

## **BAB V**

### **PENUTUP**

#### **A. Pendahuluan**

Bagian ini membahas kesimpulan, implikasi manajerial serta rekomendasi yang dapat diberikan kepada pihak-pihak terkait dari hasil penelitian. Selain itu juga diuraikan tentang keterbatasan penelitian.

#### **B. Kesimpulan**

##### **1. Profil Responden**

Responden dalam penelitian ini adalah pengunjung *House of Raminten*, dalam penelitian ini menggunakan 250 kuesioner, namun hanya 200 kuesioner yang benar-benar bisa diolah karena sisanya banyak item pertanyaan yang tidak diisi oleh responden dan tidak kembali. Karakteristik jenis kelamin sebagian responden yang mengisi kuesioner ini adalah wanita. Profil responden berdasarkan usia, mayoritas responden berusia 21-25 tahun. Untuk profil responden berdasarkan pendapatan mereka perbulan mayoritas adalah responden dengan pendapatan kurang dari Rp. 1.000.000,00. Profil responden berdasarkan pendidikan terakhir sebagian besar responden adalah berpendidikan terakhir S1. Untuk profil responden berdasarkan pekerjaan mayoritas pengunjung yang mengisi kuesioner menunjukkan responden terbanyak memiliki pekerjaan sebagai pelajar/mahasiswa sebanyak.

Sedangkan untuk profil responden berdasarkan jumlah kedatangannya ke *House of Raminten* mayoritas responden menjawab lebih dari 3 kali berkunjung ke restoran.

2. Hipotesis 1a: Pengaruh lingkungan fisik terhadap kesenangan
  - a) Lingkungan fisik berpengaruh secara positif terhadap kesenangan terbukti.
  - b) Ketika lingkungan fisik meningkat, maka kesenangan akan meningkat.
  - c) Lingkungan fisik mampu memberikan pengaruhnya sangat besar terhadap kesenangan.
3. Hipotesis 1b: Pengaruh interaksi pelanggan-pelayan terhadap kesenangan.
  - a) Interaksi pelanggan-pelayan berpengaruh secara positif terhadap kesenangan terbukti.
  - b) Ketika interaksi pelanggan-pelayan meningkat, maka kesenangan akan meningkat.
  - c) Interaksi pelanggan pelayan mampu membuktikan pengaruhnya sangat kecil.
4. Hipotesis 2a: Pengaruh lingkungan fisik terhadap gairah
  - a) Lingkungan fisik berpengaruh terhadap gairah tidak terbukti.
  - b) Ketika lingkungan fisik ditingkatkan maka gairah akan meningkat.
  - c) Lingkungan fisik tidak mampu memberikan pengaruhnya.
5. Hipotesis 2b: Pengaruh interaksi pelanggan-pelayan terhadap gairah.
  - a) Interaksi pelanggan-pelayan mempunyai pengaruh positif terhadap gairah tidak terbukti.

- b) Ketika interaksi pelanggan pelayan meningkat, maka gairah meningkat.
  - c) Interaksi pelanggan-pelayan mampu memberikan pengaruhnya kecil.
6. Hipotesis 3a: Pengaruh lingkungan fisik terhadap kepuasan
- a) Lingkungan fisik mempunyai pengaruh positif terhadap kepuasan terbukti.
  - b) Ketika lingkungan fisik meningkat, maka kepuasan pelanggan meningkat.
  - c) Lingkungan fisik mampu memberikan pengaruh yang kecil terhadap kepuasan.
7. Hipotesis 3b: Pengaruh interaksi pelanggan-pelayan terhadap kepuasan
- a) Interaksi pelanggan-pelayan mempunyai pengaruh positif terhadap kepuasan terbukti.
  - b) Ketika interaksi pelanggan pelayan ditingkatkan, maka kepuasan meningkat.
  - c) Interaksi pelanggan pelayan memberikan pengaruh yang sangat kecil terhadap kepuasan.
8. Hipotesis 3c: Pengaruh kesenangan terhadap kepuasan
- a) Kesenangan mempunyai pengaruh positif terhadap kepuasan terbukti.
  - b) Ketika kesenangan pelanggan ditingkatkan, maka kepuasan akan meningkat.
  - c) Kesenangan memberikan pengaruhnya sangat kecil terhadap kepuasan.
9. Hipotesis 3d: Pengaruh gairah terhadap kepuasan.
- a) Gairah mempunyai pengaruh positif terhadap kepuasan tidak terbukti.

b) Ketika gairah ditingkatkan, maka kepuasan pelanggan akan meningkat.

c) Gairah memberikan pengaruhnya sangat kecil pada kepuasan.

10. Pengaruh kecocokan tema terhadap kesenangan.

a. Variabel uji kecocokan tema-makanan, mampu membuktikan pengaruhnya sangat kecil.

b. Variabel kecocokan tema-makanan berpengaruh secara positif terhadap kesenangan.

11. Pengaruh kecocokan tema-makanan terhadap gairah.

a. Uji kecocokan tema-makanan membuktikan pengaruhnya sangat kecil.

b. Kecocokan tema-makanan tidak berpengaruh secara positif terhadap gairah.

12. Pengaruh efek interaktif kecocokan tema-makanan dan kesenangan terhadap kepuasan.

a. Ada peningkatan nilai  $R^2$  dari 0,276 menjadi 0,311 dan menjadi 0,318 maka dapat dikatakan bahwa variabel kecocokan tema-makanan menguatkan pengaruh kesenangan pada kepuasan, sehingga dapat dikatakan bahwa variabel kecocokan tema merupakan variabel moderator.

b. Variabel kecocokan tema dan kesenangan bersama-sama berpengaruh positif secara simultan terhadap kepuasan.

- c. Kecocokan tema-makanan tidak berpengaruh terhadap kepuasan, begitupula dengan variabel kesenangan tidak berpengaruh terhadap kepuasan.

13. Pengaruh efek interaktif kecocokan tema dan gairah terhadap kepuasan

- a. Ada peningkatan nilai  $R^2$  dari 0,276 menjadi 0,277 dan menjadi 0,288 maka dapat dikatakan bahwa variabel kecocokan tema-makanan menguatkan pengaruh gairah pada kepuasan, sehingga dapat dikatakan bahwa variabel kecocokan tema merupakan variabel moderator.
- b. Variabel kecocokan tema-makanan berpengaruh positif secara simultan terhadap kepuasan.
- c. Kecocokan tema-makanan tidak berpengaruh terhadap kepuasan, begitupula dengan gairah tidak berpengaruh terhadap kepuasan.

### C. Implikasi Manajerial

Melalui penelitian ini dapat diperoleh informasi mengenai faktor yang perlu diperhatikan dalam usaha untuk memuaskan pelanggan. Dari hasil penelitian terlihat bahwa lingkungan fisik paling berpengaruh terhadap emosi dan kepuasan pelanggan. Berdasarkan informasi ini, pengelola *House of Raminten* dapat lebih memperhatikan lingkungan fisik tersebut sebagai hal penting yang dapat dipakai untuk meningkatkan kepuasan pelanggan.

Suatu keuntungan besar bagi pemilik restoran bila pelanggan yang datang merasa puas dengan tempat yang mereka kunjungi. Kepuasan yang mereka dapatkan akan mereka ceritakan kepada orang lain, dan dapat dipastikan mereka untuk datang lagi, selain itu juga kemungkinan mereka membawa rekannya untuk datang juga. Ini terbukti dari jawaban responden yang hampir 90% menjawab untuk kembali datang ke restoran ini.

Melihat pentingnya lingkungan fisik, interaksi pelanggan-pelayan terhadap emosi dan kepuasan pelanggan, maka penelitian ini dapat memberikan informasi mengenai hal-hal yang dapat digunakan *House of Raminten* agar dapat meningkatkan pelayanan kepada konsumen dan meningkatkan interaksi antara pelanggan dan pelayan secara lebih baik. Dengan pelayanan yang baik akan didapatkan emosi yang positif yang nantinya akan meningkatkan kepuasan pelanggan.

Untuk keseluruhan *House of Raminten* sudah memberikan kepuasan bagi pelanggannya. Namun, akan lebih baik jika *House of raminten* lebih meningkatkan pelayanan yang ada sehingga lebih banyak pelanggan yang merasa puas. Beberapa peningkatan yang bisa diperbaiki adalah penambahan toilet, toilet yang ada dirasa sangat sulit dijangkau oleh pelanggan. Sehingga, pelanggan merasa kesulitan untuk pergi ke toilet. Kandang kuda yang berada tidak jauh dari tempat makan dan jalan menuju ke toilet harusnya dipindahkan. Pemandangan tentang kandang kuda yang berada di dekat makan terlihat sangat jorok, dan beberapa responden mengeluhkan.

Pelayanan yang terlihat di *House of Raminten* sangat memuaskan, namun tidak ada salahnya jika *House of Raminten* lebih meningkatkan pelayanan yang ada, yaitu pelayan lebih ramah dalam memperlakukan pelanggan, pelayan melakukan komunikasi yang lebih baik kepada pelanggan sehingga pelanggan lebih nyaman. Ada beberapa pelayan yang kurang ramah dan tidak memberikan senyum ketika melayani pelanggan. Hal ini dapat menurunkan gairah dan kesengaman pelanggan yang nantinya akan menurunkan kepuasan pelanggan.

Restoran pada siang hari sangat ramai, sehingga musik tidak dapat terdengar di lantai dua dan tiga. Sebaiknya volume musik gamelan Jawa lebih dinaikkan, sehingga pelanggan yang datang dapat menikmati musik gamelan Jawa yang menjadi ciri khas restoran ini.

Untuk makanan lebih baik rasa makanan lebih ditingkatkan, sehingga ketika pelanggan datang tidak hanya menikmati lingkungan yang sudah dibuat, tetapi juga menikmati makanan yang ada. Peningkatan pelayanan juga bisa dilakukan dengan lebih memperhatikan keinginan pelanggan. Hal ini dapat dilakukan dengan mempercepat makanan yang datang, sehingga pelanggan tidak harus menunggu sangat lama ketika berada di *House of Raminten*.

Peningkatan-peningkatan yang dilakukan *House of Raminten* akan lebih meningkatkan kepuasan pelanggan. Kepuasan pelanggan sangat penting bagi suatu perusahaan.

