

Service Effectiveness and Ease of Ordering on Customer Experience

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Abstract

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The modern restaurant industry is characterized not only by the successful delivery of quality food, but also by the ability to provide effective service. In order to increase customer experience, productive measures are needed to increase effectiveness. The purpose of this study is to analyze the effectiveness of service and ease of ordering in order to improve the customer experience at Hai Di Lao Restaurant so that customer have intensity to come back again. This research uses quantitative methods using of 160 respondents of restaurant customers with purposive sampling techniques where the example criteria are customers who have visited the Restaurant at least 1 time a month. The results of this study prove that the higher service activities by the restaurant, the higher customers experience so that it can be implications for the intensity of customers returning to the restaurant. In future research, it is hoped that future research can consider using a larger sample, where a larger sample is more likely to generalize the findings. Businesses should invest in training programs to improve service effectiveness, ensuring that employees have the skills and knowledge necessary to deliver consistently high-quality service

Keywords: Service Effectiveness, Ease of Ordering, Customer Experience

Abstrak

Industri restoran modern tidak hanya dicirikan oleh keberhasilan penyampaian makanan berkualitas, tetapi juga oleh kemampuan memberikan layanan yang efektif. Dalam rangka meningkatkan pengalaman pelanggan, diperlukan langkah-langkah yang produktif untuk meningkatkan efektivitas. Tujuan dari penelitian ini yaitu untuk menganalisis efektivitas layanan dan kemudahan pemesanan dalam rangka meningkatkan pengalaman pelanggan di Restoran Hai di Lao sehingga pelanggan memiliki intensitas untuk kembali lagi. Penelitian ini menggunakan metode kuantitatif dengan menggunakan survei terhadap pelanggan restoran sebanyak 160 orang dengan teknik purposive sampling dimana kriteria sampel merupakan pelanggan yang pernah mengunjungi restoran itu minimal 1x sebulan. Hasil dari penelitian ini membuktikan bahwa semakin tinggi aktifitas layanan yang diberikan restoran, makan semakin tinggi pula pengalaman pelanggan sehingga dapat memberikan implikasi terhadap intensitas pelanggan untuk kembali ke restoran tersebut. Dunia usaha harus berinvestasi dalam program pelatihan untuk meningkatkan efektivitas layanan, memastikan bahwa karyawan memiliki keterampilan dan pengetahuan yang diperlukan untuk memberikan layanan berkualitas tinggi secara konsisten

Kata-kata kunci: Efektivitas Layanan, Kemudahan Pemesanan, Pengalaman Pelanggan



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INTRODUCTION

According to Khan et al. (2013) currently the development of the food and beverage industry is growing very rapidly accompanied by increasingly fierce competition in its efforts to meet the increasingly diverse needs and expectations of customers. A restaurant is not only a place to enjoy delicious dishes but also a center for a complete customer experience, both in terms of food, service and atmosphere (Ghantous & Maher, 2019; Palupi & Abdillah, 2019; Rašan et al., 2022). In this research, the Hai Di Lao restaurant is not only known for providing delicious dishes but also good service given to its customers. Haidilao restaurant is also one of the Hotpot restaurants that is currently popular and trendy. The Haidilao restaurant first opened in Jianyang City, Sichuan and then began to expand to Los Angeles in 2013. Currently, the Haidilao restaurant has spread to various countries such as Japan, South Korea, Singapore and Indonesia of course. The characteristic of this restaurant is American and Chinese style with flavors that are easily accepted by the Indonesian tongue. In fact, the price is considered worth it with quite a large portion of food (Chinelato et al., 2023; Mulcahy, 2019).

Hai Di Lao Restaurant has created an impressive reputation with its combination of delicious, high-quality food and unique service. However, in current conditions, where the development of the food and beverage industry is growing very rapidly and the way consumers interact with service providers is the main target in the success of a business, questions regarding service effectiveness and ease of ordering have emerged as key aspects that need to be explored (A. C. C. Lu et al., 2015; Zemke et al., 2019).

The aim of this research is to investigate in depth the influence of service effectiveness and ease of ordering food on customer experience at Hai Di Lao Restaurant. In this context, service effectiveness includes responsiveness, expertise, responsibility, availability, as well as ease of ordering in the food ordering process and flexibility in meeting customer preferences. The importance of this research lies not only in the context of Hai Di Lao Restaurant as a case study, but also in its contribution to further understanding of how these factors relate to creating a satisfying customer experience (Chinelato et al., 2023; Mulcahy, 2019).

