

## EVALUATION OF CUSTOMER SATISFACTION USING SERVICE QUALITY DIMENSION AT D'SEUHAH DA LADA RESTAURANT

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**Abstract-**D'Seuhah da Lada is a family restaurant that is located in Lembang, and was established to meet the needs of culinary connoisseurs of foods especially Sundanese cuisine and nuances of spicy food lovers. This restaurant has been running for about 3 years, which is necessary for a restaurant to have an evaluation and improvement in review their service quality in d'Seuhah da Lada. Previously, the study of Service Marketing in 2011, there was a final project in measuring the service quality gap of d'Seuhah da lada performance where in the result of the research, it shows that the weakness in the service quality dimension at the restaurant is the reliability, Assurance and Tangibles dimension. Based on the studies, this research focus to analyze and measure the service quality through evaluating the performance of the gap in the service quality that is crucial on the service in d'Seuhah da Lada. So for that, from the purpose of this research is to measure the influence of the service quality towards the customer satisfaction in d'Seuhah da Lada restaurant based on the dimension of Reliability, Assurance, and Tangible. The current study will be compared with the previous studies to analyze and measure the progress that has been achieved from this restaurant is only in terms of quality service. The research method that is being used in this research is using descriptive method by distributing questionnaire with Linkert scale to customers who comes to d'Seuhah da lada then after that, this research continues the method using explorative more deeply using in depth interview towards the customer and the owner of d'Seuhah da lada in order to take the point of conclusion of this research problem. After examining the results of the process, and then it is being developed a strategy the performance evaluation in order to increase the service quality and direct the Reliability, Assurance, Tangibles dimension to improve with service recovery to be a better service, so it can be drawn into a conclusion and suggestions on the further steps ahead in a form of strategy to improve for the advancements of the service quality in d'Seuhah da Lada restaurant.

**Key Words:** D'Seuhah da lada Restaurant, Service Quality, Service Quality Dimension, Customer Satisfaction, Service Recovery

### Introduction

Located in the capital city of West Java Province, Bandung has become one of the most prominent cities for its panoramic view. Bandung is captivating for its fashion in which people gain their experience by shopping the latest style. The culinary heritage is the most mesmerizing reason to visit especially among Indonesian people. The culinary in Bandung has attracted many people to enjoy its fascinating food in order to achieve customer satisfaction. Acknowledging the future of culinary industries prospect, many Located in the capital city of West Java Province, Bandung has become one of the most prominent cities for its panoramic view. Bandung is captivating for its fashion in which people gain their experience by shopping the latest style. The culinary heritage is the most mesmerizing reason to visit especially among Indonesian people. The culinary in Bandung has attracted many people to enjoy its fascinating food in order to achieve customer satisfaction. Acknowledging the future of culinary industries prospect, many entrepreneurs see this big opportunity and interested in starting a restaurant business to earn more profit.

D'Seuhah da Lada is a culinary company focusing in a restaurant business. The restaurant has been trying to gain profit and satisfaction of the customer. The customer satisfaction and the experience is the main key of business service performance towards the business evaluation especially in culinary field. Located in the district of Bandung Barat, Lembang, the restaurant is located near the tourism and recreation spots namely Tangkuban Perahu Mountain, Ciater, and Maribaya.

Furthermore, in restaurant as we could see is the core business is the service of food, where it has a high level of personal contact between the server and customer exists. Therefore, d'Seuhah da Lada is competing with other service industries or restaurant in Bandung in delivering their service towards customer. In the point of the service, it consist the quality with service that is measured, that has 5 dimensions which are Reliability, Responsiveness, Tangibles, Assurance and also Empathy. It is important to evaluate and maintain the service quality for a company in order to keep the satisfaction of the customer from their expectation.

On the two weeks of the end of October and early of November in 2011, there was a research done by students from Marketing major which is the Final Project of "Service Marketing" course in d'Seuhah da lada, the students measured the service quality gap of the restaurant in order to identify the service quality standards which occurs on the customer gap and the provider gap. The result of the research is that from the entire dimension at the point of service quality, the most crucial is reliability dimension, with tangibles and assurance from all other five dimensions that has been measured is needed to get more attention. Therefore for further research, these dimension could be evaluated by measuring it again and also comparing it with the research whether the service quality dimension that needs to get attention has improved or not.