#### **D. Keterbatasan Penelitian**

Peneliti menyadari bahwa pada penelitian ini memiliki banyak keterbatasan. Keterbatasan itu tentunya berimplikasi pada kelemahan hasil penelitian. Secara teknis, penelitian ini hanya menggunakan sampel yang tergolong kecil (200 responden) hal ini tentu tidak sebanding dengan pengunjung yang datang ke *House of Raminten*.

Ketika melakukan penelitian peneliti mengalami beberapa kendala yaitu ada beberapa penolakan dari pengunjung yang datang di *House of Raminten* untuk mengisi kuesioner, kebanyakan yang menolak adalah responden yang sedang bersantap dengan keluarga, hal ini dirasa tidak dapat memberikan data yang akurat tentang *House of Raminten* yang juga salah satu alternative tempat makan untuk keluarga.

Untuk item pertanyaan kesenangan dan gairah menggunakan 7 skala linkert yang membingungkan responden. Banyak responden yang tidak mengisi item pertanyaan tersebut, beberapa dari mereka mengatakan kesulitannya untuk mengisi item pertanyaan tentang kesenangan dan gairah. Khusus untuk item pertanyaan tentang variabel gairah banyak responden yang merasa bingung, sebagai contoh responden memilih restoran ini membuat anda merasa santai atau membangkitkan semangat, mereka lebih memilih menjawab santai, dan restoran ini membuat anda merasa mengantuk atau terjaga, banyak responden menjawab merasa mengantuk. Hal ini mungkin dikarenakan ketika mereka berada di



restoran ini mereka menginginkan suasana yang santai dan hal ini membuat beberapa dari pengunjung merasa mengantuk.

Ada beberapa kuesioner yang diisi oleh orang yang sama, beberapa responden meminta temannya untuk mengisikan kuesioner yang diberikan. Selain itu juga banyak responden yang merasa terganggu ketika peneliti meminta untuk membantu mengisi kuesioner, beberapa dari mereka yang secara tegas menyatakan terganggu karena mereka datang *ke House of Raminten* untuk bersantai dan menikmati makanan.

#### **E. Saran**

Rekomendasi yang diberikan untuk peneliti selanjutnya yang tertarik untuk meneliti bidang ini antara lain:

1. Mencari restoran, hotel, perusahaan jasa lainnya yang mempunyai lingkungan fisik yang berbeda dan unik. Penelitian selanjutnya dapat menerapkan model yang sama dengan restoran, hotel, atau industry lainnya. Hal ini dimaksudkan untuk membandingkan satu sama lain sehingga pada nantinya akan ditemukan hal-hal baru.
2. Bagi peneliti selanjutnya yang tertarik dengan menggunakan model penelitian yang sama diharapkan menggunakan sampel yang lebih banyak dan mencari sampel responden keluarga untuk mempertegas bahwa *House of Raminten* tidak hanya didominasi oleh remaja saja tetapi untuk berbagai kalangan.

3. Banyak responden yang merasa kesulitan dengan pengukuran skala 7 likert, untuk penelitian selanjutnya dapat mengganti dengan skala lima titik (pada variabel kesengan dan gairah).



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# LAMPIRAN 1

**Kepada Yth: Saudara/i**

Dengan hormat,

Berhubungan dengan penyelesaian tugas akhir (tesis), Program Studi Magister Manajemen, Program Pascasarjana, Universitas Atma Jaya Yogyakarta, dengan identitas:

Nama : Kristina Hestiyanti Ika Dewi

NIM : 115001568

Dalam kesempatan ini, saya mengharapkan kesediaan dari Saudara/i dapat meluangkan waktu untuk mengisi kuesioner untuk penelitian yang berjudul *“Pengaruh Lingkungan Fisik (Servicescape), Layanan Pertemuan (Service Encounter), dan Perceived Congruency pada Emosi dan Kepuasan Pelanggan di House of Raminten Kota Baru Yogyakarta”*. Saya berharap anda bersedia mengisi kuesioner ini dengan jujur dan mengisinya dengan lengkap. Atas kesediaan dan partisipasi anda dalam pengisian kuesioner ini saya mengucapkan banyak terimakasih.

Hormat saya,  
Kristina Hestiyanti Ika Dewi

**KUESIONER**

**Bagian I: Kuesioner mengenai profil pelanggan**

Petunjuk: Isilah pertanyaan di bawah ini dengan memberikan tanda check (V) sesuai dengan keadaan anda yang sebenarnya.

1. Jenis kelamin:  
Pria                      Wanita
2. Usia anda adalah  
Kurang dari 20 tahun  
21 tahun – 25 tahun  
26 tahun – 30 tahun  
31 tahun – 35 tahun  
36 tahun – 40 tahun  
lebih dari 40 tahun
3. Rata-rata pendapatan perbulan:  
Kurang dari Rp. 1.000.000,00  
Rp. 1.000.001,00 – Rp. 2.000.000,00  
Rp. 2.000.001,00 – Rp. 3.000.000,00  
Rp. 3.000.001,00 – Rp. 4.000.000,00  
Lebih dari Rp. 4.000.001,00
4. Pendidikan terakhir:  
SD  
SMP  
SMA  
S1  
S2
5. Pekerjaan Anda:  
Pelajar/Mahasiswa  
PegawaiNegeri  
PegawaiSwasta  
Wirausaha  
Pensiunan  
Lainnya, sebutkan .....
6.                      Berapa kali andake House of Raminten?  
1 kali  
2 kali  
3 kali  
Lebihdari 3 kali

**Bagian II: Kuesioner mengenai Lingkungan Fisik (*Servicescape*), Pertemuan Layanan (*Service Ecounter*), *Perceived Congruency*, Emosi (*Arousal dan Pleasure*), dan Kepuasan Pelanggan**

**Keterangan:**

- STS : Sangat Tidak Setuju (1)  
 TS : Tidak Setuju (2)  
 N : Netral (3)  
 S : Setuju (4)  
 SS : Sangat Setuju (5)

**Petunjuk:** Berilah tanda check (√) pada jawaban yang paling sesuai dengan pendapat Anda.

**Lingkungan Fisik**

No	Keterangan	STS	TS	N	S	SS
1.	Restoran memainkan musik yang saya suka					
2.	Musik dimainkan pada volume yang tepat					
3.	Pencahayaan pada restoran ini tepat					
4.	Suhu restoran nyaman					
5.	Eksterior/bagian luar restoran memberikan karakter yang menarik					
6.	Interior/bagian dalam restoran dihiasi dengan cara yang menarik					
7.	Desain keseluruhan menarik					
8.	Secara keseluruhan, tata letak membuat mudah untuk berkeliling					
9.	Tata letak restoran mempermudah untuk pergi ke toilet					
10.	Tata letak restoran mempermudah server untuk melakukan pekerjaan mereka					
11.	Dinding interior dan skema lantai yang menarik					
12.	Dinding interior dan lantai sesuai dengan tema keseluruhan restoran					
13.	Warna furniture sesuai dengan warna dinding dan lantai					

**Pertemuan Layanan**

No	Keterangan	STS	TS	N	S	SS
1.	Pelayan sangat efisien dalam menangani permintaan saya					
2.	Pelayan kompeten dalam melakukan pekerjaannya					
3.	Pelayan bertanggung jawab dalam melakukan pekerjaannya					
4.	Pelayan bersedia untuk keluar dari caranya dalam melayani saya sebagai pelanggan					
5.	Pelayan memberi perhatian khusus pada saya					
6.	Pelayan memenuhi harapan saya					
7.	Pelayan memberikan senyum yang ramah selama melakukan interaksi dengan pelanggan					
8.	Pelayan memberikan layanan dengan sikap yang bersahabat					
9.	Pelayan memperlakukan saya dengan baik					
10.	Secara keseluruhan, kualitas interaksi dengan pelayan sangat tinggi					

**Kecocokan tema-makanan**

No	Keterangan	STS	TS	N	S	SS
1.	Fakta bahwa makanan yang disajikan di restoran ini cocok dengan dekorasi restoran yang menyebabkan saya untuk makan di restoran ini lebih sering daripada di tempat lain					
2.	Tampilan eksterior restoran ini cocok dengan dekorasi interior/tema					



### Kepuasan Pelanggan (*Satisfaction*)

No	Keterangan	STS	TS	N	S	SS
1.	Saya merasa senang dengan pengalaman yang saya miliki di restoran ini					
2.	Saya merasa puas dengan pengalaman saya di restoran ini					
3.	Saya benar-benar menikmati dining kerestoran ini					
4.	Saya gembira dengan pengalaman yang saya miliki di restoran ini					
5.	Datang ke restoran ini sangat menyenangkan					

### Emosi

Berilah tanda lingkaran (O) pada jawaban (angka skor) yang paling sesuai dengan pendapat anda.

Contoh:

Menurut anda restoran ini membuat anda?

1. Bosan                    1 2 3 4 5 **6** 7 Santai  
2. Putus asa                1 2 3 **4** 5 6 7 Penuh harapan

Menurut anda restoran ini membuat anda?

Kesenangan(*Pleasure*):

1. Bosan                    1 2 3 4 5 6 7 Santai  
2. Putus asa                1 2 3 4 5 6 7 Penuh harapan  
3. Tidak bahagia        1 2 3 4 5 6 7 Bahagia  
4. Sedih                    1 2 3 4 5 6 7 Senang  
5. Terganggu              1 2 3 4 5 6 7 Senang  
6. Tidakpuas              1 2 3 4 5 6 7 Puas

Gairah(*Arousal*):

1. Tenang                    1 2 3 4 5 6 7 Heboh  
2. Tidakbergairah        1 2 3 4 5 6 7 bergairah  
3. Tertarik                  1 2 3 4 5 6 7 Terganggu  
4. Santai                    1 2 3 4 5 6 7 membangkitkansemangat  
5. mengantuk              1 2 3 4 5 6 7 terjaga