The results of this research are expected to provide valuable insights for restaurant practitioners, Hai Di Lao management, as well as academics who are interested in its areas of customer service and experience. In this research, we will discuss how much the effectiveness of service and ease of ordering at Hai Di Lao Restaurant influences customer experience and whether the factors of responsiveness, expertise, responsibility, availability, and ease of ordering in the food ordering process are related to each other and how they interact between each other. servers and customers in creating a unique customer experience (Antón et al., 2019; A. C. C. Lu et al., 2015; Zhao, Zhi-Feng ; Li, 2022).

LITERATURE REVIEW

Customer Experience

Restaurants can generally be defined as places that sell food (Guzel-Ozdemir, Serap., & Dincer, 2018; Senduk et al., 2016). A similar perspective is that a restaurant is a place where a service makes a profit from selling food and drinks to the public (Thakur, 2021). Effectiveness can be interpreted as the relationship between output or results based on a given target or objective; so it can be concluded that the aim is to measure the level of output or results, policies and procedures of management (Abu-Salim et al., 2019; Ford & Bowen, 2008; Jin et al., 2012; Kowalkowski, 2010). According to (Parasuraman, 2011; Parasuraman et al., 2020) service quality can be defined as a comparison between expectations and performance. In further studies service quality is defined as a mismatch between customer expectations and perceptions. And according to (Al-Msallam, 2015; Choudhury & Bhattacharjee, 2018; Pramezwarly et al., 2022) satisfaction is an assessment of the perceived mismatch between expectations and product performance (Sihombing, et al., 2022; Pramezwarly, et al., 2022).

Customer Satisfaction

Customer satisfaction is an important factor for maintaining and developing business in the food and beverage industry. Having a good service process will attract new customers and retain existing customers. Customer satisfaction is greatly influenced by the service of the service provider. Where customer satisfaction is influenced by customer expectations and experiences with various services (Agapito et al., 2013; Breiby & Slåtten, 2018; Enrique et al., 2008; Feng et al., 2020). Quality improvement programs and customer-oriented measures are very important to ensure customer satisfaction (Larsen et al., 2009; W. Lee et al., 2017; Sukhu et al., 2017; Weijo et al., 2014). Service quality and customer satisfaction have a direct and reciprocal relationship.

Many scholars have examined customer satisfaction and loyalty in the travel, tourism, food and beverage sectors (Álvarez, 2018; Gogoi, 2020; Gupta, 2017).

According to analysis Line and Runyan., (2012) conclusions from data obtained from 278 marketing-related studies published in four prestigious journals from 2008 to 2010, overall, 8.8% of the studies discussed satisfaction. And during that time span, the topic most studied in the study was related to customer satisfaction. In contrast, 3.6% of studies overall addressed the topic of loyalty. Restaurants are the second most studied subject area in the tourism industry, with restaurants accounting for 31.7% of all 278 studies, especially in the hotel sector. Line and Runyan's study also highlights the surprising fact that 88% of the studies discussing customer satisfaction were about customer satisfaction in restaurants. Customer satisfaction is not only based on the quality of service, but also on the atmosphere of the restaurant area and the ease of ordering food and drinks at the restaurant (Füller & Matzler, 2008; Hammoud et al., 2018; Lu et al., 2020; Subaebasni et al., 2019).

A restaurant atmosphere is multidimensional in quality that includes elements such as lighting, comfort, cleanliness, aroma, and music (Alada & Castaño, 2019; Harahap et al., 2019; Lin & Chang, 2020; Raab et al., 2013; Suastuti, 2015; Uslu, 2020). In restaurant settings, people's emotions and behavior are shaped largely by social dependencies. Several factors, including atmosphere, service, emotions, and perceived value, influence customer satisfaction and loyalty (Allaway et al., 2011; Cossío-Silva et al., 2019; Kim, 2019; Tseng et al., 2017). Customer loyalty is also affected by changes in costs and barriers. In the restaurant business, efforts to exceed and understand customer expectations are critical in increasing customer satisfaction and loyalty (Samuel et al., 2018; Supriyanto et al., 2021; Valenzuela et al., 2010; Velázquez et al., 2011).