In other hand, most of service industries are aggravated by the problem of service failure after evaluating their service performance, whether the service are bad or measured by their satisfaction. The hospitality service industry has experience the exponential growth and competition in the last two decades (Lee et al., 2003). Thus, d'Seuhah da lada in running its existence of the customer satisfaction by measuring the service quality as it could be seen on how do the restaurant handle the customers complain, dissatisfaction, and also the bad influence that they experience in the process of the service quality at d'seuhah da lada. Furthermore, to avoid the service failure from the measurement of the service quality to happen, therefore service recovery is need to be implemented on the strategies that could improve and maintain the service standards of d'Seuhah da Lada for a better performance in the future

## Theoretical Foundation

### Service Marketing

Services marketing is marketing based on relationship and value. It may be used to market a service or a product. Marketing a service-base business is different from marketing a product-base business.

### Service Quality

The Service Quality (SERVQUAL) is a method of service marketing created by Valarie A. Zeithaml, A. Parasuraman, and Leonard L., which stated that, "Service quality is focused on the Evaluation that reflects the customer's perception of reliability-responsiveness-assurance-empathy-tangibles. On the other, customer satisfaction is more inclusive. It is influenced by perception of service quality, product quality, and price as well as situational factors and personal factors." (2003:10)

SERVQUAL takes into account the perceptions of customers of the relative importance of service attributes. This allows an organization to prioritize. And to use its resources to improve the most critical service attributes. Parasuraman et.al in Delivering Quality Service determine that, "quality service can be as defined as the their perception" (1900; 19) then it is obvious that customer expectation and perceived of the service performance influence their view of the service provider as

a whole company.

#### Service Quality Dimension

The data are collected via surveys of a sample of customers. In these surveys, these customers respond to a series of question based around a number of key service dimensions:

- Tangibles: Appearance of physical facilities, equipment, personnel, and communication materials.
- Reliability: Ability to perform the promised service dependably and accurately
- Responsiveness: Willingness to help customer and provide prompt service
- Assurance: Knowledge and courtesy of employee and their ability to convey trust and confidence
- Empathy: The firm provides care and individualized attention to it's customer

#### Customer Satisfaction

Customer satisfaction refers to customer's fulfillment response (Rust and Oliver 1994). It is a feeling that customers have as a result of the post-consumption evaluation of services. Customer satisfaction has been recognized as one of the most important determinants of customer loyalty. The link between customer satisfaction and customer loyalty has been empirically confirmed by studies conducted in several hospitality contexts (e.g., Ho and Lee 2007; Oh 2000; Yuksel and Yuksel 2002). In the restaurant context, for example, satisfied patrons are found to be more loyal to the restaurant than those with less satisfaction. Therefore, restaurant patrons who are satisfied with the services are more likely to repurchase and more willing to spread a positive word-of-mouth to others (Yuksel and Yuksel 2002; Oh 2000). Customer satisfaction plays a vital role in developing the restaurants' long-term economic success since a dissatisfied customer is unlikely to return to a restaurant or recommend it to friends and relatives. According to Bitner and Hubbert (1994), there are two ways of viewing customer satisfaction: service-encounter; and overall satisfaction. Service-encounter satisfaction occurs when customers are satisfied with a specific service encounter while overall satisfaction is an evaluation based on multiple encounters. In the present investigation, the concept of satisfaction is operationalized as an overall satisfaction because overall, rather than specific service-encounter, satisfaction is found to be a determinant of customer loyalty (Taylor and Baker 1994).

#### Correlations between Service Quality and Customer Satisfaction

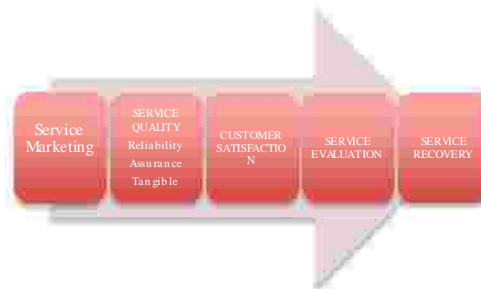
Many researchers have realized the interrelated values of service quality and customer satisfaction. Corrin and Taylor (1992) consider that service quality and customer satisfaction "share a close relationship". Service quality is the key to measure user satisfaction (Pitt et al., 1995). Taylor and Baker (1994) and Rust and Olivier (1994) identified several factors that precede customer satisfaction. They argued that there are 5 antecedents that contribute to satisfaction: clear understanding of customer needs and expectations, perceived value, service quality, internal satisfaction and complaint management. This research showed that Service quality is one major attribute of satisfaction. It is said by Olivier (1993) that service quality is a casual antecedent of customer satisfaction, due to the fact that service quality is viewed at transactional level and satisfaction is viewed as an attitude. Dabholkar et al. (1996) reported that the service quality divisions are related to overall service quality and or customer satisfaction. Fomell et al., (1996) expressed that satisfaction is a consequence of service quality. To another extent, other researchers suggested that in service field service quality and customer satisfaction (also called the "construct") are separate but distinct constructs. (Boulding et. al., 1993) They argued that service quality has specific dimensions judgments while customer satisfaction can be resulted from any dimension, whether or not it is quality related. They report that expectations for quality are based on ideals or perceptions of excellence, whereas customer satisfaction assessment comprise by non- quality issue such as needs, equity, perceptions of fairness etc.,

