

RECIPES OF CONSUMER LOYALTY TO FAST-FOOD RESTAURANTS IN THE COVID-19 PANDEMIC: A STUDY ON WINGSTOP RESTAURANT ON JL. BUKIT DARMO BOULEVARD, SURABAYA

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Abstract

In big cities, cafes are very popular and growing very rapidly, where people often take the time to visit cafes to eat or drink and even just to be active in social media, activities and relax. This business sector engaged in culinary is one of the business sectors that still survive and even develop and is the right choice in the economic conditions of Indonesia and the development of the population in the country of Indonesia. Restaurant Wingstop di jl. Bukit Darmo Boulevard, Surabaya City is one of those engaged in this field and combines classic western concepts and funny cartoons.

This study aims to determine how the influence of Food Quality, Personal Interaction Quality, and Physical Environment Quality on Customer Loyalty through Satisfaction. The expected benefit of this research is how much influence the Satisfaction will have on increasing Customer Loyalty so that it will create loyalty for each visitor at Restaurant Wingstop di jl. Bukit Darmo Boulevard, Surabaya.

This research is a causal study. The research method used is a quantitative method by processing data using AMOS software version 22.0. Data collection was done by distributing questionnaires to 140 respondents with characteristics of respondents, that is men and women, aged 18-60 years, and had eaten at Restaurant Wingstop di jl. Bukit Darmo Boulevard, Surabaya at least 2 times in the last 1 year.

The results showed that Food Quality variables had a positive effect on Satisfaction with a regression coefficient of 0.721; Personal Interaction Quality variables have a positive effect on Satisfaction with a regression coefficient of 0.193; Satisfaction variable has a positive effect on Customer Loyalty with a regression coefficient of 0.523; Physical Environment Quality variable has a positive effect on Satisfaction with a regression coefficient of 0.015.

Keywords : *Food Quality, Personal Interaction Quality, Physical Environment Quality, Satisfaction, Customer Loyalty, and Restaurant Wingstop di jl. Bukit Darmo Boulevard, Surabaya*

Introduction

Culinary has become a lifestyle, therefore in 2018 the culinary business has a great opportunity to grow and develop. In 2019, the trend is traveling, culinary and gadgets, this is what drives the growth of the culinary industry (www.surabaya.tribunnews.com). In today's modern era, many young people like to spend time with friends, gather together, hold events to do assignments at restaurants or in certain cafes. And in the past, since food is included in the basic needs or primary needs of humans, where humans as living beings cannot be separated from food, because it is a source of energy for humans to be able to continue their life activities. Therefore, this makes more and more business people or entrepreneurs interested in starting a business in the food and beverage industry, namely in the field of restaurants and cafes. (Deputy Head of the Creative Economy Agency (Bekraf), Ricky Joseph Pesik) (www.katadata.co.id).

The growth of the food and beverage industry in Indonesia can still continue to grow positively even though in 2020 all countries are being hit by the COVID-19 pandemic. According to the Minister of Industry (Agus Gumiwang Kartasmita) the food and beverage industry sector is one sector with great potential because it can provide significant contribution to the national economy. Therefore, the government will

continue to always spur growth in this industry. In the first quarter of 2020, the national food and beverage industry sector reached 3.9% and could contribute 36.4% to manufacturing GDP. Meanwhile, in the first semester of 2020, the national food and beverage industry provided the largest revenue for the export revenue of the manufacturing sector, with a figure of US\$13.73 billion or equivalent to Rp203.36 trillion (www.wartaekonomi.co.id)

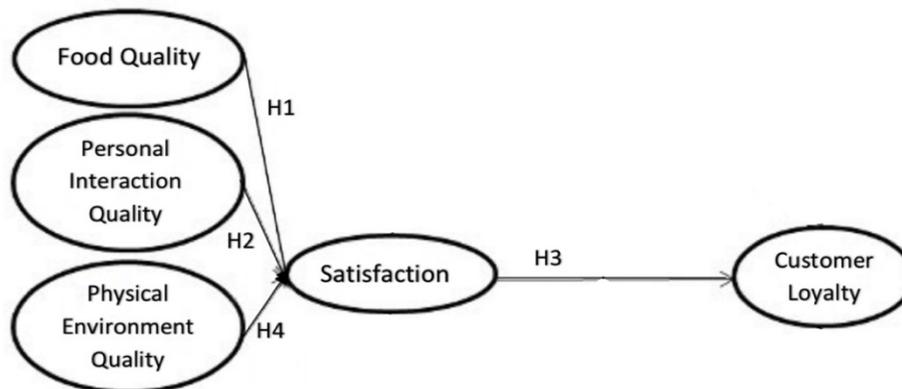
In 2018, there was a growth in the culinary business sector in East Java to more than 20 percent recorded at the East Java Indonesian Cafe and Restaurant Entrepreneurs Association (Apkrindo Jatim). Along with changes in the lifestyle of modern society, eating activities are not only to fill the stomach, but are a form of creative industry tourism. In the second half of 2018, there was an increase in the number of new restaurants or cafes in Surabaya. The increase reached 30 percent when compared to the second half of 2017. Because food is everyone's need, therefore the demand for culinary will always be there (www.radarsurabaya.jawapos.com)