Different factors, such as digitalization and the way of serving can influence the details of a restaurant's service quality. To retain and attract customers, restaurant managers must continually measure and improve service quality (Feng et al., 2020; Ho & Lee, 2007; Mohammed et al., 2016; Pakurar et al., 2019; Prabowo et al., 2020; Zemke et al., 2019). In the current era of digitalization, there are various ways to order food at each service provider, both those who still manually use menu books and also those who have kept up with the times, such as using tabs. The way to call a waiter is also different, currently the way to call a waiter is just by pressing a button on the table (Ekman et al., 2016; Lee et al., 2019; Lovelock & Wirtz, 2012; Ul Hassan et al., 2020).

Ease of Ordering

Davis, (1989) defines perceived ease of use as an individual's perception of confidence in using some technology or new technology. Perceived ease of use can predict ease of use of technology, ease of access and individual effort when using technology (Juliana et al., 2020) It can be concluded that the fewer customers who attempt to use a particular technology, the more likely it is that the technology will become an alternative for use (El-Gohary, 2012; Rodrigues et al., 2016).

Han et al. (2009) stated that the main factors that influence customer satisfaction and emotions are the customers themselves. Many emotional dimensions are used to identify customer actions. Consumption emotions are different from personal reactions. Consumption emotions have a broader and more specific scope (De Edelenyi et al., 2014; Gannon et al., 2022; Hanafiah & Hamdan, 2020; Mak, 2012; Song & Qu, 2017). Satisfaction is a combination between revisiting and the desire to consume (Lopez., 2012). According to Ryu and Han, (2011) various studies have concluded that expectations and perceptions have an impact on customer satisfaction and customer loyalty (Carranza et al., 2018; Homburg et al., 2017; Jamal & Adelowore, 2008; Kusumawati & Rahayu, 2020; Mathew et al., 2014; Shankar et al., 2003). In the same form, according to Loureiro (2010) shows that in research customer loyalty is significantly influenced by satisfaction. The disconfirmation or outcome of discrepancies between expectations and perceptions about brand performance has been shown to have a beneficial impact on customer happiness and loyalty, and it is widely supported in the literature that happy customers are more likely to return (Álvarez, 2018).

Service Effectiveness

The impact of perceived expectations and perceptions on customer satisfaction and loyalty is very important (Khatoon et al., 2020). One important factor in determining customer loyalty is positive expectations and perceptions (Adam et al., 2023). Expectations and perceptions are very important for new users and old users to return (Deb, 2018; Purchase et al., 2016). The variable factors that influence pleasure are the atmosphere, waiting time, hedonistic feelings, service encounters, emotions, and personality factors related to food (Ferreira & Coelho, 2015; Lončarić et al., 2021; Sthapit et al., 2020) . A customer's tendency to return is influenced by positive and negative feelings after the customer's dining experience (Sihombing et al., 2024). Recognition of perceived value requires positive emotions so that customers will return (Han et al., 2019; Ivens & Pardo, 2007; Kastenholz et al., 2020; Qu et al., 2019; Shen et al., 2019).

Both tangible and intangible elements form the atmosphere. Bitner talks about atmosphere in three dimensions: place layout, functionality, and environmental factors (music, smells, temperature, lighting, and so on) (Lockwood & Pyun, 2020; Teng et al., 2018). Customer emotions, both positive and negative, are influenced by atmospheric factors (Lai & Chong, 2019; Park et al., 2019). Effective emotional response to customer return behavior. Many studies state that positive emotional reactions have been proven to be one of the main factors in returning to the restaurant (Rajendran et al., 2021; Rezaei et al., 2023). The effects of stimulants and pleasure have a major impact on behavior. Adverse verbal exchanges also influence intentions to return. As a result, feelings of anger, sadness, regret, and unfavorable rumors can influence a customer's choice to return (Sihombing et al., 2024).

Described in the literature, perceived value is an important component for creating long-term relationships with customers. Customers are satisfied and plan to return if they think the product or service is worth the money they paid (Prebensen et al., 2014; Su et al., 2021). Perceived value influences behavioral intentions directly, but perceived value can also influence satisfaction indirectly (Candra & Mayasari, 2017; Goeltom et al., 2020). Positive emotions and behavioral intentions can be felt as a significant impact on customers' return (Sihombing et al., 2024). Han et al. (2009) stated that customer satisfaction and consumption emotions are the main factors that influence their intention to return. Various emotional dimensions are used to explain consumer behavior. Emotional reactions, on the other hand, cannot be compared to the emotions of consumption. Consuming emotions are more focused, more limited, and less intense. Customer satisfaction acts as a bridge between emotions for consumption and intent to return (Tuerlan et al., 2021).