### Service Recovery

Service recovery is referred to as the action undertaken by an organization to face the eventualities of a service failure (Zeithaml and Bitner, 2000). Suskind (2002) discusses the effect of the service experience on the customers' word-of-mouth referral. He has based his study on the complaint type and has taken broadly two types of complaints – food-related complaints; and the service related complaint. Lewis and McCann (2004) in their study on service-failure and recovery in the hotel industry identified different factors leading to service failures and the recovery.

They have highlighted the following factors that affect the consumer's evaluation of a service, which is the core service; employee service; and the "servicescape". However, this study does not identify what happens if these are not up to the customer's satisfaction or the priority of these factors for the customers. Lemmink and Mattsson (2002) report that employee behavior and feelings of warmth generate positive customer perception about the service encounter. Thus, interpersonal skills of service employees are important considerations in service quality perceptions and customer satisfaction. However, the total customer experience is not only dependent upon feelings of warmth generated by the service personnel and other operational issues namely, food and beverage quality, physical evidence etc. also affect the customers' experience of the service.

### Conceptual Framework



### Methodology



### Problem Definition

The purpose of this research is to evaluate the service performance of d'Seuhah da Lada service quality dimension. The problem definition in this research that there was from a research about the service quality gap in d'Seuhah da lada, which occurs on two weeks at the end of November 2011. The result of the research is that the crucial dimensions from the service quality are reliability,

assurance. Focusing on evaluating the crucial dimension at d'Seuhah da lada, therefore this research is concern to measure the influence of the service quality dimension in the effect of the customer satisfaction at d'Seuhah da Lada. This research will also find the service recovery that is needed to evaluate the service performance of the service inside the restaurant

### Descriptive Research

Descriptive research is the method in order to gain the information that is needed from quantitative data. Basically it describes numerical measures of central tendency and distribution of a data. The technique of conducting this type of research is by creating questionnaire. The questionnaire is conducted to analyze and give understanding about the factors that evaluate the service quality towards the customer satisfaction.

### Questionnaire Design

Questionnaire is a method in collecting data from the respondent that contains into set of questions. In this research, the questionnaire is created in order to examine the customer satisfaction that occurred. The list of question is determined by the service quality dimension only focus on Reliability, Assurance and Tangibles. The theory that supported this research to determines the list of question is SERVQUAL model in order to defining the difference between customer's expectations and realities that eventually measuring the result of customer satisfaction (Parasuram, Zeithaml and Berry 1994). SERVQUAL model was chosen because this model is common model to measure service quality.

Contents of customer's questionnaire can be seen below:

Variable	Questions
Reability	Menu Variant
	Promptness in Serving
	The Serving Conformity with the menu ordered
	The Quality and Flavor of the Menu
	Menu Pricing
	The Amenities in Payment
Assurance	The Freshness of Food and Beverages Supplies
	The Serving Adornment of the Menu/The Menu Presentation
	Waiters' Hospitality in serving the customers
	Waiters' Politeness
	Waiters' Product Knowledge
	Waiters' Knowledge on Restaurant Facilities
	The Availability of Parking Area
Tangibles	The Appearance of the Menu Book
	The Amenities of the Dinner Set
	The Amenities/The Conveniences of the Restaurant Furniture
	The Environmental Hygiene at the Restaurant
	The Lavatory Hygiene

The scale of answering customer's reality or experience is provided as the following:

- SK (Sangat Kurang) : Very Dissatisfied
- TK (Kurang) : Dissatisfied
- B (Biasa Saja) : Average
- P (Puas) : Satisfied
- SP (SangatPuas) : Very Satisfied

### Exploratory Research

Exploratory research that used for this research is by searching information from the related literature review and conducting open-ended interview as well. The aim of using exploratory research is to get deeper knowledge and understanding about the spotted problem that conducted in this research. Exploratory research is about collecting the qualitative data.