Fast food restaurants also offer many food products ranging from snacks to heavy meals to fill a hungry stomach. Fast food restaurant products in Indonesia include Fried Chicken, Pizza, Burger, Spaghetti and many other processed products. In the author's opinion, Fried Chicken is a favorite fast food menu for Indonesian people when they need food that is very fast and practical to eat. Many fast food restaurants have a favorite menu of Fried Chicken in Indonesia. One such restaurant is Wingstop Indonesia. Quoted from the wingstop.com website, Wingstop is a chicken wings restaurant that was first established in 1994 in Garland, Texas, United States. The restaurant focuses on providing a variety of quality flavors in accordance with its slogan, namely The Flavor Experts. Then in 1997 Wingstop started offering franchise business. On June 16, 2014, Wingstop, which is the largest chicken wings restaurant from America, opened its first outlet in Indonesia. The outlet is located in Kota Kasablanka, Jakarta. Wingstop offers 10 flavors for chicken wings, namely Atomic, Cajun Spicy, Original Hot, Louisiana Rub, Mild, Lemon Pepper, Garlic Parmesan, Hickory Smoked Barbecue, Hawaiian, and Teriyaki. Wingstop is getting more and more successful, so that on May 26, 2016 opened its first outlet in Surabaya (www.mahadasha.co.id)

Quoted from the wingstop.co.id website page, Wingstop Indonesia has a different way of doing business from several competing companies that do business in the same field. If other companies prioritize speed in serving food (Fast Food), it is different from Wingstop which prioritizes product quality and taste. Based on the information quoted from the grand-indonesia.com website, Wingstop products are made to order (Made Fresh to Order) so that customers can feel the sensation of eating hot chicken wings that are processed directly served with a choice of 10 different flavor variants. This variety of flavors makes for a distinctive taste in enjoying chicken dishes that has made Wingstop dubbed as a restaurant with a Flavor Expert.

Based on the background that we have described, we hereby choose to conduct a research on Customer Loyalty, with the title "Recipes of Consumer Loyalty to Fast Food Restaurants during the Covid-19 Pandemic: Study on Restaurant Wingstop on Jl. Bukit Darmo Boulevard, Surabaya". The reason why it is important to increase Customer Loyalty is because if a company has high Customer Loyalty, then the company will have the opportunity to gain a higher market share, and can set a higher selling price for products or services than its competitors. Therefore, it is important to know the variables that affect Customer Loyalty. The variables studied in this study are Food Quality, Personal Interaction Quality, Physical Environment Quality, and Satisfaction in influencing Customer Loyalty.

1.1. Structure



1.1.1 Food Quality

The first independent variable is Food Quality, according to Knight and Kotschevar (2015) Food Quality is a level in menu quality consistency that is achieved by establishing a product standard and then checking the points that must be controlled to see the quality to be achieved. Meanwhile, according to Tjiptono (2016) Food Quality is a dynamic condition related to products, services, people, processes, and the environment that meet or exceed expectations. Because by providing Food Quality that matches customer expectations, it can make a positive influence on the relationship between Restaurant Wingstop on Jl. Bukit Darma Boulevard, Surabaya and customers. Food Quality assessment for customers begins when the customer tastes the food served and then gives an assessment of the quality of the food. As for the opinion of other experts, namely Kotler and Armstrong (2016), Food Quality is the ability of a product to perform its functions including the overall durability of the product, reliability, accuracy, ease of operation and repair, and other valuable attributes.

1.1.2 Personal Interaction Quality

According to Gronroos (2018), Interaction Quality refers to the interaction between buyers and sellers. Meanwhile, according to Lemke et al. (2017), Interaction Quality is the consumer's perception of the service provided when the service is happening. According to Czepiel (2016), Interaction Quality is the interaction between employees and consumers and is a key element when service occurs. To maintain its existence, Restaurant Wingstop on Jl. Bukit Darma Boulevard, Surabaya strives to always provide the best service to its customers, such as employing employees who can maintain friendliness with customers, can provide information asked by customers, and are able to respond to customer needs quickly, so that customers will have a comfortable feeling when visiting Restaurant Wingstop on Jl. Bukit Darma Boulevard, Surabaya.

1.1.3 Physical Environment Quality

The last independent variable is Physical Environment Quality. According to Hui Robson in Ryu and Han, (2019) Physical Environment Quality has an important role in creating a brand image of a particular product and can influence customer behavior, especially those related to the restaurant industry. Meanwhile, according to Levy and Weitz (2016) Physical Environment Quality is designing an environment through visual communication, lighting, color, music, and smell to stimulate the perceptions and emotions of customers and ultimately to influence their shopping behavior. With the attractive physical environment of the Restaurant Wingstop on Jl. Bukit Darmo Boulevard, Surabaya, it can create a brand image of the restaurant so that it can influence customer behavior to visit Restaurant Wingstop on Jl. Bukit Darmo Boulevard, Surabaya.

1.1.4 Satisfaction

According to Kotler and Armstrong (2018), customer satisfaction is a feeling of satisfaction or disappointment felt by customers after comparing the performance or results received compared to what was expected. There is another opinion according to Zeithaml, Bitner and Dwayne (2018, p.104). Customer Satisfaction is a customer's assessment of a product or service in terms of assessing whether the product or service has met customer needs and expectations. In order for Restaurant Wingstop on Jl. Bukit Darmo Boulevard, Surabaya to continue to grow in the restaurant industry business and survive in the face of other business competitors, Restaurant Wingstop on Jl. Bukit Darmo Boulevard, Surabaya must always provide the best for customers who come so that customers can feel high satisfaction when visiting Restaurant Wingstop on Jl. Bukit Darmo Boulevard, Surabaya

1.1.5 Customer Loyalty

According to Hurriyati (2015, p. 129), Customer Loyalty is a customer's commitment to persist deeply to re-subscribe or re-purchase a selected product or service consistently in the future, even though the influence of the situation and marketing efforts have the potential to cause change. behavior. The reason it is important to increase Customer Loyalty is because if a company has a high Customer Loyalty, then the company will have the opportunity to gain a higher market share so that the company can grow and can set a higher selling price for products or services than its competitors.