Customer dissatisfaction is not only influenced by price changes. (Amron, 2018) concluded that there are four things that can influence a customer's decision to switch to another service provider, such as: Preference (individual style in choosing certain foods or food menus), Price changes (cash value), Relational benefits (benefits to interests, benefits to social and personal behavior), lack of other options. Customer experience "not only the aggregate and cumulative customer perceptions created during the learning process about the procurement, use, maintenance and disposal of products or services but also the feelings that customers take with them after interactions with goods, services and stimuli corporate atmosphere (Paisri et al., 2022). Customer experience as "the result of experiencing or living through things that fulfill sensory, cognitive, emotional, relational and behavioral values" (Khatoon et al., 2020). Customer

experience consists of four sub-dimensions, namely peace of mind, moment of truth, results focus and product experience (Löfgren et al., 2008; Ratnasari et al., 2020).

Peace of mind is defined as an assessment of all the moments a customer covers before, during or after the purchase of a service (Ali et al., 2016). The moment of truth is defined as the customer's interaction or encounter with the service provider (Prentice et al., 2022). Outcome focus is defined as the customer's ability to determine whether any goals have been met or not and product experience being the positive or negative experience a customer has with their service provider (Abosag et al., 2017). In accordance with what has been explained previously, the aim of this research is to analyze service quality such as service effectiveness and ease of ordering in relation to customer experience so that it can be useful for customers' intensity in coming back again. The analysis of this research uses quantitative methods, namely by using a survey of 160 restaurant customers with the criteria of having visited the restaurant at least once a month.

Service effectiveness and customer experience.

Service effectiveness and customer experience states that there is a direct relationship between the quality of service provided by a business and the overall experience of its customers (Koutsothanassi et al., 2017). Service effectiveness refers to how well a company delivers its services to meet or exceed customer expectations, while customer experience includes the perceptions and feelings customers have throughout their interactions with a business (Marwan, 2021). This hypothesis suggests that when a company provides high-quality and effective service, customers are more likely to have a positive experience. These positive experiences can increase satisfaction, loyalty and positive word-of-mouth referrals (Kanje et al., 2019). From the explanation above, the following hypothesis can be made.

H1: service effectiveness has a positive and significant towards customer experience

Ease of ordering and service effectiveness

The hypothesis regarding ease of ordering and service effectiveness proposes that there is a relationship between the ease of customers making orders and the overall effectiveness of the service provided by a business (Hussain & Mkpojiogu, 2016; Park, 2009). Ease of ordering refers to the simplicity, convenience, and efficiency of the ordering process, while service effectiveness relates to a business's ability to meet or exceed customer expectations in providing its services (Rodrigues et al., 2016). This hypothesis suggests that when the ordering process is easy and easy to use, customers will be more likely to find the service effective (Altun & Oney,

2017a). A smooth ordering experience can make a positive contribution to customer satisfaction and overall perception of service quality (Noval et al., 2020). From the explanation above, the following hypothesis can be made.

H2: Ease of ordering have a positive and significant towards service effectiveness.

Ease of ordering and customer experience

The hypothesis regarding the relationship between ease of ordering and customer experience suggests that there is a connection between the simplicity and efficiency of the ordering process and the overall experience that customers have when interacting with a business (Amin et al., 2014; Mallya et al., 2019). Ease of ordering refers to how straightforward and convenient it is for customers to place orders, while customer experience encompasses the perceptions, emotions, and satisfaction levels of customers throughout their interactions with the business (Altun & Oney, 2017; Francioni et al., 2022). This hypothesis proposes that when the ordering process is easy and hassle-free, it contributes positively to the overall customer experience. A smooth and efficient ordering experience can lead to increased satisfaction, positive emotions, and a favorable perception of the business (Bilgihan et al., 2016; Kian et al., 2017). From the explanation above, the following hypothesis can be made.

H3: Ease of ordering have a positive and significant towards customer experience.

METHOD

The location of this research is the Haidilao Grand Indonesia Restaurant, Jalan MH. Thamrin No. 1 RT 1 RW 5 Menteng District, Central Jakarta City, Special Capital Region of Jakarta 10310. With a target of restaurant visitors who have visited the Haidilao Grand Indonesia restaurant at least once within 1 month. This restaurant was chosen because Haidilao is a premium hotpot restaurant that prioritizes perfect customer experience. All staff at Haidilao are trained to think critically and pay attention to customer needs, down to the very details. The culture of caring about customer details that influences Haidilao's service quality is different from other hotpot restaurants. Haidilao restaurant values innovation and encourages personalized service. Management adheres to the philosophy of 'hands change fate' and creates a fair environment for every employee (PT Haidilao Indonesia Resturats 2023). The company also implements human-centered and compassionate management practices to increase the value of its employees. Management believes a good company culture can influence the quality of service provided to customers (Ham et al., 2020).