### Literature Review

Literature review is one method in gaining qualitative data. For the terminology, literature review is a method to collect data from both non-electronic and electronic sources such as books, journals, and Internet that support the research. Literature review is applied to be the base theory in conducting this research. In this research, the Literature that is being used is the Final Report Project for Service Marketing course, which is "service quality gap for d'Seuhah da Lada", it helps the research in comparing the service quality research previously with this research and it is added to this research in processing and analyzing the data.

### Interview

In the process to earn data of qualitative, Interview is one of the other method that is usually used to get the data which is more personal in the process of the communication with various and focus question and answer with other parties. Qualitative research is a research that has aims to get deeper understanding about the actual services situation (Denzin and Lincoln 2005). The data that collected by interview in this research is about the insight of the respondents' mind. The interview model that used for this research is in-depth interview.

### In-depth Interview

In-depth interviews are a useful qualitative data collection technique that can be used for a variety of purposes, including needs assessment, program refinement, issue identification, and strategic planning. In-depth interviews are most appropriate for situations in which you want to ask open-ended questions that elicit depth of information from relatively few people (as opposed to surveys, which tend to be more quantitative and are conducted with larger numbers of people). To able to gain deeper information about d'Seuhah da Lada, the researcher will conduct an in-depth interview with d'Seuhah da Lada as the source and the customer as an evaluation form the respondents for their suggestion.

The in-depth interview with d'Seuhah da Lada as the source will be held with Mr. Sumama Surapranata as the owner and stakeholder of this restaurant. It is used to find information about the needs of D'Seuhah da Lada in order to improve service quality dimension standards as an evaluation for the restaurant. Then the in-depth interview with the respondents as the receiver will take focus on completing the data about respondents' on their customer satisfaction towards D'Seuhah da Lada service quality as an evaluation to the service recovery. The respondents will be asked with the same questions to help the researcher analyzing the data. The question for this in-depth interview will conduct based on the score of the questions. The in-depth interview will be taken for the questions that have low scores in order to know the reason behind it.

### Finding Analysis

The data analysis is based on respondents' feedback in answering the questionnaire/feedback poll given on December 2012. In this paper, the analysis will be described based on operational experiment variable to identify the problem.

The data collected will be classified and analyzed using descriptive and analysis techniques. The data being collected using questionnaire measurement which has been tested the reliability. The descriptive concept and operation in this poll were executed based on field observation.

Descriptive statistical analysis techniques aim to explain the overall data collected by describing, categorizing and classifying into a frequency distribution table with the given explanation.

After it's being analyzed the data with descriptive, it will be measure again with comparison with the descriptive data previous research in purpose of evaluating the service quality dimension in order for its improvement and determining the influence of the customer satisfaction from the service performance itself. Lastly for the evaluation to be improvement, service recovery is needed to renew the service failure to make it more better for the service quality standards by interviewing the customers suggestion and to maximize their satisfaction of service.

#### Respondents Perceptions towards Reliability Dimension

Reliability dimension consists of six statements where respondents are asked to select one of the five most suitable satisfaction scores. The lowest score is 1 or not satisfied and the biggest score is 5 or very satisfied.

Satisfaction Level	RELIABILITY DIMENSION					
	Menu Variant	Serving Time	Serving Conformity with the Menu Order	Quality and Flavor of the Menu	Menu Pricing	Amenities of Payment
Very Satisfied	16%	28%	24%	30%	18%	27%
Satisfied	61%	58%	65%	55%	47%	55%
Quite Satisfied	23%	14%	11%	15%	35%	19%

It shows that respondents had a high satisfaction on the Quality and Flavor of the Menu. The percentage of respondents who expressed great satisfaction reached 30% for the highest value among other reliability statement. Another statement that also has quite high satisfaction was the Serving Time and Amenities of Payment where respondents who answered very satisfied respectively 28% and 27%. In this dimension, the Menu Variation as well as the Pricing still needs attention. Respondents who claimed very satisfied with those two statements are only 16% and 18%.

