfies the customers.

4.2. GAP between Service Performance and Customer Minimum Expectation through Measure of Service Adequacy (MSA) Score Calculation

Measure of Service Adequacy (MSA) score is obtained by subtracting minimum expectation of the customers from service performance. The MSA score will be positive when the performance is greater than customer expectation. The mean scores of each service quality dimensions are presented in the Table 3 below.

Table 3: GAP between Service Quality Performance and Customer’s Minimum Expectation in Restaurant Business

No	Service Quality Dimensions	Performance	Minimum Expectation	GAP
1	Reliability	3.64	3.07	0.57
2	Responsiveness	3.68	3.25	0.43
3	Assurance	3.87	3.38	0.49
4	Empathy	3.97	3.47	0.5
5	Tangible	3.94	3.38	0.56
	Sum	19.1	16.55	2.6

Source: Research data, 2013

The scores indicate how far the five dimensions of service quality satisfy the minimum expectation of the customers. Based on the gap, it reflects that customer satisfaction has been optimally fulfilled since the service performance of the five dimensions has met the minimum satisfaction level of the customers. Reliability, Responsiveness, Assurance, Empathy, and Tangible are the dimensions that can deliver satisfaction to the customers as the performance score is greater than the minimum expectation score; in other words, the Measure of Service Adequacy (MSA) score is positive. If we observe in detail, the gap between performance and expectation is positive which means that it meets customer satisfaction; further, we can find the gap of each attribute among the variables of service quality dimensions.

Table 4: GAP between Service Quality Performance and Minimum Expectation of Restaurant’s Customers (Each Attribute)

No	Attribute	Performance	Minimum Expectation	GAP
1	Reliability			
	The ability of employees to well-handle the problem faced by customers	3.78	3.19	0.59
	Promptness of the employees to serve customers	3.73	2.92	0.81
	Easiness in purchase transaction process	3.43	3.10	0.33
2	Responsiveness			
	Employees are actively offers easiness in delivering service to their customers	3.76	3.24	0.52
	Employees are able to provide good and friendly answer for customer’s complaint.	3.62	3.21	0.41
	Customers obtain clear answer related to the facilities of the offered service	3.68	3.31	0.37
3	Assurance			
	The assurance of the cleanliness and hygiene of the offered product.	4.04	3.50	0.54
	Employees surely consider their friendliness in providing information for their customers	3.64	3.20	0.44
	Customers feel safe when they are in the restaurant	3.93	3.46	0.47
4	Empathy			
	Customers feel easy to communicate with employees	3.89	3.56	0.33

	Employees care about customers' needs and wants	3.88	3.36	0.52
	Customers feel easy in using the offered service	4.14	3.50	0.64
5	Tangible			
	The restaurant location is easily accessible	4.14	3.55	0.59
	The parking lot is safe since there are employees who are responsible for and assigned at the parking area	4.03	3.52	0.51
	All of the employees are neat in their appearance	3.65	3.07	0.58

Source: Research Data, 2013

From Table 4, it shows that all of the attributes of each dimension are greater than the minimum expectation of the customers; thus customer satisfaction perceived from Measure of Service Adequacy (MSA) has been optimally achieved. The promptness of the employees when serve their customers in reliability dimension obtains the highest score (0.81); therefore, it implies that this attribute demonstrates the best performance in fulfilling the minimum expectation of the customers compared to the other service attributes. The lowest scores are obtained by “easiness in purchase transaction process” attribute (from reliability dimension) and “Customers feel easy to communicate with employees” attribute (from empathy dimension) which both get 0.33 as compared to the other attributes which indicate that the performance of the two attributes are not yet optimum.

4.3. GAP between Maximum Expectation and Minimum Expectation of the Customers to Attain the Zone of Tolerance

The score of *Zone of Tolerance* is calculated by subtracting the minimum expectation of the customers from the maximum expectation. Zone of tolerance demonstrates the area of accepted service by comparing the expected performance and perceived performance. The mean score of each dimension can be found in Table 5.

Table 5: GAP between Maximum Expectation and Minimum Expectation of the Customers in Restaurant Business

No	Service Quality Dimension	Maximum Expectation	Minimum Expectation	GAP
1	Reliability	3.83	3.07	0.76
2	Responsiveness	3.65	3.25	0.4
3	Assurance	3.82	3.38	0.44
4	Empathy	3.82	3.47	0.35
5	Tangible	3.87	3.38	0.49
	Sum	18.99	16.55	2.44

Source: Research data, 2013

In Table 5, the zone of tolerance is between maximum expectation and minimum expectation based on what customers want. The highest gap score is on reliability dimension (0.76); whereas, the lowest is on empathy (0.35). Customers demand best performance on empathy dimension and give the slightest zone of tolerance on empathy dimension.

The gap between maximum and minimum expectation of the customers which shows the zone of tolerance for each attribute of the service quality dimensions is described in Table 6.