Research method uses a quantitative method approach, this method focuses on collecting data in the form of numbers or numerical data, as well as using statistical analysis to test hypotheses and answer research objectives (Hair et al., 2021). In this research, quantitative methods were also used to study service phenomena through collecting numerical data and then processing it using statistical techniques to explain, analyze and test hypotheses about cause-and-effect relationships according to (Kerlinger 1986). The sample was determined using a purposive sampling method, namely a method of selecting samples deliberately, determining the samples themselves to be taken because there are certain considerations. So the sample was not taken randomly, but was determined by the researcher himself. The considerations for determining sample members are respondents who have visited the Haidilao Grand Indonesia restaurant at least once within a period of one month from mid-2022 to the end of 2023. According to Kock and Hadaya, (2018) The number of samples used in research using Partial analysis least square -SEM is at least 30-100 samples. In this study, 160 samples were used.

To determine the sample used in this research, use the Slovin Formula with an error rate of 10%. The samples taken in this research were 160 restaurant visitors. This research uses Descriptive Statistics and Partial Least Square SEM data analysis, which is an analysis used to develop or predict an existing theory. The descriptive method is used to obtain a complete and precise picture of the research objectives. In this case, a 5 Likert scale is used. Partial Least Square SEM data analysis is an analysis used to develop or predict an existing theory (Hair et al., 2021). This research uses PLS structural model analysis with the help of software SmartPLS 4.0 According to Hair et al., (2021) structural model analysis has several stages, namely: 1) formulating a structural model theory. 2) outer model analysis, 3) inner model analysis, and 4) hypothesis testing.

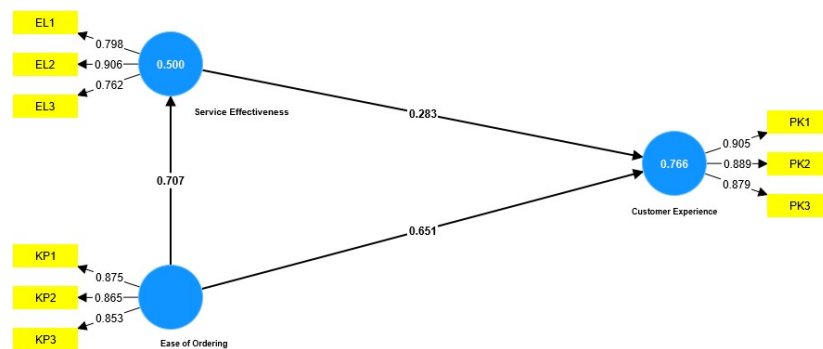


Figure 1. Outer Model

RESULT AND DISCUSSION

Outer Model

In testing the outer model, the aim is to see the validity and reliability of a model. This test analysis will look at the influence of factor loading, Average Variance Extracted (AVE), and Discriminant Validity, as well as composite reliability. Factor loading is the initial stage in testing the validity of a model, factor loading requirements. The condition is that it must be > 0.6 , for the indicator to be said to be valid. If it is not valid then it must be removed from the model (Hair et al., 2021).

Convergent Validity

Average Variance Extracted (AVE) is the value used in convergent validity testing because the value is obtained from the results of convergent validity. In this study, the expected AVE value is > 0.5 , and so if we look at the latent variable constructs, all constructs have values above 0.5 (or greater than 0.5). For more details, the AVE results can be seen in the image below.

Table 1 . Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Service effectiveness	0.760	0.770	0.863	0.679
Ease of ordering	0.831	0.831	0.899	0.748
Consumer experience	0.870	0.871	0.920	0.794

Source: Processing Data Result (2023)

Table 1 above, all subjects used Cronbach's alpha and had a composite reliability value of more than 0.70. In addition, as shown above, each combination of AVE values has an AVE value of more than 0.50. Any measurement system that is based on evidence can be considered valid and reliable. The values shown in table 2 below indicate that the research instrument meets the Fornell-Larcker discriminant validity criteria:

Table 2. Fornell-larcker criterion

	Service effectiveness	Ease of ordering	Consumer experience
Service effectiveness	0.824		
Ease of ordering	0.707	0.865	
Consumer experience	0.744	0.852	0.891

Source: Processing Data Result (2023)

To see the results of the latest discriminant validity test, see table 2 above. The cross-loading value of the research instrument can also be seen. A valid cross-loading value is if the correlation between each indicator and all variables in the research instrument is greater than the correlation between the

indicator and variables that do not contain the indikator.