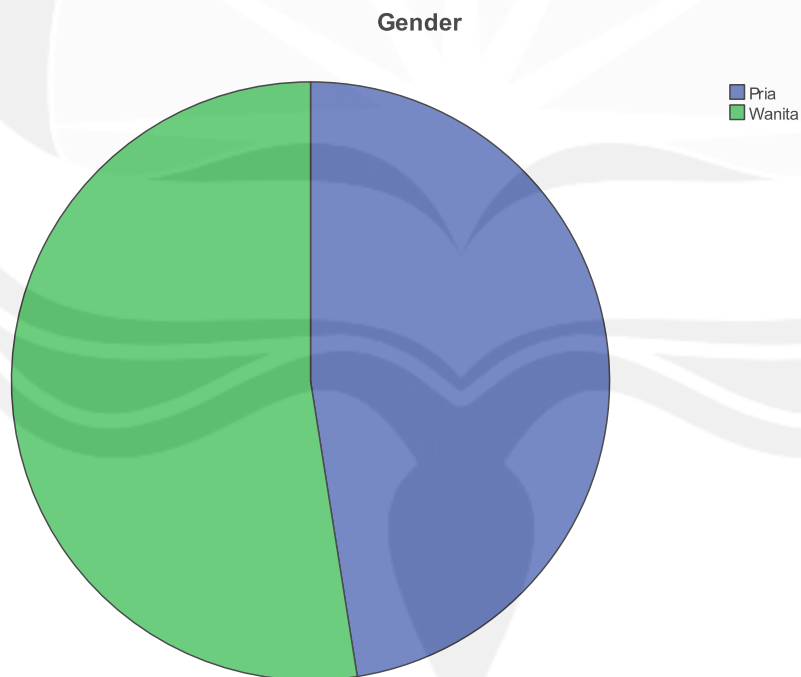


## LAMPIRAN 2

# Profil Responden

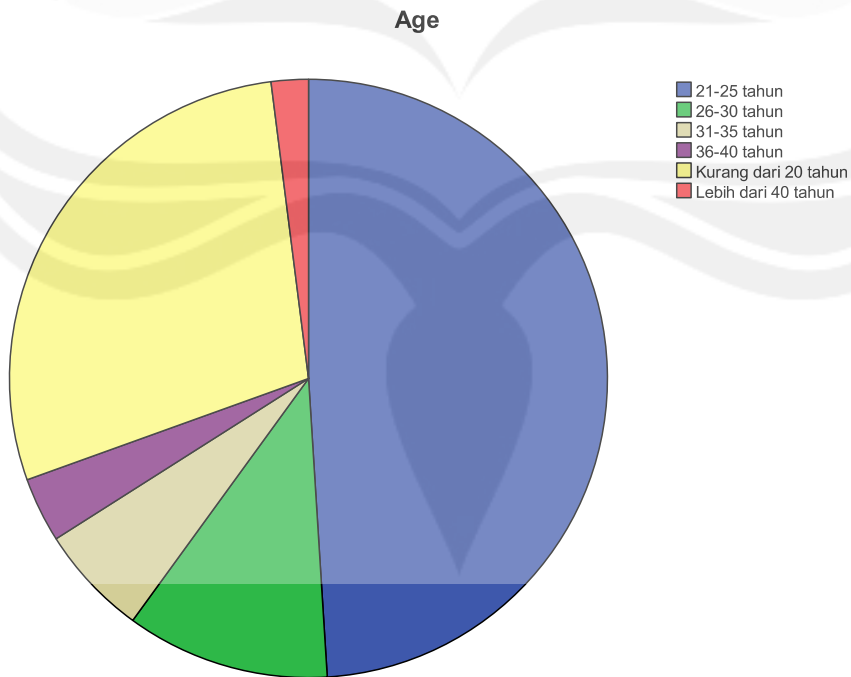
Profil Responden Berdasarkan Jenis Kelamin

		Gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Pria	95	47.5	47.5	47.5
	Wanita	105	52.5	52.5	100.0
	Total	200	100.0	100.0	



Profil Responden Berdasarkan Usia

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25 tahun	98	49.0	49.0	49.0
	26-30 tahun	22	11.0	11.0	60.0
	31-35 tahun	12	6.0	6.0	66.0
	36-40 tahun	7	3.5	3.5	69.5
	Kurang dari 20 tahun	57	28.5	28.5	98.0
	Lebih dari 40 tahun	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

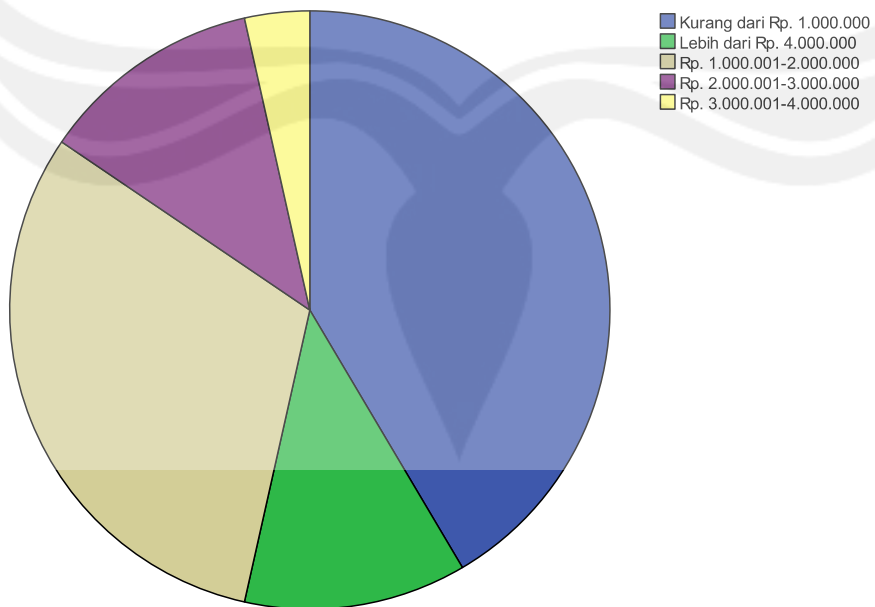


Profil Responden Berdasarkan Pendapatan

Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Kurang dari Rp. 1.000.000	83	41.5	41.5	41.5
Lebih dari Rp. 4.000.000	24	12.0	12.0	53.5
Rp. 1.000.001-2.000.000	62	31.0	31.0	84.5
Rp. 2.000.001-3.000.000	24	12.0	12.0	96.5
Rp. 3.000.001-4.000.000	7	3.5	3.5	100.0
Total	200	100.0	100.0	

income

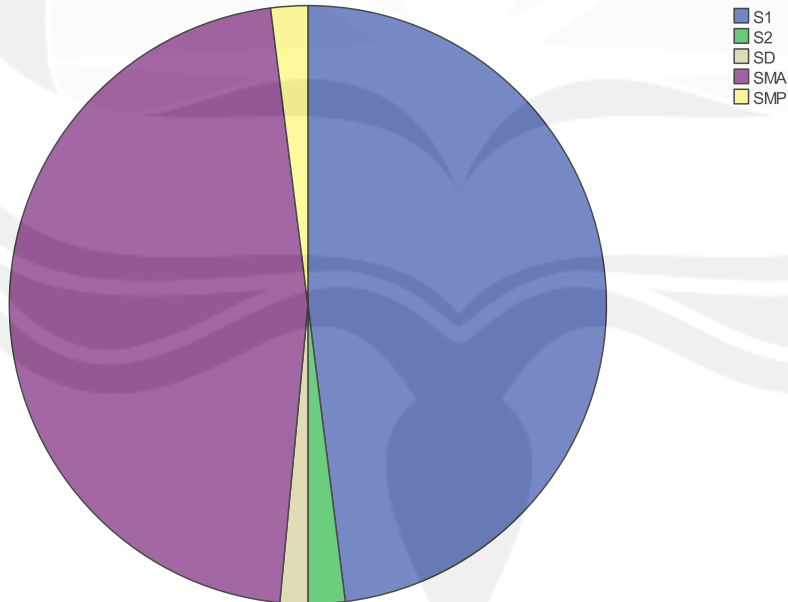


Profil Responden berdasarkan Pendidikan

**Pendidikan**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid S1	96	48.0	48.0	48.0
S2	4	2.0	2.0	50.0
SD	3	1.5	1.5	51.5
SMA	93	46.5	46.5	98.0
SMP	4	2.0	2.0	100.0
Total	200	100.0	100.0	

**Pendidikan**

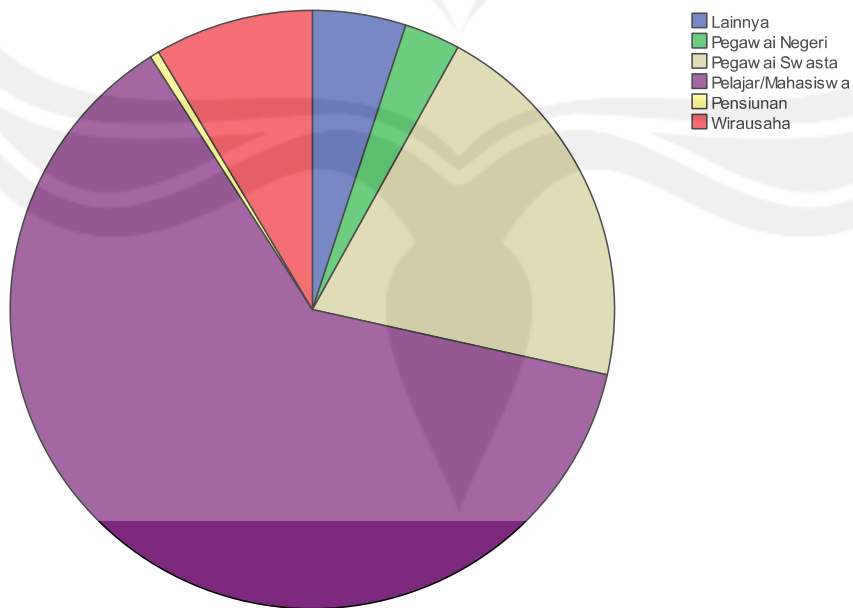


Profil Responden berdasarkan Pekerjaan

**Pekerjaan**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lainnya	10	5.0	5.0	5.0
Pegawai Negeri	6	3.0	3.0	8.0
Pegawai Swasta	41	20.5	20.5	28.5
Pelajar/Mahasiswa	125	62.5	62.5	91.0
Pensiunan	1	.5	.5	91.5
Wirausaha	17	8.5	8.5	100.0
Total	200	100.0	100.0	