Literature Review

1.2. Tables

1.2.1 Food Quality

Table 1.2.1

| Food Quality | | | | |
|--------------|--|------|----------------|-------------|
| Variable | Question | Mean | Std. Deviation | Description |
| X1 | The food served by Carnivor Steak and Grill Restaurant has an attractive appearance. | 4.20 | .9906 | Agree |

| | | | | |
|----|--|-------|-------|---------------|
| X2 | Carnivor Steak and Grill restaurant provides a variety of food menu choices. | 4.15 | .8034 | Agree |
| X3 | Carnivor Steak and Grill restaurant offers a menu of health foods that contain good nutritional value (Exp: Caesar Salad, Caesar Burger, etc.) | 4.307 | .8126 | Totally Agree |
| X4 | Carnivor Steak and Grill restaurant always serves delicious food. | 4.329 | .7628 | Totally Agree |
| X5 | The food served always uses fresh raw materials. | 4.371 | .7030 | Totally Agree |
| X6 | The food served by Carnivor Steak and Grill Restaurant Surabaya is at the proper temperature. | 4.243 | .8722 | Totally Agree |
| | Total Mean | 4.27 | | Totally Agree |

By using the rating rating guidelines from the table, it can be seen that the respondents' responses to the statement items on the Food Quality variable are strongly agree where the overall mean value is above 4.20. Overall, the Food Quality indicators received a positive response or strongly agreed. This is indicated by the total mean of 4.29 which is greater than 4.20.

Then the results of the analysis can be seen in Table 4.4, from the six indicators there is a dominant indicator, namely the FQ5 indicator with the highest mean value of 4,371. This shows that the FQ5 indicator is perceived as the most positive by the respondents. The FQ2 indicator, which is the indicator with the lowest mean value, is 4.15, but it is still perceived as very agreeable by the respondents. The standard deviation for indicators FQ1, FQ2, FQ3, FQ4, FQ5 and FQ6 is below number two, this indicates a relatively low standard deviation so that overall respondents have the same tendency of thinking.

1.2.2 Personal Interaction Quality

Table 1.2.2

| Personal Interaction | | | | |
|----------------------|--|-------|----------------|---------------|
| Variable | Question | Mean | Std. Deviation | Description |
| X11 | I feel well cared for (Exp: Greeted) by employees of Carnivor Steak and Grill Restaurant Surabaya. | 4.029 | 1.0658 | Agree |
| X12 | Employees at Carnivor Steak and Grill Surabaya served me in a friendly manner. | 4.243 | .8639 | Totally Agree |

| | | | | |
|-----|---|-------|-------|-------|
| X13 | Employees at Carnivor Steak and Grill Restaurant Surabaya responded quickly to what I needed. | 4.193 | .9127 | Agree |
| | Total Mean | 4.155 | | Agree |

By using the rating rating guidelines from the table, it can be seen that the respondents' responses to the statement items on the Personal Interaction Quality variable are agree where the overall mean value is above 3.41 to 4.20. Overall the Personal Interaction Quality indicators received a positive response or agreed. This is indicated by the total mean of 3.85 which is greater than 3.41 and less than 4.20.

Then the results of the analysis can be seen in the table, from the three indicators there is a dominant indicator, namely the PIQ2 indicator with the highest mean value of 4.243. This shows that the PIQ2 indicator is perceived most positively by respondents. The PIQ1 indicator, which is the indicator with the lowest mean value, is 4,029, but respondents are still perceived as agreeing. The standard deviation for the indicators PIQ1, PIQ2, and PIQ3 is below number two, this indicates a relatively low standard deviation so that overall respondents have the same tendency of thinking.

1.2.3 Physical Environment Quality

Table 1.2.3

| Physical Environment | | | | |
|----------------------|---|---------|----------------|---------------|
| Variable | Question | Mean | Std. Deviation | Description |
| X7 | The Carnivor Steak and Grill restaurant has an interesting building form. | 4.064 | .9834 | Agree |
| X8 | The room in the Carnivor Steak and Grill Restaurant is comfortable. | 4.257 | .9243 | Totally Agree |
| X9 | The room in the Carnivor Steak and Grill Restaurant has good lighting. | 4.179 | .9541 | Agree |
| X10 | Carnivor Steak and Grill restaurant pays attention to the cleanliness of its environment. | 4.143 | 1.0289 | Agree |
| | Total Mean | 4.16075 | | Agree |

By using the rating rating guidelines from the table, it can be seen that the respondents' responses to the statement items on the Physical Environment Quality variable are agree where the overall mean value is above 3.41 to 4.20. Overall, the Physical Environment Quality indicators received a positive response or agreed. This is indicated by the total mean of 3.93 which is greater than 3.41 and less than 4.20.

Then the results of the analysis can be seen in the table, from the four indicators there is a dominant indicator, namely the PEQ2 indicator with the highest mean value of 4.257. This shows that the PEQ2 indicator is perceived to be the most positive by the respondents. The PEQ1 indicator, which is the indicator

with the lowest mean value, is 4,064, but respondents are still perceived as agreeing. The standard deviation for the indicators PEQ1, PEQ2, PEQ3, and PEQ4 is below number two, this indicates a relatively low standard deviation so that overall respondents have the same tendency of thinking.