A quite different result obtained when considering the respondents who felt very satisfied and satisfied. From this point of view, the statement that has the highest satisfaction is the serving conformity with the menu order by 89% of respondent felt satisfied. The next statement which has high satisfaction is the serving time and the quality and flavor of the menu with the number of respondents who felt satisfied respectively reach 86% and 85%. From this point of view also obtained information that the statement has the lowest level of satisfaction that was similar to previous results obtained for the Menu Variations and Menu Pricing by the number of respondents who are satisfied respectively 77% and 65%.

#### Respondents Perceptions towards Assurance Dimension

Assurance dimension consists of six statements where respondents are asked to select one out of five most suitable satisfaction scores. The lowest score is 1 or not satisfied and the highest score is 5 or very satisfied.

Satisfaction Level	ASSURANCE DIMENSION					
	Freshness of food and beverages supplies	Menu Presentation	Waiters' Politeness in serving the customers	Waiters' Hospitality in services	Waiters product knowledge	Waiters' knowledge on the restaurant facilities
Very Satisfied	27%	32%	41%	46%	31%	30%
Satisfied	61%	53%	54%	46%	56%	56%
Quite Satisfied	12%	15%	5%	7%	13%	14%

Differ to the reliability dimensions; the respondents' level of satisfaction on assurance dimension is very high. This is proven by the smallest percentage of respondents expressing great satisfaction reached 27% and the highest was 46%. The high satisfaction of respondents to this dimension is also seen in the pattern shown in the table above where the percentage of respondents who answered quite satisfied relatively small while the percentage who answered very satisfied and satisfied each proportional to the amount of 85% to 93%.

#### Respondents Perceptions towards the Tangible Dimension

Tangible dimension consists of six statements where respondents are asked to select one out of five most suitable satisfaction scores. The lowest score is 1 or not satisfied and the highest score is 5 or very satisfied.

Satisfaction Level	TANGIBLE DIMENSION					
	Availability of parking area	The appearance of the menu book	The availability of dinner set	Conveniences of the restaurant furniture	Environmental hygiene	Lavatory hygiene
Very Satisfied	35%	37%	36%	26%	34%	38%
Satisfied	51%	52%	53%	66%	63%	56%
Quite Satisfied	14%	11%	11%	8%	3%	6%

The respondents' level of satisfaction in tangible dimensions is similar to the Assurance dimensions in which the respondents who answered satisfied and very satisfied achieving the highest percentage of 97% for the environmental cleanliness and the lowest was 86% for the availability of parking area. In this dimension, the number of respondents who expressed great satisfaction with the services at d'Seuhah da Lada tends to be more similar than the other two dimensions. Respondents who expressed great satisfaction ranged from 34% for the environmental cleanliness up to 38% for the lavatory hygiene. However, for the conveniences of the chairs, tables, and other equipment is only 26% of respondents who admit to being satisfied. This information indicates that for tangible dimensions, the satisfaction level of respondents at restaurant d'Seuhah da Lada is very high.

#### Comparison with the previous studies

The information obtained in this study is then compared with the results of the previous studies. Comparing the reality scores obtained in the previous study for the similar statements made the comparisons. The comparisons can be made because the proposed Likert scale is similar of 1 for the lowest satisfaction and 5 for the highest satisfaction value; however as the numbers of samples are



not the same then the comparison is only done to observe whether there are changes in the pattern of response. The statements compared are as follows:

N	RELIABILITY	ASSURANCE	TANGIBLE
1	Menu Variant	Freshness of food and beverages supplies	The availability of dinner set
2	Serving Time	Menu Presentation	Conveniences of the restaurant furniture
3	Serving Conformity with the Menu Order	Waiters' politeness in serving the customers	Environmental hygiene
4	Quality and Flavor of the Menu	Waiters' hospitality in services	
5		Waiters product knowledge	

The comparison results of the reliability dimensions shows an increase with none of the respondents who felt not satisfied, nevertheless the loss of respondents who felt not satisfied does not necessarily indicate a better quality in service. On the Menu variant dimension, the percentage of respondents who answered very satisfied decreased from 23% to 16%, meanwhile the respondents' percentage who answered quite satisfied was still the same. This indicates that the service quality has met the standard to satisfy the majority of respondents (61%), however not yet enough to meet the expectations of the respondents. Similar thing occurs on the serving time and the serving conformity with the menu order, however in those two statement there has been a quite significant improvement whereas the respondents' percentage convert from not satisfied to quite satisfied and finally become satisfied. The d'Seuhah da Lada restaurant has succeeded in improving the quality given to customers. There is an actual increase whereas the percentage of the respondents who felt not satisfied and quite satisfied has turn on into satisfied and very satisfied.