**Pekerjaan**

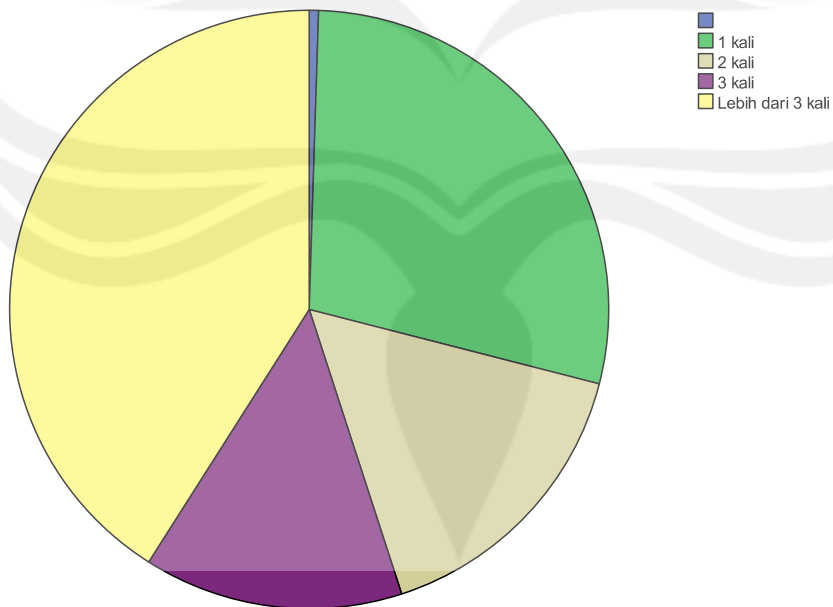


Profil Responden Berdasarkan Jumlah Kedatangan Mereka ke House of Raminten

**Kedatangan**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.5	.5	.5
1 kali	57	28.5	28.5	29.0
2 kali	32	16.0	16.0	45.0
3 kali	28	14.0	14.0	59.0
Lebih dari 3 kali	82	41.0	41.0	100.0
Total	200	100.0	100.0	

**Kedatangan**







# LAMPIRAN 3

# Lingkungan fisik

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.820	13

### Item Statistics

	Mean	Std. Deviation	N
SC1	3.1600	1.05830	200
SC2	3.6800	.81296	200
SC3	3.4050	.95685	200
SC4	3.4900	.88534	200
SC5	3.8400	.88789	200
SC6	3.9050	.81196	200
SC7	3.8450	.77717	200
SC8	3.1650	.89542	200
SC9	3.0050	.89946	200
SC10	3.2200	.79039	200
SC11	3.6050	.78233	200
SC12	3.8100	.75282	200
SC13	3.7850	.76924	200

### Inter-Item Correlation Matrix

	SC1	SC2	SC3	SC4	SC5	SC6	SC7	SC8
SC1	1.000	.492	.288	.254	.177	.146	.183	.242
SC2	.492	1.000	.290	.254	.284	.266	.184	.183
SC3	.288	.290	1.000	.370	.290	.276	.227	.227
SC4	.254	.254	.370	1.000	.356	.275	.228	.221
SC5	.177	.284	.290	.356	1.000	.613	.488	.223
SC6	.146	.266	.276	.275	.613	1.000	.638	.160
SC7	.183	.184	.227	.228	.488	.638	1.000	.275
SC8	.242	.183	.227	.221	.223	.160	.275	1.000
SC9	.274	.236	.132	.092	.039	.069	.202	.529
SC10	.192	.180	.167	.111	.122	.095	.244	.467
SC11	.034	-.018	.235	.099	.212	.265	.362	.194
SC12	.183	.179	.324	.125	.293	.406	.473	.248
SC13	.166	.211	.419	.104	.236	.337	.356	.198

### Inter-Item Correlation Matrix

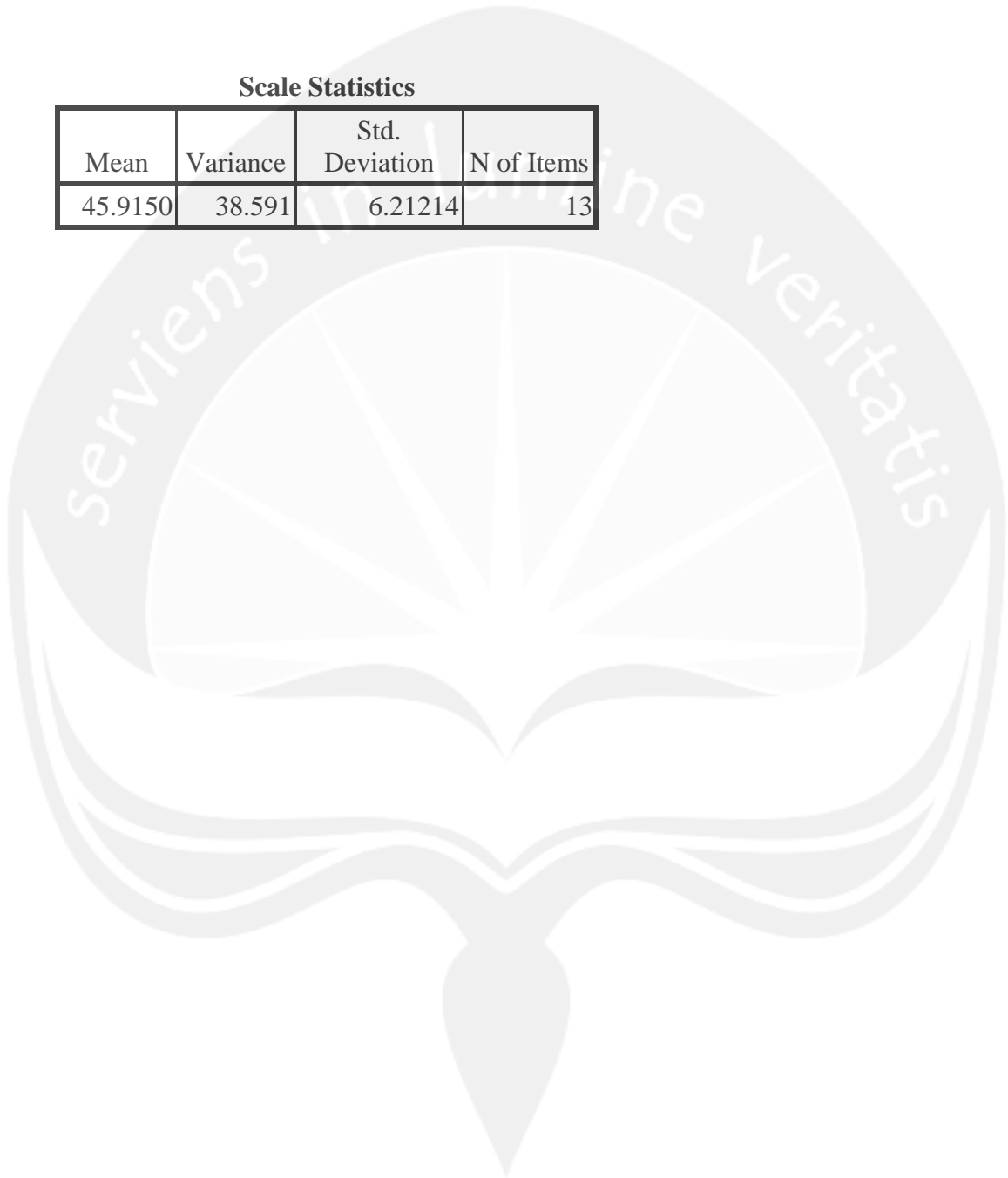
	SC9	SC10	SC11	SC12	SC13
SC1	.274	.192	.034	.183	.166
SC2	.236	.180	-.018	.179	.211
SC3	.132	.167	.235	.324	.419
SC4	.092	.111	.099	.125	.104
SC5	.039	.122	.212	.293	.236
SC6	.069	.095	.265	.406	.337
SC7	.202	.244	.362	.473	.356
SC8	.529	.467	.194	.248	.198
SC9	1.000	.430	.210	.180	.183
SC10	.430	1.000	.279	.273	.235
SC11	.210	.279	1.000	.529	.434
SC12	.180	.273	.529	1.000	.623
SC13	.183	.235	.434	.623	1.000

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SC1	42.7550	32.759	.389	.307	.811
SC2	42.2350	33.970	.418	.345	.806
SC3	42.5100	32.452	.479	.324	.801
SC4	42.4250	33.974	.371	.246	.810
SC5	42.0750	32.854	.486	.452	.800
SC6	42.0100	33.105	.517	.555	.798
SC7	42.0700	32.940	.566	.507	.795
SC8	42.7500	32.962	.469	.402	.802
SC9	42.9100	33.841	.377	.377	.810
SC10	42.6950	34.183	.409	.310	.806
SC11	42.3100	34.326	.399	.365	.807
SC12	42.1050	33.190	.557	.526	.796
SC13	42.1300	33.481	.508	.467	.799