R Square Test

The following R-Square values were found after the data was processed using the smartPLS 4 program

Table 3. R Square

	R Square	R Square Adjusted
Service effectiveness	0.500	0.497
Consumer experience	0.766	0.763

Source: Processing Data Result (2023)

From table 3 above, it shows that the service effectiveness variable gets an R Square value of 50% and the rest is influenced by other variables. About 76% of consumer experience variables are obtained, and the remaining 30% may be influenced by additional exogenous variables that have not been discussed in this research.

Table 4. Hypothesis test

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
Service effectiveness-> customer experience	0.283	0.066	4.305	0.000	Hypothesis Supported
Ease of ordering -> Service effectiveness	0.707	0.042	16.653	0.000	Hypothesis Supported
Ease of ordering -> Customer Experience	0.651	0.056	11.679	0.000	Hypothesis Supported

Source: Processing Data Result (2023)

Table 4 above shows that the results of service effectiveness and ease of ordering are significant for the consumer experience variable with a p-value of 0.000.

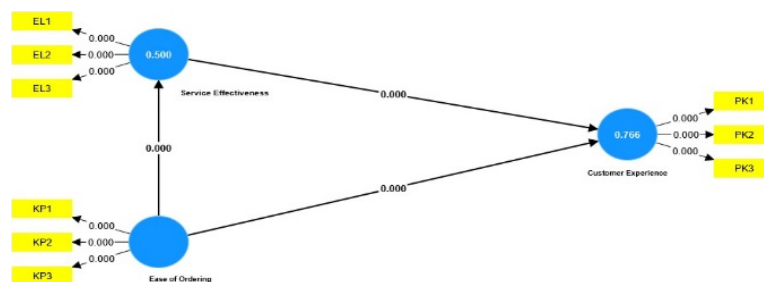


Figure 2. Inner Model

CONCLUSION

Based on the results of the discussion, it can be hypothesized that there is a positive influence of service effectiveness on customer experience with indicators of the speed of receiving service after the

customer enters the restaurant, the speed of staff in responding to customer requests and the responsiveness of staff in handling complaints. The positive influence of ease of ordering on customer experience is also reflected in the research results with indicators of ease of use of the application system by customers, clarity of the system and ease of friendly technology used by customers.

For managerial implications: businesses should invest in training programs to improve service effectiveness, ensuring that employees have the skills and knowledge necessary to deliver consistently high-quality service. Simplifying and optimizing the ordering process can increase the ease of ordering, resulting in smoother transactions and higher customer satisfaction. Leveraging technology such as mobile apps or self-service kiosks can simplify the ordering process and increase customer convenience. Monitor customer feedback and service metrics regularly to identify areas for improvement and track the impact of changes on the customer experience.

Actively seek and listen to customer feedback to understand their needs and preferences, and use this information to make informed decisions regarding service improvements. For theoretical implications: this research contributes to the service literature by highlighting the importance of service effectiveness and ease of ordering in shaping the customer experience. By examining the relationship between service effectiveness, ease of ordering, and customer experience, this research advances theoretical understanding of how various factors interact to influence customer perceptions and behavior. The findings of this research can inform the development of a theoretical framework that combines service quality, process efficiency, and customer experience in service management theory. The results of this research can provide empirical support for existing theories, such as the Quality-Value-Outcomes Framework or the Technology Acceptance Model, by showing their application in the context of service effectiveness and ease of ordering.

The suggestions for further research: Conduct a longitudinal study to examine how changes in service effectiveness and ease of ordering over time impact customer experience and loyalty. Compare customer perceptions and behavior in different cultural contexts to explore potential cultural differences in the relationship between service factors and customer experience. Investigate potential mediating and moderating variables that may influence the relationship between service effectiveness, ordering ease, and customer experience, such as service personalization or technology acceptance. Complement quantitative research with qualitative studies to gain deeper insight into customer perceptions, emotions, and decision-making processes regarding service interactions and ordering experiences. Explore how service effectiveness and ease of ordering impact customer experience across multiple service delivery channels, such as online platforms, mobile apps, and brick-and-mortar stores, to

comprehensively understand the omnichannel customer journey.

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