1.2.4 Satisfaction

Table 1.2.4

| Satisfaction | | | | |
|---------------------|---|-------------|-----------------------|--------------------|
| Variable | Question | Mean | Std. Deviation | Description |
| Y1 | I am satisfied with the service provided by Carnivor Steak and Grill Surabaya. | 4.293 | .7721 | Totally Agree |
| Y2 | The Carnivor Steak and Grill restaurant delivers quality food beyond my expectations. | 4.257 | .8343 | Totally Agree |
| Y3 | I had a good experience with Carnivor Steak and Grill Surabaya. | 4.329 | .7722 | Totally Agree |
| | Total Mean | 4.293 | | Totally Agree |

By using the rating rating guidelines from the table, it can be seen that the respondents' responses to the statement items on the Satisfaction variable are strongly agree where the overall mean value is above 4.20. Overall, the Satisfaction indicators received a positive response or strongly agreed. This is indicated by the total mean of 4.22 which is greater than 4.20.

Then the results of the analysis can be seen in the table, from the three indicators there is a dominant indicator, namely the S3 indicator with the highest mean value of 4,329. This shows that the S3 indicator is perceived to be the most positive by the respondents. The S2 indicator, which is the indicator with the lowest mean value, is 4.257, but it is still perceived as very agreeable by the respondents. The standard deviation for the indicators S1, S2, and S3 is below the number two, this indicates a relatively low standard deviation so that overall respondents have the same tendency of thinking.

1.2.5 Customer Loyalty

Table 1.2.5

| Customer Loyalty | | | | |
|-------------------------|--|-------------|-----------------------|--------------------|
| Variable | Question | Mean | Std. Deviation | Description |
| Y10 | I will say something positive about Carnivor Steak and Grill Surabaya. | 4.300 | .8790 | Totally Agree |

| | | | | |
|-----|---|-------|-------|---------------|
| Y11 | I would recommend Carnivor Steak and Grill Restaurant to others seeking my opinion. | 4.407 | .7764 | Totally Agree |
| Y12 | In the future, Carnivor Steak and Grill Surabaya will be my first choice in looking for a steak restaurant. | 4.250 | .8986 | Totally Agree |
| | Total Mean | 4.319 | | Totally Agree |

By using the rating rating guidelines from the table, it can be seen that the respondents' responses to the statement items on the Commitment variable are agree where the overall mean value is between 3.41 to 4.20. Overall, the Commitment indicators received a positive response or agreed. This is indicated by the total mean of 4.01 which is greater than 3.41 and less than 4.20.

Then the results of the analysis can be seen in Table, from the three indicators there is a dominant indicator, namely the CL2 indicator with the highest mean value of 4.407. This shows that the CL2 indicator is perceived as the most positive by the respondents. The CL3 indicator, which is the indicator with the lowest mean value, is 4,250, but it is still perceived as very agreeable by the respondents. The standard deviation for indicators CL1, CL2, and CL3 is below number two, this indicates a relatively low standard deviation so that overall respondents have the same tendency of thinking. Conceptual Model and Hypotheses Development

1.3 Significant Effect of Variable

1.3.1 Significant Effect of Food Quality on Satisfaction

According to research conducted by Jalilvand et al. (2017) stated that the Food Quality provided by the company or the restaurant has a significant impact on the level of customer satisfaction. The evidence that food quality has a significant effect on customer satisfaction has also been studied by Ryu et al. (2015), where according to Ryu et al., perceptions of food quality such as good taste, nutritious food, and visually appealing dishes are significant predictors of customer satisfaction. Young Namkung and Jang (2017) get the results that Food Quality has a significant effect on Customer Satisfaction.

Based on the explanations above according to the previous research that has been done, it can be said as follows:

H1: Food Quality has a significant effect on Satisfaction

1.3.2 Significant Effect of Personal Interaction Quality on Satisfaction

According to research conducted by Jalilvand et al. (2017) stated that Personal Interaction Quality has a significant influence on the level of customer satisfaction. The results of this study are the same as the results of research by Ball et al. (2014) and Vesel and Zabkar (2015) who prove that personal or personal interaction is an important determining factor for the level of customer satisfaction. Chen et al. (2012) found that Personal Interaction Quality has a positive effect on Customer Satisfaction.

Based on the explanations above according to the previous research that has been done, it can be concluded that the hypothesis is as follows:

H2: Personal Interaction Quality has a significant effect on Satisfaction.

1.3.3 Significant Effect of Physical Environment Quality on Satisfaction

According to research conducted by Jalilvand et al. (2017) stated that Physical Environment Quality has a significant effect on the level of customer satisfaction. When an attractive interior design or decoration, music, and colors in the room or pleasant room lighting, can increase customer satisfaction (Jalilvand et al., 2017). According to (Brady and Robertson, 2011) Physical facilities that are well designed and in accordance with the expectations of consumer needs will make consumers themselves increasingly have good satisfaction with the company, the better the quality of a service performed by the organization will increasingly make customers satisfied.

Based on the explanations above according to the previous research that has been done, it can be concluded that the hypothesis is as follows:

H3: Physical Environment Quality has a significant effect on Satisfaction.