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
45.9150	38.591	6.21214	13



# Interaksi pelanggan-pelayan

## Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.895	10

**Item Statistics**

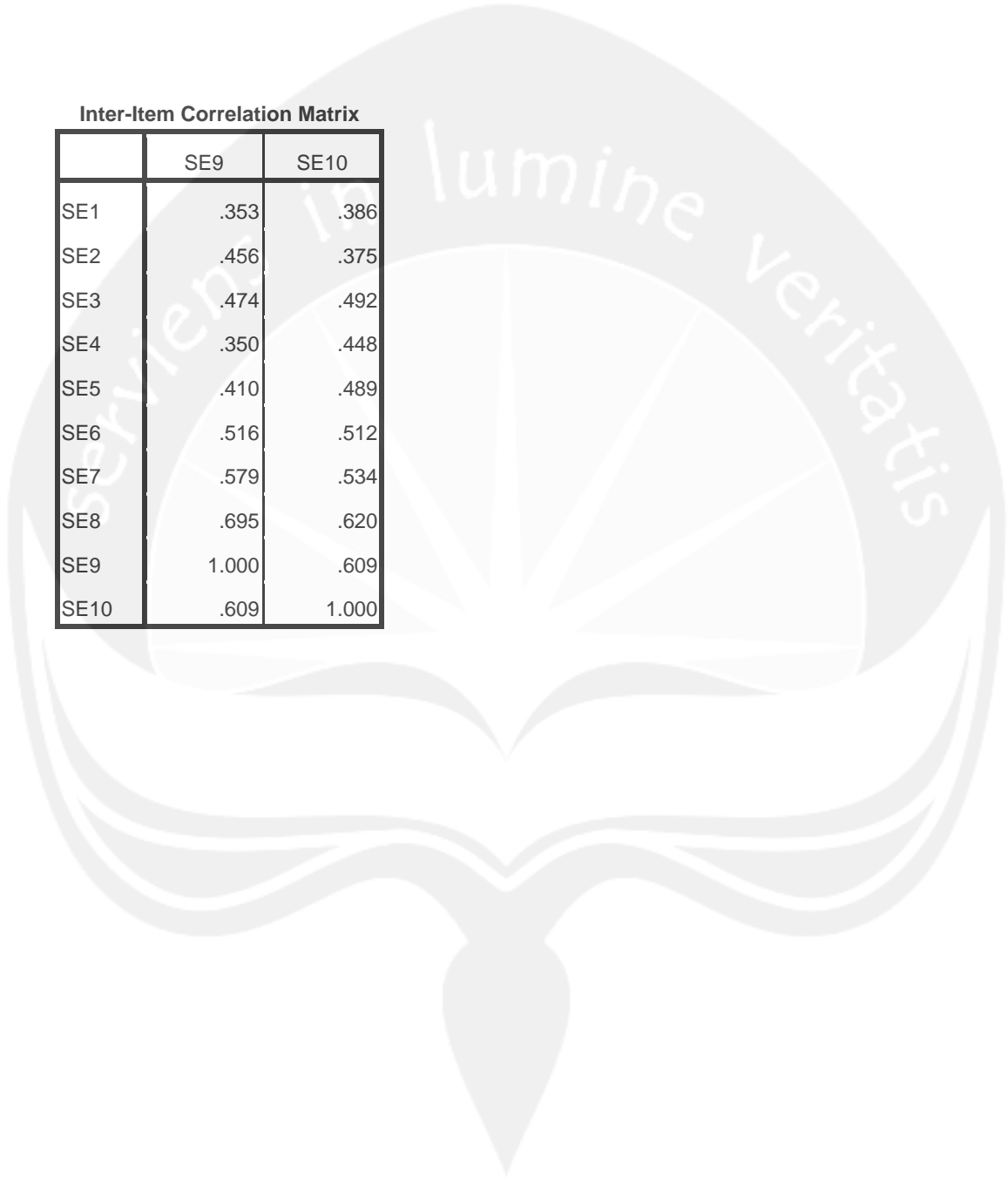
	Mean	Std. Deviation	N
SE1	3.4550	.86703	200
SE2	3.5600	.73423	200
SE3	3.6900	.66036	200
SE4	3.2950	.81319	200
SE5	3.1900	.81067	200
SE6	3.4650	.74939	200
SE7	3.4750	.87361	200
SE8	3.6000	.77004	200
SE9	3.7250	.65691	200
SE10	3.4150	.73858	200

**Inter-Item Correlation Matrix**

	SE1	SE2	SE3	SE4	SE5	SE6	SE7	SE8
SE1	1.000	.655	.502	.379	.370	.423	.343	.364
SE2	.655	1.000	.536	.412	.445	.392	.312	.345
SE3	.502	.536	1.000	.452	.430	.516	.352	.466
SE4	.379	.412	.452	1.000	.562	.384	.361	.334
SE5	.370	.445	.430	.562	1.000	.582	.376	.372
SE6	.423	.392	.516	.384	.582	1.000	.467	.507
SE7	.343	.312	.352	.361	.376	.467	1.000	.762
SE8	.364	.345	.466	.334	.372	.507	.762	1.000
SE9	.353	.456	.474	.350	.410	.516	.579	.695
SE10	.386	.375	.492	.448	.489	.512	.534	.620

**Inter-Item Correlation Matrix**

	SE9	SE10
SE1	.353	.386
SE2	.456	.375
SE3	.474	.492
SE4	.350	.448
SE5	.410	.489
SE6	.516	.512
SE7	.579	.534
SE8	.695	.620
SE9	1.000	.609
SE10	.609	1.000





**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SE1	31.4150	24.455	.573	.493	.886
SE2	31.3100	25.140	.604	.542	.883
SE3	31.1800	25.364	.650	.477	.881
SE4	31.5750	24.899	.562	.406	.886
SE5	31.6800	24.490	.620	.503	.882
SE6	31.4050	24.624	.664	.502	.879
SE7	31.3950	23.999	.626	.608	.882
SE8	31.2700	24.278	.692	.706	.877
SE9	31.1450	25.160	.688	.586	.879
SE10	31.4550	24.521	.691	.527	.877

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
34.8700	30.124	5.48851	10

# Kecocokan tema-makanan

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.671	.678	2

### Item Statistics

	Mean	Std. Deviation	N
PC1	3.5000	.87397	200
PC2	3.8050	.73462	200

**Inter-Item Correlation  
Matrix**

	PC1	PC2
PC1	1.000	.513
PC2	.513	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PC1	3.8050	.540	.513	.263	. <sup>a</sup>
PC2	3.5000	.764	.513	.263	. <sup>a</sup>

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
7.3050	1.962	1.40064	2

# Kepuasan Konsumen

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.903	5

### Item Statistics

	Mean	Std. Deviation	N
STC1	3.6750	.70131	200
STC2	3.5900	.71023	200
STC3	3.6300	.75893	200
STC4	3.6300	.75893	200
STC5	3.6450	.74279	200

**Inter-Item Correlation Matrix**

	STC1	STC2	STC3	STC4	STC5
STC1	1.000	.710	.538	.585	.568
STC2	.710	1.000	.696	.640	.675
STC3	.538	.696	1.000	.695	.711
STC4	.585	.640	.695	1.000	.684
STC5	.568	.675	.711	.684	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
STC1	14.4950	6.734	.685	.536	.896
STC2	14.5800	6.355	.799	.664	.873
STC3	14.5400	6.219	.773	.632	.878
STC4	14.5400	6.260	.759	.589	.881
STC5	14.5250	6.291	.772	.610	.878

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
18.1700	9.720	3.11764	5

# Kesenangan Reliability

Scale: ALL VARIABLES

## Case Processing Summary

		N	%
Cases	Valid	198	99.0
	Excluded <sup>a</sup>	2	1.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

## Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.918	.917	6

## Item Statistics

	Mean	Std. Deviation	N
PLS1	5.3131	1.32256	198
PLS2	4.7222	1.32474	198
PLS3	5.0909	1.46423	198
PLS4	5.1364	1.52028	198
PLS5	4.9495	1.51053	198
PLS6	5.0909	1.47460	198

**Inter-Item Correlation Matrix**

	PLS1	PLS2	PLS3	PLS4	PLS5	PLS6
PLS1	1.000	.464	.685	.577	.605	.501
PLS2	.464	1.000	.675	.669	.668	.616
PLS3	.685	.675	1.000	.742	.737	.685
PLS4	.577	.669	.742	1.000	.713	.638
PLS5	.605	.668	.737	.713	1.000	.766
PLS6	.501	.616	.685	.638	.766	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PLS1	24.9899	40.122	.655	.500	.918
PLS2	25.5808	39.067	.726	.557	.909
PLS3	25.2121	35.904	.843	.721	.892
PLS4	25.1667	36.079	.791	.639	.900
PLS5	25.3535	35.529	.835	.715	.893
PLS6	25.2121	37.082	.756	.627	.905

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
30.3030	52.842	7.26923	6

# Gairah sebelum valid

## Reliability

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items <sup>a</sup>	N of Items
.052	-.010	5

**Item Statistics**

	Mean	Std. Deviation	N
ARS1	3.6750	1.65623	200
ARS2	4.4950	1.27598	200
ARS3	4.0400	1.50323	200
ARS4	4.2250	1.43691	200
ARS5	3.8300	1.30754	200

**Inter-Item Correlation Matrix**

	ARS1	ARS2	ARS3	ARS4	ARS5
ARS1	1.000	-.225	.478	-.119	.190
ARS2	-.225	1.000	-.081	.345	-.293
ARS3	.478	-.081	1.000	-.114	.223
ARS4	-.119	.345	-.114	1.000	-.424
ARS5	.190	-.293	.223	-.424	1.000



**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ARS1	16.5900	6.434	.200	.264	-.254 <sup>a</sup>
ARS2	15.7700	10.208	-.120	.176	.187
ARS3	16.2250	6.145	.329	.251	-.434 <sup>a</sup>
ARS4	16.0400	10.179	-.151	.233	.241
ARS5	16.4350	10.016	-.105	.234	.176

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
20.2650	10.859	3.29531	5

# Gairah setelah valid Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	97.1
	Excluded <sup>a</sup>	6	2.9
	Total	206	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.644	.646	2

Item Statistics

	Mean	Std. Deviation	N
Arousal1	3.6750	1.65623	200
Arousal2	4.0400	1.50323	200

**Inter-Item Correlation Matrix**

	Arousal1	Arousal2
Arousal1	1.000	.478
Arousal2	.478	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Arousal1	4.0400	2.260	.478	.228	.a
Arousal2	3.6750	2.743	.478	.228	.a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
7.7150	7.381	2.71674	2



# LAMPIRAN 4

# Hipotesis 1a Lingkungan fisik secara positif berpengaruh terhadap kesenangan

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
PleasureS	5.0505	1.21154	198
ServicescapeP	3.5280	.47858	198

**Correlations**

		PleasureS	ServicescapeP
Pearson Correlation	PleasureS	1.000	.305
	ServicescapeP	.305	1.000
Sig. (1-tailed)	PleasureS	.	.000
	ServicescapeP	.000	.
N	PleasureS	198	198
	ServicescapeP	198	198

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	ServicescapeP <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: PleasureS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.305 <sup>a</sup>	.093	.088	1.15680

a. Predictors: (Constant), ServicescapeP

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.876	1	26.876	20.083	.000 <sup>a</sup>
	Residual	262.286	196	1.338		
	Total	289.162	197			

a. Predictors: (Constant), ServicescapeP

b. Dependent Variable: Pleasures

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.328	.613		3.797	.000
	ServicescapeP	.772	.172	.305	4.481	.000

a. Dependent Variable: Pleasures

# Hipotesis 1b interaksi pelanggan-pelayan berpengaruh secara positif terhadap kesenangan.

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
PleasureS	5.0505	1.21154	198
SEncounterE	3.4859	.55004	198

**Correlations**

		PleasureS	SEncounterE
Pearson Correlation	PleasureS	1.000	.263
	SEncounterE	.263	1.000
Sig. (1-tailed)	PleasureS	.	.000
	SEncounterE	.000	.
N	PleasureS	198	198
	SEncounterE	198	198

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	SEncounterE <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: PleasureS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.263 <sup>a</sup>	.069	.065	1.17170

a. Predictors: (Constant), SEncounterE

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.076	1	20.076	14.624	.000 <sup>a</sup>
	Residual	269.085	196	1.373		
	Total	289.162	197			

a. Predictors: (Constant), SEncounterE

b. Dependent Variable: Pleasures

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.027	.536		5.653	.000
	SEncounterE	.580	.152	.263	3.824	.000

a. Dependent Variable: Pleasures



# Hipotesis 2a Lingkungan fisik berpengaruh secara positif terhadap gairah

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ArousalS	3.8575	1.35837	200
ServicescapeP	3.5319	.47786	200