Satisfaction Level	Food and Beverages Variant		Serving Time		Serving Conformity with the Menu Order		Quality and Flavor of the of the food and Beverage	
	Prev	Curr	Prev	Curr	Prev	Curr	Prev	Curr
Very Satisfied	23%	16%	30%	28%	33%	24%	27%	30%
Satisfied	47%	61%	43%	58%	30%	65%	43%	55%
Quite Satisfied	23%	23%	20%	14%	30%	11%	23%	15%

In the dimension of assurance, the improvement of the service quality standard is clearly obvious for the menu presentation and the waiters' politeness. In both statement, it was noticeable the displacement of respondents from not satisfied, quite satisfied, and satisfied to very satisfied. The increase of the customers percentage who were very satisfied on both statements reached 15% and 16%. A similar thing happens for the hospitality of the waiters in serving the customer, however the increase that occurred was not significant compared with the two previous statements. The freshness of food and beverages also the waiters knowledge of the restaurant facility had an increase in the percentage of respondents who answered satisfied, on the other hand there was a

decline in respondents who answered very satisfied. That also indicates an increase in the standard of service, but still quite far to meet the customer expectations.

Satisfaction Level	Freshness of stock supplies		Serving adomment of food and beverages		Waiters' politeness in serving the customers		Hospitality in services		Waiters product knowledge	
	Prev	Curr	Prev	Curr	Prev	Curr	Prev	Curr	Prev	Curr
Very Satisfied	37%	27%	17%	32%	37%	41%	30%	46%	37%	31%
Satisfied	43%	61%	50%	53%	50%	54%	40%	46%	30%	56%
Quite Satisfied	13%	12%	27%	15%	7%	5%	23%	7%	27%	13%
Not Satisfied	7%		7%		7%		7%		7%	

It is obvious from the tangible dimension that the service quality in the d'Seuhah da Lada restaurant is improving. In one statement about dinner set availability and environmental hygiene the customer satisfaction increased by 6% and 20%, followed by an increase in consumers who felt very satisfied by 6% and 9%. This indicates that the strategy used by d'Seuhah da Lada to improve services in both statement have been successful. It was nearly the same for the conveniences of chairs, tables, and other equipment where there is an increase in the percentage of respondents who are satisfied by 16% or from 50% to 66% and the percentage decrease was not significant for respondents who felt very satisfied by only 1%, or from 27% to 26%.

Satisfaction Level	The availability of dinner set		Conveniences of the restaurant furniture		Environmental hygiene	
	Previous	Current	Previous	Current	Previous	Current
Very Satisfied	30%	36%	27%	26%	23%	34%
Satisfied	47%	53%	50%	66%	43%	63%
Quite Satisfied	17%	11%	17%	8%	27%	3%
Not Satisfied	7%		7%		7%	

The Sequence of Dimensions Affecting the Service Quality at d'Seuhah da Lada

The following table shows the most dominant dimensions, which influence the quality of service at d'Seuhah da Lada.

The Dominant Dimensions Affecting Service Quality

No.	Service Quality
1	Reliability Dimension
2	Tangible Dimension
3	Assurance Dimension

It can be seen from table 4.12 that the Reliability dimension mostly influences the quality of service perceived by costumer. Following that the Tangible dimension and the last is by Assurance dimension.

## Conclusion

In summarize, based on the analysis of the research that has been done to evaluate the influence of the service quality dimension standards on customer satisfaction d'Seuhah da Lada, it is known that the effect of customer satisfaction level of respondents who have measured is well satisfied. Compared to the previous research on the end of 2011 with this research, there had been some improvements of level of satisfied that has increased as we can see from each dimension on their customer satisfaction.