1.3.4 Significant Effect of Satisfaction on Customer Loyalty

According to research conducted by Ball et al. (2014) stated that the level of consumer satisfaction has a significant positive effect on Customer Loyalty. Customer satisfaction is an important factor for a company to have customer loyalty (Loureiro and Kastenholz, 2011). Liu and Jang (2019) concluded that if customer satisfaction has been achieved, then the customer will buy a product or service continuously, even the customer will recommend it to others, this shows a significant influence of customer satisfaction on customer loyalty. According to Chang (2013), customer satisfaction has a positive relationship with customer loyalty.

Based on the explanations above according to the previous research that has been done, it can be concluded that the hypothesis is as follows:

H4: Satisfaction has a significant effect on Customer Loyalty.

Methodology

Data Collection and Sample

Research objectives and questions have a direct relationship to the choice of research methodology. To test our hypothesis, we collected data on the customer-restaurant relationship by asking customers to fill out a questionnaire via Google Form. Each respondent was selected based on a snowball sampling approach. Snowball sampling is a type of non-probability sampling technique. Non-probability sampling focuses on sampling techniques that are based on the researcher's judgment. A convenience sample is simply one in which the unit (customer) selected for inclusion in the sample is the most accessible. Samples were collected in Surabaya. Researchers referred to restaurants and distributed self-administered questionnaires among them. Data collected from Wingstop Restaurant Jl. Darmo Boulevard Hill, Surabaya. In total, 140 usable samples were obtained after excluding the incomplete ones, resulting in a 100 percent response rate of those who agreed to participate.

Measures and pretest

All model variables were measured with items adapted from previous studies. The constructs of satisfaction, perceived value, and PIQ were each measured by three items. Physical environment quality and

food quality were also measured with four and six items, respectively. All items are measured on a five-point scale, ranging 1 = I Totally Disagree to 5 = I Totally Agree. To increase measurement

| Variabel | Question | Likert Scale |
|-------------------------------------|---|---------------------|
| <i>Food Quality</i> | <ol style="list-style-type: none"> 1. The food served by Carnivor Steak and Grill Restaurant has an attractive appearance. Restoran Carnivor <i>Steak and Grill</i> memberikan pilihan menu makanan yang bervariasi. 2. Carnivor Steak and Grill restaurant offers a good health food menu (Exp: Caesar Salad, Caesar Burger, etc) 3. Carnivor Steak and Grill restaurant always serves delicious food. 4. The food served always uses fresh raw materials. 5. The food served by Carnivor Steak and Grill Restaurant Surabaya is at the proper temperature. | 5 Likert scale |
| <i>Personal Interaction Quality</i> | <ol style="list-style-type: none"> 1. I feel well cared for (Exp: Greeted) by employees of Carnivor Steak and Grill Restaurant Surabaya. 2. Employees at Carnivor Steak and Grill Surabaya served me in a friendly manner. 3. Employees at Carnivor Steak and Grill Restaurant Surabaya responded quickly to what I needed. | 5 Likert scale |
| <i>Physical Environment Quality</i> | <ol style="list-style-type: none"> 1. The Carnivor Steak and Grill restaurant has an attractive building shape. 2. The room in the Carnivor Steak and Grill Restaurant is comfortable. 3. The room in the Carnivor Steak and Grill restaurant has good lighting. 4. Carnivor Steak and Grill restaurant pays attention to the cleanliness of its environment. | 5 Likert scale |
| <i>Satisfaction</i> | <ol style="list-style-type: none"> 1. I am satisfied with the service provided by Carnivor Steak and Grill Surabaya. 2. The Carnivor Steak and Grill restaurant delivers food quality beyond my expectations. 3. I had a good experience with Carnivor Steak and Grill Surabaya. | 5 Likert scale |
| <i>Customer Loyalty</i> | <ol style="list-style-type: none"> 1. I will say positive things about Carnivor Steak and Grill Surabaya. 2. I would recommend Carnivor Steak and Grill Restaurant to others seeking my opinion. 3. In the future, Carnivor Steak and Grill Surabaya will be my first choice in looking for a steak restaurant. | 5 Likert scale |

Data processing

A study requires data analysis and interpretation that aims to answer the statements in the research and also reveal certain social phenomena that form the basis of the research. Data analysis is the process of simplifying data into a form that is easier to read and interpret. The data that has been obtained through the

questionnaire will be processed using analytical techniques. The method chosen to analyze the data must be in accordance with the research pattern and the variables to be studied.

Researchers will use quantitative analysis in this study. Quantitative analysis is a measurement used in a study that can be calculated with a certain number of units expressed in numerical form or analytical figures. This analysis includes data processing, data organization, and finding results.

SEM

In testing the hypothesis, the data from the questionnaire will be processed using SEM (Standard Equation Models) analysis techniques. According to Ghozali (2018), SEM is an evolution of the multiple equation model developed from econometric principles and combined with regulatory principles from psychology and sociology, SEM has emerged as an integral part of academic managerial research. SEM is a set of statistical techniques that allow the simultaneous testing of a relatively complex series of relationships (Ferdinand in Sutarso, 2018). Simultaneous models are formed through more than one dependent variable explained by one or more independent variables and where a dependent variable at the same time acts as an independent variable for other tiered relationships. The advantage of SEM in management research is its ability to confirm the dimensions of a concept or factor (which is very commonly used in management) and its ability to measure the influence of theoretical relationships (Ferdinand, 2006).