**Correlations**

		ArousalS	ServicescapeP
Pearson Correlation	ArousalS	1.000	.013
	ServicescapeP	.013	1.000
Sig. (1-tailed)	ArousalS	.	.425
	ServicescapeP	.425	.
N	ArousalS	200	200
	ServicescapeP	200	200

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	ServicescapeP <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: ArousalS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.013 <sup>a</sup>	.000	-.005	1.36167

a. Predictors: (Constant), ServicescapeP

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.066	1	.066	.036	.850 <sup>a</sup>
	Residual	367.122	198	1.854		
	Total	367.189	199			

a. Predictors: (Constant), ServicescapeP

b. Dependent Variable: ArousalS

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.723	.720		5.171	.000
	ServicescapeP	.038	.202	.013	.189	.850

a. Dependent Variable: ArousalS

# Hipotesis 2b interaksi pelanggan-pelayan berpengaruh secara positif terhadap gairah

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ArousalS	3.8575	1.35837	200
SEncounterE	3.4870	.54885	200

**Correlations**

		ArousalS	SEncounterE
Pearson Correlation	ArousalS	1.000	.108
	SEncounterE	.108	1.000
Sig. (1-tailed)	ArousalS	.	.063
	SEncounterE	.063	.
N	ArousalS	200	200
	SEncounterE	200	200

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	SEncounterE <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: ArousalS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.108 <sup>a</sup>	.012	.007	1.35377

a. Predictors: (Constant), SEncounterE

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.313	1	4.313	2.353	.127 <sup>a</sup>
	Residual	362.876	198	1.833		
	Total	367.189	199			

a. Predictors: (Constant), SEncounterE

b. Dependent Variable: ArousalS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.922	.617		4.735	.000
	SEncounterE	.268	.175	.108	1.534	.127

a. Dependent Variable: ArousalS

# Hipotesis 3a lingkungan fisik berpengaruh secara positif terhadap kepuasan

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
SatisfactionS	3.6340	.62353	200
ServicescapeP	3.5319	.47786	200

**Correlations**

		SatisfactionS	ServicescapeP
Pearson Correlation	SatisfactionS	1.000	.517
	ServicescapeP	.517	1.000
Sig. (1-tailed)	SatisfactionS	.	.000
	ServicescapeP	.000	.
N	SatisfactionS	200	200
	ServicescapeP	200	200

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	ServicescapeP <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: SatisfactionS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 <sup>a</sup>	.267	.263	.53514

a. Predictors: (Constant), ServicescapeP

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.666	1	20.666	72.163	.000 <sup>a</sup>
	Residual	56.703	198	.286		
	Total	77.369	199			

a. Predictors: (Constant), ServicescapeP

b. Dependent Variable: SatisfactionS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.252	.283		4.426	.000
	ServicescapeP	.674	.079	.517	8.495	.000

a. Dependent Variable: SatisfactionS

# Hipotesis 3b interaksi pelanggan-pelayan berpengaruh secara positif terhadap kepuasan

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
SatisfactionS	3.6340	.62353	200
SEncounterE	3.4870	.54885	200

**Correlations**

		SatisfactionS	SEncounterE
Pearson Correlation	SatisfactionS	1.000	.539
	SEncounterE	.539	1.000
Sig. (1-tailed)	SatisfactionS	.	.000
	SEncounterE	.000	.
N	SatisfactionS	200	200
	SEncounterE	200	200

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	SEncounterE <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: SatisfactionS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539 <sup>a</sup>	.291	.287	.52652

a. Predictors: (Constant), SEncounterE

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.479	1	22.479	81.085	.000 <sup>a</sup>
	Residual	54.890	198	.277		
	Total	77.369	199			

a. Predictors: (Constant), SEncounterE

b. Dependent Variable: SatisfactionS

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.499	.240		6.244	.000
	SEncounterE	.612	.068	.539	9.005	.000

a. Dependent Variable: SatisfactionS



# Hipotesis 3c kesenangan berpengaruh secara positif terhadap kepuasan

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
SatisfactionS	3.6354	.62451	198
PleasureS	5.0505	1.21154	198

**Correlations**

		SatisfactionS	PleasureS
Pearson Correlation	SatisfactionS	1.000	.320
	PleasureS	.320	1.000
Sig. (1-tailed)	SatisfactionS	.	.000
	PleasureS	.000	.
N	SatisfactionS	198	198
	PleasureS	198	198

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	PleasureS <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: SatisfactionS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 <sup>a</sup>	.102	.098	.59325

a. Predictors: (Constant), PleasureS

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.851	1	7.851	22.307	.000 <sup>a</sup>
	Residual	68.982	196	.352		
	Total	76.833	197			

a. Predictors: (Constant), PleasureS

b. Dependent Variable: SatisfactionS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.803	.181		15.472	.000
	PleasureS	.165	.035	.320	4.723	.000

a. Dependent Variable: SatisfactionS

# Hipotesis 3d gairah berpengaruh secara positif terhadap kepuasan

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
SatisfactionS	3.6340	.62353	200
ArousalS	3.8575	1.35837	200

**Correlations**

		SatisfactionS	ArousalS
Pearson Correlation	SatisfactionS	1.000	.082
	ArousalS	.082	1.000
Sig. (1-tailed)	SatisfactionS	.	.125
	ArousalS	.125	.
N	SatisfactionS	200	200
	ArousalS	200	200

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	ArousalS <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: SatisfactionS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.082 <sup>a</sup>	.007	.002	.62301

a. Predictors: (Constant), ArousalS

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.516	1	.516	1.330	.250 <sup>a</sup>
	Residual	76.852	198	.388		
	Total	77.369	199			

a. Predictors: (Constant), ArousalS

b. Dependent Variable: SatisfactionS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.489	.133		26.250	.000
	ArousalS	.037	.033	.082	1.153	.250

a. Dependent Variable: SatisfactionS

## Hipotesis 4 Kecocokan tema-makanan yang dirasakan secara positif berpengaruh dengan kesenangan.

### Regression

Descriptive Statistics

	Mean	Std. Deviation	N
PleasureS	5.0505	1.21154	198
PCC	3.6515	.70334	198

Correlations

		PleasureS	PCC
Pearson Correlation	PleasureS	1.000	.265
	PCC	.265	1.000
Sig. (1-tailed)	PleasureS	.	.000
	PCC	.000	.
N	PleasureS	198	198
	PCC	198	198

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	PCC <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: PleasureS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265 <sup>a</sup>	.070	.065	1.17120

a. Predictors: (Constant), PCC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.306	1	20.306	14.803	.000 <sup>a</sup>
	Residual	268.856	196	1.372		
	Total	289.162	197			

a. Predictors: (Constant), PCC

b. Dependent Variable: Pleasures

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.384	.441		7.670	.000
	PCC	.456	.119	.265	3.848	.000

a. Dependent Variable: Pleasures

# Hipotesis 5 Kecocokan tema-makanan yang dirasakan secara positif berpengaruh dengan gairah

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ArousalS	3.8575	1.35837	200
PCC	3.6525	.70032	200

**Correlations**

		ArousalS	PCC
Pearson Correlation	ArousalS	1.000	.089
	PCC	.089	1.000
Sig. (1-tailed)	ArousalS	.	.105
	PCC	.105	.
N	ArousalS	200	200
	PCC	200	200

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	PCC <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: ArousalS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.089 <sup>a</sup>	.008	.003	1.35639

a. Predictors: (Constant), PCC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.908	1	2.908	1.580	.210 <sup>a</sup>
	Residual	364.281	198	1.840		
	Total	367.189	199			

a. Predictors: (Constant), PCC

b. Dependent Variable: ArousalS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.227	.511		6.320	.000
	PCC	.173	.137	.089	1.257	.210

a. Dependent Variable: ArousalS







# LAMPIRAN 5

## Hipotesis 6 efek interaktif kecocokan tema-makanan dan kesenangan terhadap kepuasan

### Regression

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	PCC <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: SatisfactionS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 <sup>a</sup>	.276	.272	.53184

a. Predictors: (Constant), PCC

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.364	1	21.364	75.531	.000 <sup>a</sup>
	Residual	56.005	198	.283		
	Total	77.369	199			

a. Predictors: (Constant), PCC

b. Dependent Variable: SatisfactionS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.925	.200		9.616	.000
	PCC	.468	.054	.525	8.691	.000

a. Dependent Variable: SatisfactionS

6 (2)

**Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	PleasureS, PCC <sup>a</sup>		Enter

a. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 <sup>a</sup>	.311	.304	.52111

a. Predictors: (Constant), PleasureS, PCC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.879	2	11.940	43.967	.000 <sup>a</sup>
	Residual	52.953	195	.272		
	Total	76.833	197			

a. Predictors: (Constant), PleasureS, PCC

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.879	2	11.940	43.967	.000 <sup>a</sup>
	Residual	52.953	195	.272		
	Total	76.833	197			

a. Predictors: (Constant), PleasureS, PCC

b. Dependent Variable: SatisfactionS



### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.594	.224	7.123	.000	
	PCC	.421	.055	.474	7.683	.000
	PleasureS	.100	.032	.194	3.149	.002

a. Dependent Variable: SatisfactionS

# Regression

Hipotesis 6 (2)

**Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	MODERASI1 , PCC, PleasureS <sup>a</sup>		Enter

a. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 <sup>a</sup>	.318	.307	.51973

a. Predictors: (Constant), MODERASI1, PCC, PleasureS

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.429	3	8.143	30.147	.000 <sup>a</sup>
	Residual	52.403	194	.270		
	Total	76.833	197			

a. Predictors: (Constant), MODERASI1, PCC, PleasureS

b. Dependent Variable: SatisfactionS

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.812	.882		3.189	.002
	PCC	.086	.241	.097	.358	.721
	PleasureS	-.135	.168	-.262	-.805	.422
	MODERASI	.064	.045	.669	1.427	.155

a. Dependent Variable: SatisfactionS



## Hipotesis 7 efek interaktif kecocokan tema-makanan dan gairah terhadap kepuasan Regression

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	PCC <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: SatisfactionS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 <sup>a</sup>	.276	.272	.53184

a. Predictors: (Constant), PCC

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.364	1	21.364	75.531	.000 <sup>a</sup>
	Residual	56.005	198	.283		
	Total	77.369	199			

a. Predictors: (Constant), PCC

b. Dependent Variable: SatisfactionS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.925	.200		9.616	.000
	PCC	.468	.054	.525	8.691	.000

a. Dependent Variable: SatisfactionS

# Regression

7 (2)

**Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	ArousalS, PCC <sup>a</sup>		Enter

a. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 <sup>a</sup>	.277	.270	.53273

a. Predictors: (Constant), ArousalS, PCC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.459	2	10.730	37.806	.000 <sup>a</sup>
	Residual	55.910	197	.284		
	Total	77.369	199			

a. Predictors: (Constant), ArousalS, PCC

b. Dependent Variable: SatisfactionS

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.873	.220	8.520	.000	
	PCC	.465	.054	.522	8.590	.000
	ArousalS	.016	.028	.035	.579	.563

a. Dependent Variable: SatisfactionS

# Regression

Hipotesis 7 (3)

**Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	MODERASI2 , PCC, ArousalS <sup>a</sup>		Enter

a. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.537 <sup>a</sup>	.288	.277	.53014

a. Predictors: (Constant), MODERASI2, PCC, ArousalS

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.282	3	7.427	26.427	.000 <sup>a</sup>
	Residual	55.086	196	.281		
	Total	77.369	199			

a. Predictors: (Constant), MODERASI2, PCC, ArousalS

b. Dependent Variable: SatisfactionS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.772	.569		4.872	.000
	PCC	.226	.150	.254	1.512	.132
	ArousalS	-.210	.135	-.457	-1.555	.122
	MODERASI	.060	.035	.591	1.711	.089
2						

a. Dependent Variable: SatisfactionS



# LAMPIRAN 6

NO.	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
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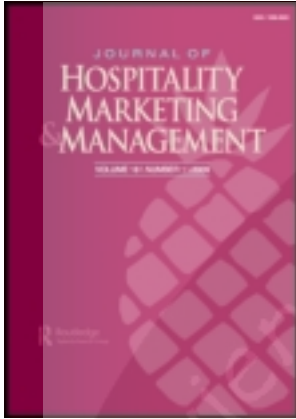
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### Restaurant Servicescape, Service Encounter, and Perceived Congruency on Customers' Emotions and Satisfaction

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## **Restaurant Servicescape, Service Encounter, and Perceived Congruency on Customers' Emotions and Satisfaction**

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*This study examines the relative impact of physical surroundings and customer-employee interactions on customers' emotions and satisfaction. A field study was conducted in an actual restaurant setting. Subjects were interviewed at the end of the meal and asked to complete a survey instrument. Results indicate that both the servicescape and the service encounter influence pleasure and satisfaction. In addition, perceived congruency (i.e., matching the restaurant theme with food served, and matching the exterior look with the interior décor) had a positive impact on pleasure level, while such impact on arousal was minimal. Further, perceived congruency and pleasure had a joint impact on satisfaction. Managerial and future research implications are reported and discussed.*

**KEYWORDS** *Arousal, pleasure, satisfaction, service encounter, servicescape*

### INTRODUCTION

In order to be successful, restaurant operators need to create a pleasant servicescape and provide excellent service to their customers. The servicescape is the physical environment of a service organization where the

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service transaction occurs; it is composed of numerous elements such as the color, music, scent, and layout and design in a physical environment (Bitner, 1992). There is ample evidence to suggest that the servicescape has a strong impact on consumption experiences (e.g., Kotler, 1973; Reimer & Kuehn, 2005; Bitner, 1992). Similarly, most services are characterized by service encounters; that is, the interaction between service staff and customers throughout the entire service process. Hence, customers evaluate service consumption experiences in a holistic manner, by paying attention to both the servicescape and employee interactions.

In this field study, we address the need for a deeper understanding of the relative impact of the servicescape (e.g., lighting, temperature, color of the wall, color of the floor, music, theme, comfort level, and the uniqueness of the interior layout and design) and service encounters (i.e., the interaction between customers and service staff) on customers' emotions and satisfaction in a restaurant setting. Conducting the present research in this particular setting would help enrich and advance the servicescape studies in customers' reactions and evaluations of a restaurant while applying the concept of Gestalt. The vast majority of prior studies have focused on pleasant environments; for a notable exception see Namasivayam and Mattila (2007) who examined both positively and negatively valenced servicescapes. While many previous studies were also conducted in an actual restaurant setting (Jang & Namkung, 2009; Kivela, Inbakaran, & Reece, 2000); the uniqueness of this research is that the notion of Gestalt was adopted, and the interactive effects of perceived congruency and individuals' pleasure or arousal on satisfaction were being tested.

There is strong evidence in environmental psychology to suggest that human interactions (e.g., service encounters) are an integral part of the physical environment, yet this notion has been largely ignored in consumer behavior literature (Tombs & McColl-Kennedy, 2003). This study is to explore the congruency effects between two sets of factors (the store atmosphere and the type of food served, and the exterior look and the interior décor) and their potential impact on consumer emotions (e.g., pleasure and arousal). Finally, we want to examine the interactive effects of perceived congruency and emotions on satisfaction.

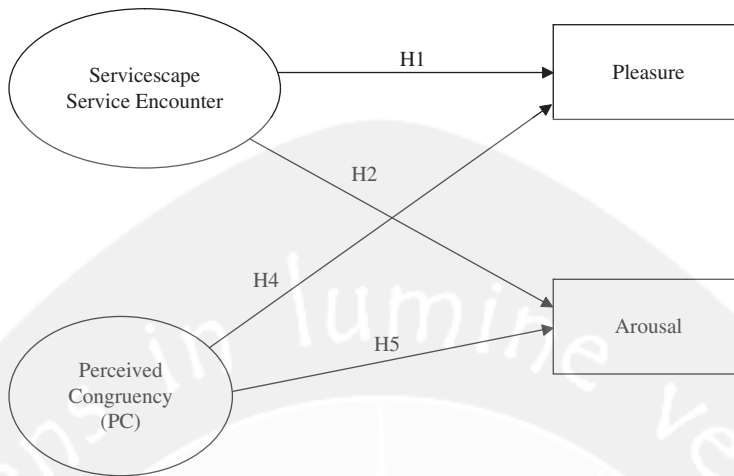
The research models that serve as the basis for this study are depicted in Figures 1 and 2. Support for the research hypotheses is derived primarily from the services marketing (e.g., servicescape and atmospherics) and psychology literature. Several other research streams are also reviewed.

## LITERATURE REVIEW

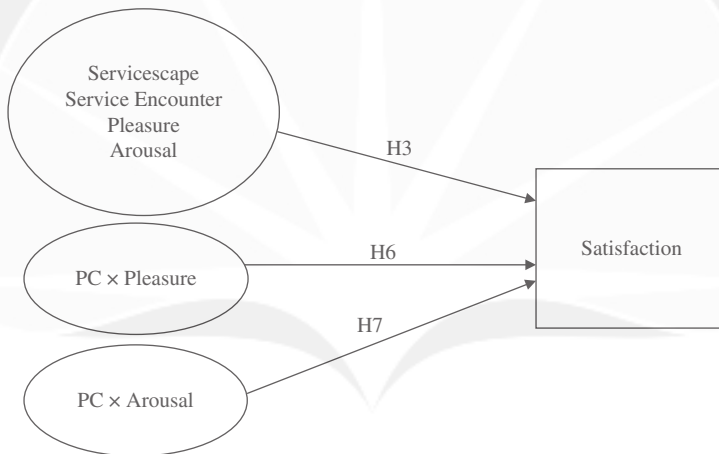
### Stimulus-Organism-Response Model (S-O-R)

The S-O-R model helps explain and frame the link between the servicescape, emotions, and satisfaction. S-O-R has been adopted in many research studies





**FIGURE 1** Model for H1, H2, H4, and H5.



**FIGURE 2** Model for H3, H6, and H7.

in the fields of psychology and marketing. According to the S-O-R, S (the environmental stimuli) influences O (individuals' processing of environmental cues received and individuals' responses—emotional states: pleasure, arousal, and dominance), and individual's emotions then drive individuals to different R (responses or behaviors such as approach or avoidance behaviors; Mehrabian & Russell, 1974; Donovan & Rossiter, 1982; Namasivayam & Mattila, 2007; Jang & Namkung, 2009).

Adopting the S-O-R, this study examined the following stimuli: the combined components of a restaurant's servicescape cues that are already established (e.g., green-colored walls, traditional Japanese background music, etc.) and the service interactions that customers encounter with the service staff during the service delivery process. At the organism level, the

interactive effects of customers' pleasure and arousal, and finally, customers' response of satisfaction are investigated. Various theorists agree that the link between stimulus and response is persistent and relatively stable (Kassarjian & Robertson, 1981). Any stimulus may become a drive if it reaches sufficient intensity (Kassarjian & Robertson, 1981). In many service settings such as restaurants and bars, servicescape cues serve as environmental stimuli that influence customers' responses.

### The Gestalt Concept

The purpose of introducing the Gestalt, or holistic approach is to support the argument that an individual's satisfaction upon entering a servicescape is not based on a single stimulus. The concept of Gestalt bases itself on assumptions about how living organisms relate to their environment (Carmer & Rouzer, 1974). Applying the concept of Gestalt, this study suggests that people generally receive a variety of stimuli from a restaurant servicescape. However, based on their needs, they organize them cognitively into groups and derive holistic images from the stimuli (Schiffman & Kanuk, 1978). These holistic images serve to satisfy customer needs. The concept of "whole-configuration" is especially applicable when evaluating the overall restaurant and the customers' dining experiences. In general, consumers view every service encounter holistically and take into account multiple aspects in their satisfaction evaluations. Accordingly, in this study customers are assumed to consider jointly multiple atmospheric cues (e.g., color, music, layout, and design, etc.) and tangible products (e.g., food) and services (e.g., customer-employee interactions). This approach extends our knowledge, as previous studies have been limited to manipulating only several environmental cues in a given experiment.