Basically, the basic strategy is to meet the standards that should be fulfilled. Once the standard had been fulfilled successfully, and then the restaurant of this research should have improved the standards if the research is related and necessary. However, in the writing of this research, as the researcher who is one of the owners of the businesses d'Seuhah da Lada restaurant did some strategies with the goal to maintain the condition of the service quality in order to avoid the occurrence of service failure or even dissatisfaction from the customers. Therefore there are some things that should also be improved on every service quality dimension with strategies of service recovery that could be implemented into d'Seuhah da Lada service quality to better in the future, include the following:

### Reliability Dimension Strategies

In order to perform and deliver the message of the promise service dependably and accurately as it been explained in the theoretical foundation, d'Seuhah da Lada Reliability strategies to deliver the message as the customer expectation are:

- D'Seuhah da Lada should evaluate and develop the problem on the variant of the food and beverage based on the markets needs where maintaining the most favorable menu and evaluating the least order. Besides maintaining it, the restaurant should still focus on the image of the restaurant where it is the Authentic Sundanese Cuisine where the food and beverage comes from the originality of sundanese food.
- The strategy for the quality and flavor of the food and beverage, the restaurant needs to improve the quality control of material for all the material that is being used. Besides improving the material, the employee must also inform the taste of the quality of food and beverage as the wants from the customer itself. Although the quality in here is need to be improved, the main core of the d'Seuhah da Lada quality taste in here is the food in here contains spice sensation where the restaurants expects the customers the enjoyment of food when they could make a sound of "seuhah" when they are eating, therefore it is still need to be maintained.

### Assurance Dimension Strategies

As is explained in the theoretical foundation for Assurance, it is describe that how well does the employees are able to gain trust and confidence towards the customers in order to avoid their dissatisfaction and create a good connection between them. d'Seuhah da Lada Assurance strategies to deliver the message as the customer expectation are:

- d'Seuhah da Lada should periodically do the checking for the freshness of food and beverages supplies is essential considering that there were several respondents felt that the dish being served was less satisfied. The restaurant management should form a special team that specifically handling the freshness of the stock supplies, because it is important to always check the freshness of the food and beverage
- The necessity to perform a daily and also weekly briefing against all employee of the d'Seuhah da Lada restaurant in order to have more knowledge and confidence on inspiring their trust on the menu served as well as the restaurant facilities. Moreover the product knowledge become essential whenever there is a change of menu variant.

- d'Seuhah da Lada should implement a appropriate SOP (Standard Operational Service) in the set of service policy for restaurant improvement, focus on dealing the customer when they arrived to the restaurant to be placed and also when they are complaining when they are not satisfied with the service.

#### Tangibles Dimension Strategies

In Tangibles dimension, on the theoretical foundation in here explained that it is refers to the appearance to the physical surroundings, facilities, and personnel tools. d'Seuhah da Lada Tangibles strategies to deliver the message as the customer expectation are:

- d'Seuhah da Lada should provide facilities the location information with the signs that can be understood well by the customers in the restaurant area such as toilet signs. The toilet room is also need to be added and clean water because of the abundance of water usage and the amount of customer that comes always increased.
- Availability of furniture such as chairs, tables, as well as a clean environment is a positive thing for customer satisfaction. However these things must always be maintained because it will wear out over time. Therefore, the d'Seuhah da Lada should well maintained all the facilities in order to keep the customers satisfied.
- The menu book is one of the vanguards of a restaurant. It is necessary to make innovation on the menu to attract customers in ordering food and beverages that become the signature dish of the restaurant. Therefore, the quality appearance of the menu book is needed to be improving and also the quantity amount of the menu book so that the customer could have the chance to have a look and understand about the menu book that we serve.

#### Recommendation

According to conclusion above that had been explained in a purpose for the improvement service quality dimension standards by implementing service recovery strategies. There will be several recommendations in this research that will support and gives benefit in this research for a better result in the future for the further researcher who has a business that is needed to be evaluate based on their service quality dimension standards. Below are some recommendations:

- § For the further research, in conducting the measurement on the service quality dimensions standards, if the research has been done before and found any crucial problems for the dimension. Instead of only using 3 service quality dimension (Reliability, Assurance, Tangible), it can be used to measure 5 service quality dimension which are Responsiveness and also Empathy to evaluate all the aspect of the purpose of this research. Focusing on this research on the restaurant, the most crucial dimension here is the reliability, it is important to deliver the message of the restaurant on the promise service they wanted to give and expected for the customer in the their first impression towards the restaurant. Therefore, this dimension is needed to be more concern to be evaluated and improved for other research in any service industries research.
- § On measuring the service quality research, other than focusing on service that is related to restaurant industries, this research can also be measured the customer satisfaction with the other service industries such as hospitality, education, and transportation, because the theory of service quality dimension based on the theory of foundation, every dimension could be used as a measuring tool for other research that is related. But in restaurant industries, in measuring the service quality dimension, it a bit different with the other service industries because it is focus not only on the service that they serve but how is the quality and maintenance of the food to the customer.

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