Table 6: GAP between Maximum Expectation and Minimum Expectation of the Customers in Restaurant Business (Each Attribute)

No	Attributes	Maximum Expectation	Minimum Expectation	GAP
1	Reliability			
	The ability of employees to well-handle the problem faced by customers	3.84	3.19	0.65
	Promptness of the employees to serve customers	3.83	2.92	0.91
	Easiness in purchase transaction process	3.84	3.10	0.74
2	Responsiveness			

	Employees are actively offers easiness in delivering service to their customers	3.63	3.24	0.39
	Employees are able to provide good and friendly answer for customer's complaint.	3.63	3.21	0.42
	Customers obtain clear answer related to the facilities of the offered service	3.71	3.31	0.4
3	Assurance			
	The assurance of the cleanliness and hygiene of the offered product.	3.93	3.50	0.43
	Employees surely consider their friendliness in providing information for their customers	3.85	3.20	0.65
	Customers feel safe when they are in the restaurant	3.70	3.46	0.24
4	Empathy			
	Customers feel easy to communicate with employees	3.83	3.56	0.27
	Employees care about customers' needs and wants	3.85	3.36	0.49
	Customers feel easy in using the offered service	3.78	3.50	0.28
5	Tangible			
	The restaurant location is easily accessible	3.99	3.55	0.44
	The parking lot is safe since there are employees who are responsible for and assigned at the parking area	4.04	3.52	0.52
	All of the employees are neat in their appearance	3.60	3.07	0.53

Source: Research Data, 2013

The table above exhibits that the greatest zone of tolerance is on the “promptness of the employees to serve the customers” attribute which scores 0.91. It reflects that customers do not expect more on this attribute; further, they also perceive that this attribute is not quite important. Meanwhile, the thinnest zone of tolerance which scores 0.24 is on assurance dimension related to “customers feel safe when they are in the restaurant” attribute. It means that this attribute needs to be more considered since the customers perceive that this attribute is important.

4.4. Cartesius Diagram

Cartesius diagram is utilized to reveal which attributes that are considered as important by the restaurant customers but do not get sufficient attention from the restaurant management so that those results in poor and dissatisfying performance. This diagram consists of four quadrants which are separated by two lines which intersect perpendicularly:

X = The mean score of the overall attributes of restaurant performance

Y = The mean score of the overall attributes of customer expectation

The border of X variable is 3.82; meanwhile, Y variable is 3.80. The mean scores of the two variables can be observed in detail on the Table 7 below:

Table 7: The Mean Score of Performance Value and Customer Expectation of Restaurant Customers

No	Satisfaction Attributes	The Mean Score of Expectation (Y)	The Mean Score of Performance (X)
1	The ability of employees to well-handle the problem faced by customers	3.84	3.78
2	Promptness of the employees to serve customers	3.83	3.73
3	Easiness in purchase transaction process	3.84	3.43
4	Employees are actively offers easiness in delivering service to their customers	3.63	3.76
5	Employees are able to provide good and friendly answer for customer's complaint.	3.63	3.62
6	Customers obtain clear answer related to the facilities of the offered service	3.71	3.68
7	The assurance of the cleanliness and hygiene of the offered product.	3.93	4.04

8	Employees surely consider their friendliness in providing information for their customers	3.85	3.64
9	Customers feel safe when they are in the restaurant	3.70	3.93
10	Customers feel easy to communicate with employees	3.83	3.89
11	Employees care about customers' needs and wants	3.85	3.88
12	Customers feel easy in using the offered service	3.78	4.14
13	The restaurant location is easily accessible	3.99	4.14
14	The parking lot is safe since there are employees who are responsible for and assigned at the parking area	4.04	4.03
15	All of the employees are neat in their appearance	3.60	3.65
Mean		3,80	3.82

Source: Research data, 2013

After we draw the X and Y axis, the next is posting all of the mean scores of the service attributes in the Cartesius Diagram as the following figure:

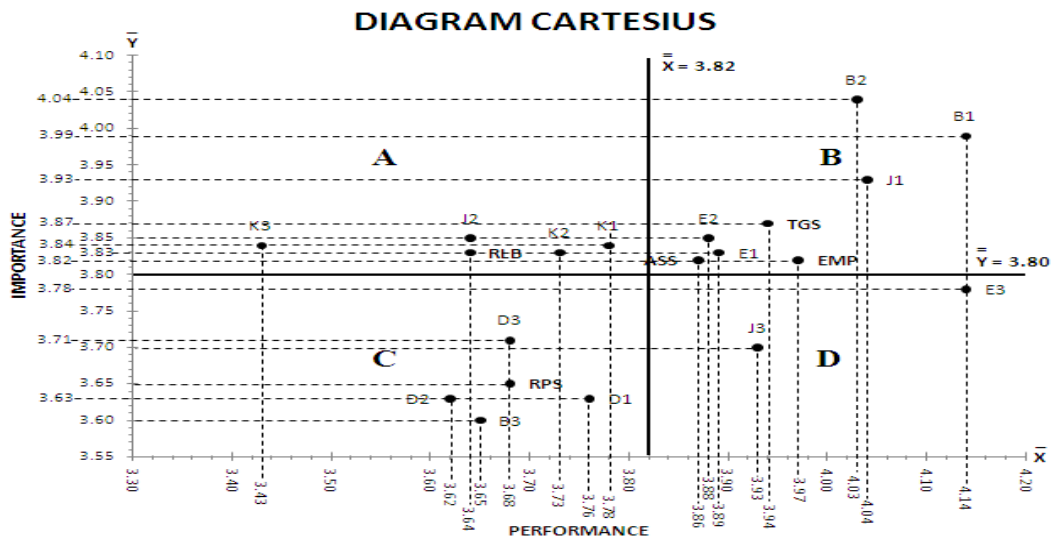


Figure 1: Cartesius Diagram
Source: Primary data

IV. DISCUSSION

Cartesius Diagram

a. A Quadrant

At this quadrant, it demonstrates service attributes which are considered as important indicators by customers but get less attention from restaurant management. It causes dissatisfaction among customers. Restaurant management should focus on improving its service performance on the attributes in A quadrant. The attributes included in A quadrant are:

- [1] attribute 1 : the ability of employees to handle customer's problem
- [2] attribute 2 : Promptness of the employees to serve customers
- [3] attribute 3 : Easiness in purchase transaction process
- [4] attribute 8 : Employees surely consider their friendliness in providing information for their customers

b. B Quadrant

In this quadrant, it demonstrates the service attributes that the customers perceive as well-conducted attribute by the restaurant; thus, those attributes have satisfied the customers. The aim of restaurant management is to retain the good performance. The attributes which are included in B quadrant are:

- [1] attribute 7 : The assurance of the cleanliness and hygiene of the offered product
- [2] attribute 10 : Customers feel easy to communicate with employees
- [3] attribute 11 : Employees care about customers' needs and wants
- [4] attribute 13 : The restaurant location is easily accessible

- [5] attribute 14 : The parking lot is safe since there are employees who are responsible for and assigned at the parking area
[6] C Quadrant

This quadrant indicates the service attributes which are considered as less-important attributes. The attributes are on the average points but do not need further attention from the management (low priority). The attributes which include in C quadrant are:

- [1] attribute 4 : Employees are actively offers easiness in delivering service to their customers
[2] attribute 5 : Employees are able to provide good and friendly answer for customer's complaint.
[3] attribute 6 : Customers obtain clear answer related to the facilities of the offered service
[4] attribute 15: All of the employees are neat in their appearance

c. D Quadrant

This quadrant also shows service attributes which are not considered as less important attributes by the customers even the restaurant management has very well-delivered it. The restaurant management should reduce expenditure for this attributes and expand the savings for this attributes to be allocated to other important attributes. The savings can be utilized to boost the performance of more important attributes which do not get proper attention from the restaurant's manager. The attributes which are included in D quadrant are:

- [1] attribute 9 : Customers feel safe when they are in the restaurant
[2] attribute 12 : Customers feel easy in using the offered service

SERVQUAL analysis which demonstrates the overall level of customer satisfaction on restaurant service quality indicates optimum result since the performance of the five dimensions of service quality are greater than the maximum expectation of the customers. The minimum expectation on those five dimensions has been met. From the cartesius diagram analysis, the restaurant management should improve its attributes on A quadrant and reduce funding on D quadrant to be reallocated on A quadrant. In B quadrant, restaurant management should be able to improve the existing achievement by retaining its customer satisfaction.

VI. IMPLICATION

This finding theoretically provides contribution that service quality correlates to customer satisfaction. This research justifies and extends the finding of some prior research [5], [6], [7], [9], [10], and [17] as all of those research conclude that service quality has correlation with customer satisfaction. This finding supports [2] and [1]; yet, other research state that the cause of discrepancy on the result of the relationship between satisfaction and loyalty is due to the differences on consumer's characteristics such as age, income, and level of education [4] and [15].

VII. CONCLUSION, LIMITATIONS AND FURTHER RESEARCH

- [1] Service quality is correlated to satisfaction for restaurant customers in East Java which, in general, service quality of restaurants in East Java has satisfied their customers.
[2] Service quality is needed to improve loyalty by enhancing reliability aspects which is in A quadrant. It means that restaurant management needs to focus on and improve the performance of the reliability dimension. Assurance, tangibles, and empathy are in B quadrant which means that restaurant management has to retain their performance. In C quadrant, there is responsiveness dimension which implies a low priority for restaurant management. Further research needs to examine more variables and adds more sample number.

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