To facilitate the author in the process of analyzing the results of the questionnaire, the author will use AMOS (Analysis of Moment Structure) software. As a structural equation model, AMOS has been frequently used in marketing and strategic management research. The AMOS causal model shows structural measurements and problems and is used to analyze and test the model hypotheses. AMOS is very appropriate for this kind of analysis, because of its ability to: (1) estimate the unknown coefficients from structural linear equations, (2) accommodate models that include latent variables, (3) accommodate measurement errors on the dependent and independent variables, (4) accommodate reciprocal, simultaneous and interdependent warnings such as those found in research. For analytical techniques, there are two kinds of analytical techniques, namely:

1. Measurement Model or Confirmatory factor analysis used to confirm whether the indicator variables used can confirm a construct;
2. Causal Model, a structural model that describes the hypothesized relationship between constructs, which explains a causality, including tiered causality.

Results

Sample Profile

Respondents in this study distributed questionnaires to consumers who had visited, consumed on the spot and bought food at Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya at least more than twice in the last one year, with the characteristics of respondents determined in this study are respondents who have consumed Wingstop Restaurant products, domiciled in Surabaya aged 18-60 years. And for this research, the number of respondents is 140 people following the minimum limit that has been determined. Of a total sample 140 respondents,

Of a total sample 140 respondents, 89.29% or 125 respondents are respondents aged 18-35 years. A total of 9.29% or 13 respondents are respondents aged 36-55 years. A total of 1.42% or 2 respondents are respondents aged 56-60 years. And by age as many as 52.14% or 73 respondents are female while the remaining 47.86%

or 67 respondents are male. So in this study, the majority of visitors to Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya is a woman.

| | Age | Frequency | Percent | Cumulative Percent |
|--------------|---------------|------------------|----------------|---------------------------|
| Valid | 18-35 | 125 | 89.29% | 89.29% |
| | 36-55 | 13 | 9.29% | 98.59% |
| | 56-60 | 2 | 1.42% | 100% |
| | Total | 140 | 100% | |
| | Gender | Frequency | Percent | Cumulative Percent |
| | Man | 67 | 47.86% | 47.86% |
| | Woman | 73 | 52.14% | 100% |
| | Total | 140 | 100% | |

Model Analysis

It is explained that the results of the comparison between the goodness of fit criteria and the results between the full structural equation model in table 4.27 show that the RMSEA, CMIN/DF, chi-square, significant probability, TLI, and CFI criteria have been accepted and it can be said that this model fits the data used in this study. Ferdinand (2002) explained that CMIN/DF is generated from the chi-square statistic (CMIN) divided by the degree of freedom (DF) which is one of the indicators to measure the fit level of a model.

| Goodness-of-fit-index | Cut-off Value | Analysis Results | Model Evaluation |
|------------------------------|------------------------|-------------------------|-------------------------|
| X ² -chi-square | Kecil, ≤ 378.6823 | 616.937 | Marginal |
| Significant Probability | ≥ 0.005 | 0.000 | Marginal |
| RMSEA | ≤ 0.08 | 0.078 | Good |
| GFI | ≥ 0.09 | 0.771 | Good |
| AGFI | ≥ 0.09 | 0.722 | Good |
| CMIN/DF | ≤ 2.0 | 1.842 | Good |
| TLI | ≥ 0.95 | 0.782 | Marginal |
| CFI | ≥ 0.95 | 0.807 | Marginal |

Construct Reability

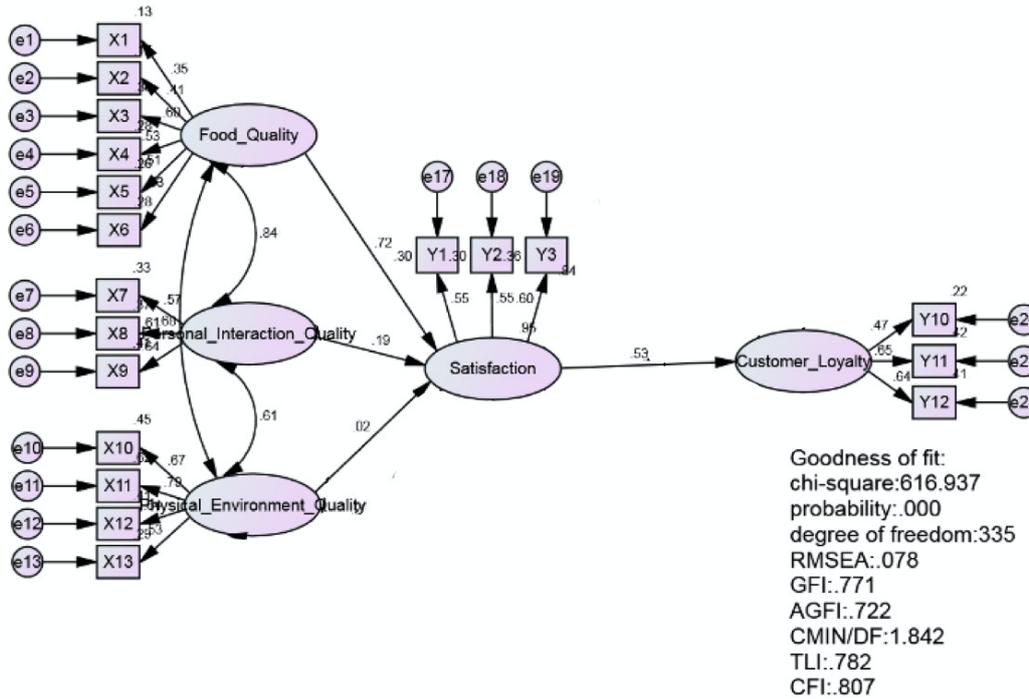
Basically, the reliability test shows the extent to which a measuring instrument can give relatively the same results when repeated on the same subject. The reliability test in SEM can be obtained through the following formula (Ferdinand, 2002).

$$\text{Construct – Reliability} = \frac{\Sigma \text{Std Loading}^2}{\Sigma \text{Std Loading}^2 + \Sigma E_j}$$

Information:

- ✓ Standard loading obtained standardized loading for each indicator obtained from the results of computer calculations.
- ✓ E_j is the measurement error of each indicator. Measurement error can be obtained from $1 - \text{indicator reliability}$. Acceptable level of reliability 0.7.

| Variables | Indicator | Factor Loading (FL) | FL2 | Error | Construct Reliability |
|-------------------------------------|-----------|---------------------|---------|---------|-----------------------|
| <i>Food Quality</i> | X1 | .355 | .126025 | .873975 | .765315934 |
| | X2 | .41 | .1681 | .8319 | |
| | X3 | .597 | .356409 | .643591 | |
| | X4 | .527 | .277729 | .722271 | |
| | X5 | .508 | .258064 | .741936 | |
| | X6 | .526 | .276676 | .723324 | |
| <i>Personal Interaction Quality</i> | X7 | .571 | .326041 | .673959 | .763711062 |
| | X8 | .608 | .369664 | .630336 | |
| | X9 | .643 | .413449 | .586551 | |
| <i>Physical Environment Quality</i> | X10 | .668 | .446224 | .553776 | .775605093 |
| | X11 | .789 | .622521 | .377479 | |
| | X12 | .641 | .410881 | .589119 | |
| | X13 | .534 | .285156 | .714844 | |
| <i>Perceived Value</i> | X14 | .762 | .527076 | .472924 | .75550445 |
| | X15 | .66 | .4356 | .5644 | |
| | X16 | .732 | .535824 | .464176 | |
| <i>Satisfaction</i> | Y1 | .55 | 0.3025 | .6975 | .712903749 |
| | Y2 | .546 | .298116 | .701884 | |
| | Y3 | .598 | .357604 | .642396 | |
| <i>Trust</i> | Y4 | .638 | .407044 | .592956 | .76028393 |
| | Y5 | .612 | .374544 | .625456 | |
| | Y6 | .485 | .235225 | .764775 | |
| <i>Commitment</i> | Y7 | .677 | .613089 | .386911 | .718034572 |
| | Y8 | .609 | .370881 | .629119 | |
| | Y9 | .783 | .458329 | .541671 | |
| <i>Customer Loyalty</i> | Y10 | .47 | .2209 | .7791 | .761404055 |
| | Y11 | .649 | .421201 | .578799 | |
| | Y12 | .641 | .410881 | .589119 | |



Regression Weights Full Structural Equation Model

| | | | Estimate | S.E. | C.R. | P | Std. Estimate |
|----|------|-----|----------|-------|-------|-------|---------------|
| S | <--- | FQ | 0.626 | 0.334 | 1.876 | 0.061 | 0.721 |
| S | <--- | PIQ | 0.134 | 0.287 | 0.469 | 0.639 | 0.193 |
| S | <--- | PEQ | 0.011 | 0.142 | 0.076 | 0.939 | 0.015 |
| CL | <--- | S | 0.526 | 0.317 | 1.66 | 0.097 | 0.532 |

C.R. Value for each relationship between the tested variables is shown in the table. The causal relationship that occurs between the variables of Food Quality, Personal Interaction Quality, and Physical Environment Quality, on Satisfaction has an insignificant relationship because the C.R value is less than 2.00. The causal relationship that occurs between the variables of Satisfaction and Customer Loyalty has an insignificant relationship because the C.R value is less than 2.00.

Implication

Theoretical Implications

The literatures that explain Customer Loyalty in theory and theoretical support regarding the factors

that affect Customer Loyalty in Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya

| Previous Research | Research Now | Theoretical Implications |
|--|---|--|
| According to research conducted by Ryu and Han (2016), it is stated that Food Quality has a significant effect on Satisfaction. | <i>Food Quality has a positive but not significant effect on Satisfaction at Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya</i> | Does not support the research conducted by Ryu and Han (2016) which states that there is a positive and significant influence between Food Quality on Satisfaction |
| According to research conducted by Reza (2016), states that Personal Interaction Quality has an effect and is significant on Satisfaction. | <i>Personal Interaction Quality has a positive but not significant effect on Satisfaction at Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya</i> | Does not support the research conducted by Reza et al. (2016), but supports the research conducted by Ryu and Han (2016) which states that there is a positive influence between Personal Interaction Quality on Satisfaction but not significant. |
| According to research conducted by Taegoo et al. (2011), states that the level of consumer satisfaction has a significant positive effect on customer loyalty. | <i>Satisfaction has a positive but not significant effect on Customer Loyalty at Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya</i> | Does not support the research conducted by Taegoo et al. (2011) which states that there is a positive and significant influence between Satisfaction on Customer Loyalty. |
| According to research conducted by Reza et al. (2016), stated that Physical Environment Quality had a significant positive effect on Satisfaction. | <i>Physical Environment Quality has a positive but not significant effect on Satisfaction at Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya</i> | Does not support the research conducted by Reza et al. (2016), but supports research conducted by Ryu and Han (2016) which states that there is a positive influence between Physical Environment Quality on Satisfaction but not significant. |

Managerial Implications

Based on the research results, the Satisfaction variable has a very important influence on the Customer Loyalty variable at Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya. Therefore, the managerial implications should be more focused on these variables. The managerial implications of these findings can be made based on the theory that has been developed previously, as follows:

First, lies in the Food Quality variable. In the Satisfaction variable, there are 3 variables that influence it, namely Food Quality, Personal Interaction Quality, and Physical Environment Quality. Of the three variables above, which has the highest regression coefficient value is the Food Quality variable, which means that the Food Quality variable is the most important variable in influencing the Satisfaction variable than other variables, but the Food Quality variable is not significant to the Satisfaction variable. This is because there are many other variables that are more important than the Food Quality variable that affects Satisfaction. Because the Food Quality variable is the most important variable in influencing the Satisfaction variable in this study, the Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya should try to improve the Food Quality

variable so that consumers can feel more satisfied. This can be done by conducting training for the cooks so that the dishes can be tastier and more satisfying to consumers based on existing indicators. In addition, it must also master the appropriate temperature for food dishes, the raw materials used must also be appropriate, cleanliness, and most importantly the ability, both soft skills and hard skills. Therefore, Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya is very important to conduct training for cooks so that the dishes served can be satisfying. In addition, Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya also has to come up with new and creative ideas, innovate so that consumers can get something new that cannot be found elsewhere or at other competitors, such as from a unique taste, attractive dish design, and a high level of sweetness. in accordance.

In addition to the Food Quality variable, there are 2 other variables that affect the Satisfaction variable. So, the Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya must also pay attention to 3 other variables so that consumers can feel satisfied. Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya must continue to improve the quality of their services, such as by conducting training. The recommended training is communication in interaction, training in word choice so that consumers are not offended, training in negotiating so that consumers are interested, and conducting communication training in marketing. In addition, also train waiters to be responsive to consumers who need help and provide vacations or day offs for employees so that they can feel happy, then their performance will also be happy. Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya must also pay attention to the quality of the environment, for example, the design from inside and outside. In addition, it must maintain the cleanliness of the environment, room temperature or indoor temperature, and also pay attention to light so that it can be inviting and appropriate to the place, in order to create satisfaction for consumers. The last one is Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya must pay attention to the perception of value in the minds of consumers.

Second, lies in the Satisfaction variable. So, Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya must pay attention to the level of customer satisfaction. The trick is to pay attention to 3 variables that affect the Satisfaction variable. With that, the value of the Satisfaction variable will increase. In addition to paying attention to the 3 variables that affect the Satisfaction variable, one must also pay attention to the indicators that make up the Satisfaction variable. Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya must continue to maintain and improve what has been done now. Next, Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya must innovate in terms of their products, both in terms of the main menu, namely the heavy menu, and the drink menu. When Wingstop Restaurant Jl. Bukit Darmo Boulevard Surabaya can provide something different, so consumers will feel a good difference that cannot be found in other restaurants.

| Research Now | Managerial Implications |
|--|--|
| Food Quality is one element that has an important influence in the process to increase Satisfaction. | <ul style="list-style-type: none"> • Maintaining the existing food quality based on indicators forming the Food Quality variable. • Conduct training or training for every employee and cook so that the quality of food can be maintained. • Conduct new innovations, both in terms of food taste, new menu choices, creative menu choices, and unique flavors. • Conduct regular meetings to discuss progress or obstacles and consumer demands. |
| <i>Satisfaction is one element that has an important influence in the process to</i> | <ul style="list-style-type: none"> • Pay attention to the variables that affect the Satisfaction variable. • Make improvements and improvements, both in terms of food quality, service quality, environmental quality, and perceived value. • Be sensitive to what the consumer needs. |

| | |
|-----------------------------------|---|
| <i>increase Customer Loyalty.</i> | <ul style="list-style-type: none"> • Be sensitive to what makes consumers satisfied and have feelings of pleasure. • Maximize and continue to strive to improve 4 main variables, namely Food Quality, Personal Interaction Quality, Physical Environment Quality, and Perceived Value. • Motivate employees to work with passion. |
|-----------------------------------|---|

Based on the results of this study, the main recommendation made for the object of this research is the ability of Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya in improving and maintaining the consistency of the quality of its food and improving the quality of services provided to consumers. This can be done by conducting training for each employee who works at the Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya. With the training, they will have more abilities than before, both in terms of food quality and interaction with consumers. This is because the Satisfaction variable is the most important.

Recommendations

Looking at the results of existing research where there are still many limitations to the research conducted by the author, the recommendations that can be submitted by the author are as follows:

1. Seeing the limitations of research regarding the object of research which only took respondents, namely the visitors of Wingstop Restaurant Jl. Bukit Darma Boulevard Surabaya, it is hoped that the next research using the same or modified model can be applied to different objects to get more general results on the factors that affect Customer Loyalty.
2. Further research is expected to complement the existing variables in this research so that it can further enhance the understanding of the factors that influence Customer Loyalty, such as Promotion, Advertising, Brand Equity, and Brand Loyalty.
3. Further research can be developed by connecting the factors that affect Customer Loyalty based on the geographical location of the object to be studied. Future research can also broaden the scope of respondents to be studied, or conduct their research in areas and objects that are different or similar to the current research. So that further research is carried out to provide a broad overview of Customer Loyalty.
4. Further research is expected that the next author is able to improve the expertise of using programs or software used in processing research data by taking additional courses or training outside the university so that authors can be more efficient in processing research data.
5. In addition, it is also expected to be able to use the Structural Equation Model (SEM) but by using Lisrel software or Statistical Analysis System (SAS) in further research.

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