### Emotions: Pleasure and Arousal on Satisfaction

Emotion is inherent in each individual. Emotions produce an individual's physiological, subjective, and behavioral response (Weiss, 2002). Cognitive and affective processing constitutes an individual's emotional notions. Mehrabian and Russell (1974) note that three dimensions: pleasure, arousal, and dominance, characterize an individual's feelings. Dominance is not included in the present study because it does not appear to influence consumer behaviors in commercial settings (Donovan & Rossiter, 1982). Pleasure refers to the hedonic quality of stimuli (Feldman, 1995; Dube & Morin, 2001) and it is characterized as extending along a single dimension from extreme displeasure to extreme pleasure (Mehrabian & Russell, 1974). The valence of the stimuli can be influenced by environmental attributes such as color (Bellizzi & Hite, 1992; Lin, 2010a), scent (Bone & Jantrania, 1992; Bone & Ellen, 1999), and music (Mattila & Wirtz, 2001; Lin,

2010b), as well as the service encounter (Mattila & Enz, 2002). Pleasure is used as indicator of valence in this study because it has received the most attention in examining consumption-related affect (Michleit & Eroglu, 2000).

Arousal is another dimension of emotions used in the present study. Arousal is a basic, subjective state that an individual may be in, ranging from sleep to frantic excitement (Berlyne, 1960). The impact of arousal on individuals' evaluation and behavior depends on time, place, and situation (Berlyne 1960, 1967). An individual's arousal level is often manifested in a physiological response (e.g., tension), when changes in the nervous system and in the rest of the body become cyclical (Berlyne, 1971). The response is modulated by stimulus factors (Ohman, Hamm, & Hugdahl, 2000).

Emotions serve as a guide to individuals' satisfaction (Wirtz, Mattila, & Tan, 2000), behaviors (Larsen, Diener, & Lucas, 2002), decision-making (Damasio, 1994), and subjective well-being (Frijda, 1999). In this study it is assumed that environmental features of a servicescape and the interaction between the service staff and customers affect individuals, causing specific Gestalt formations (e.g., perceived congruency) and affective responses (e.g., pleasure and arousal). The affective state then guides the individual to undertake a specific cognitive evaluation of his or her overall dining experience at the restaurant. Finally, individuals' cognition of forming a Gestalt or non-Gestalt judgment, affect, and cognition directed from the affect then serve as antecedents to their behaviors (e.g., satisfaction).

The topics of servicescape and service encounter have been widely studied in the services literature (Mattila & Enz, 2002; Jang & Namkung, 2009). However, the two topics have been studied mainly in isolation (For notable exceptions, see Wakefield & Blodgett 1999; Namasivayam & Mattila, 2007). A service product encompasses both the servicescape elements and service encounters. According to the notion of Gestalt (e.g., Morin, Dube, & Chebat, 2007), both of these components should be viewed holistically. To that end, this study examines the joint effects of servicescape cues and service encounter factors that make up the service experience in a restaurant setting.

### Service Encounter

Service providers have the ability to satisfy or dissatisfy customers. Customers usually start evaluating their dining experience at a restaurant as soon as they interact with the servicescape and with the service staff of the restaurant. Service encounter, also referred to as "moment of truth," can be defined as any interaction that the customer may have with the service organization (i.e., service staff, other customers consuming in the organization, and servicescape) throughout his or her entire experience at the restaurant (Fitzsimmons & Fitzsimmons, 2008). At any given moment

of truth, customers begin to assess their satisfaction level with the service provider; hence, the concept of service quality is also strongly affiliated with service encounter and servicescape encounter. Service quality can be defined as customers expecting perfection of services from service organizations. Competitive service organizations will try to adopt various recovery systems to help achieve zero defects and reduce failures to enhance positive service encounter.

Service encounter also has been strongly emphasized both in academic research and the practical domain (Mattila & Enz, 2002; Fox, 2001; Hennig-Thurau, Groth, Paul, & Gremler, 2006; Keillor, Lewison, Tomas, Hult, & Hause, 2007). The behaviors of frontline service providers are crucial to customer evaluations of a service (e.g., Hartline, Maxham, & McKee, 2000; Gwinner, Bitner, Brown, & Kumar, 2005). Hence, it is not surprising that the quality of the service encounter is a key strategic weapon in today's often-crowded marketplace (e.g., Kelley, 1992; Mittal & Lassar, 1996; Fitzsimmons & Fitzsimmons, 2008). There is a great deal of literature focusing on the benefits of providing good service to customers (Price, Arnould, & Deibler, 1995; Wakefield & Blodgett, 1999) and on employee training aimed at increasing employee motivation, performance, and productivity (e.g., Bitner, 1990; Bitner, 1992). With the rapid growth of the service sector, consumers are becoming progressively more sophisticated in their evaluations of service consumption experiences. Accordingly, service providers are paying increasing attention to the physical environment—also named the servicescape—and its impact on overall service quality (Bitner, 1992; Reimer & Kuehn, 2005).

### Servicescape

Several servicescape studies have found that specific atmospheric attributes have a direct effect on customers' emotions and satisfaction (Mehrabian & Russell, 1974; Bitner, 1992; Turley & Milliman, 2009; Lin, 2010a), and on employee behaviors (Parish, Berry, & Lam, 2008). The S-O-R paradigm is a model that has been used often, particularly in retail settings, to examine the effects of the store atmosphere on shopping behavior (Donovan & Rossiter, 1982; Mehrabian & Russell, 1974; Mattila & Wirtz, 2001). For example, researchers have examined the impact of scent, color, and background music on individuals' affective states (Dube & Morin, 2001), satisfaction (Wirtz et al., 2000; Michleit & Mantel, 2001; Lin, 2010), and behaviors such as approach or avoidance (Mehrabian & Russell, 1974; Mattila & Wirtz, 2001; Milliman, 1986; Bellizzi & Hite, 1992). Specifically, pleasure has been shown to drive satisfaction directly, and arousal acts as an amplifier of the pleasure-behavior or pleasure-satisfaction relationship (e.g., Mehrabian & Russell 1974; Donovan & Rossiter 1982; Wirtz & Mattila, 2000; Wirtz, Mattila, & Tan, 2007; Lin, 2010a).

Previous studies linking the effect of servicescape to customer emotions and satisfaction have been conducted mainly in a laboratory setting (Mehrabian & Russell, 1974; Turley & Milliman, 2000; Lin, 2010b). To further generalize and validate these prior findings, it is important to test these effects in a real-life setting (Kerlinger & Lee, 2000). In sum, a service consumption experience and evaluation is a product of both service encounter and servicescape components. Service organizations that provide the most appropriate combination of the two are most likely to achieve competitive success. Based on the arguments above, we put forth the following hypotheses:

*H1:* Servicescape and service encounter are positively related to pleasure.

*H2:* Servicescape and service encounter are positively related to arousal.

*H3:* Servicescape, service encounter, pleasure, and arousal are positively related to satisfaction.

As previously mentioned, past studies have isolated the effects of environmental stimuli such as music, color, or scent on customer satisfaction and approach-avoidance behaviors, but have failed to examine how these stimuli might interact with the overall atmosphere of the service setting. To further our understanding of such congruency effects, we rely on the notion of Gestalt perceptions. When customers respond to service settings, it is the total or holistic configuration of stimuli that determines their responses to the environment (e.g., Holahan, 1982; Lin, 2004; Oakes & North, 2008; Lin, 2010b). Since consumers expect the physical environment to fit the product or the service, satisfaction with a consumption experience is partially determined by the perception of overall “goodness of fit” (e.g., Mattila & Wirtz, 2001). For example, Morrison and Beverland (2003) show that background music needs to match the environment in order to enhance the company’s or brand’s positioning in the market place. In a similar vein, Mattila and Wirtz (2006) demonstrate that the service environment’s actual arousal level needs to be congruent with prior expectations.

Oakes (2007) suggests that relevancy and expectancy are the two key dimensions in congruency effects in the context of advertising. Relevancy reflects the degree to which stimuli either evaluating the fit between music and the advertised product. Relevancy in that context helps consumers to derive meaning, while expectancy reflects how well the stimuli fit consumers’ prior knowledge structures. Finally, prior research has shown that scents that are incongruent with a product lead to negative product evaluations (e.g., Bone & Jantrania, 1992). Based on the previous arguments, we propose that in the present study, the perceived congruency, or the relevancy and expectancy, represents whether the parameters “the interior

servicescape matches the core product served (e.g., udon noodle soup)” and “the exterior look of the restaurant is consistent with the theme of the interior décor of the restaurant,” will have a positive impact on customers’ emotions (e.g., pleasure and arousal). Specifically, we propose the following:

*H4:* Perceived congruency is positively related to pleasure.

*H5:* Perceived congruency is positively related to arousal.

*H6:* The interactive effect of Perceived congruency and pleasure is positively related to satisfaction.

*H7:* The interactive effect of Perceived congruency and arousal is positively related to satisfaction.

## METHODOLOGY

### Study Context and Procedures

The context for this study was a Japanese restaurant specializing in udon noodles. It is considered a full-service, casual-dining, inexpensive, family-oriented restaurant. The restaurant has a very unique décor. The interior walls of the restaurant are bright green and yellow with red columns and it has a brown ceiling. As such, the overall look of the restaurant does not specifically convey a Japanese theme; however, the lantern light fixtures and the old antique furniture utilized helped create the feel of an Asian restaurant. The exterior look of the restaurant is shabby, not well lit, and has no signs. Most people would not know that it’s a Japanese noodle shop just by looking at the exterior of the restaurant.

The restaurant employs six servers (full-time and part-time) and two chefs. There are approximately 60 seats in the restaurant. The restaurant’s primary target markets include locals and families. The restaurant does not have a prime location in Taichung, Taiwan. However, it is conveniently located across the street from a prestigious university. Through word-of-mouth and their unique homemade noodles, the restaurant is able to attract locals (e.g., families), university faculty, staff, and students. The restaurant offers a limited selection of items (i.e., cold udon or hot udon noodle soups). Each dish is priced between US\$8.00 to US\$10.00 depending on the composition of ingredients in the soup.

### Data Collection

The primary researcher of this study and two research assistants were on-site to collect data for a period of seven days. The time period covered both peak



(lunch and dinner) and nonpeak hours. Having finished taking the order, the servers asked the customers if they were interested in participating in this study. If the customer agreed, a member of the research team approached the customer right after they finished ordering their meal to ask a few open-ended questions. For example: (a) Have you ever dined at this restaurant before?; (b) How did you know or hear about this restaurant?; and (c) How often do you dine out? After these brief questions, the researcher thanked the participants for their willingness to participate in the study and informed them that at the end of their meal, they would be asked to complete a survey instrument. When the server collected their noodle bowls, the researcher then distributed the survey instrument to the customers. Upon completion of the survey, the researcher went and collected the survey instrument. While thanking the customer again for their participation, the researcher asked a few more questions relating to their overall dining experience (e.g., Did you enjoy your meal? Would you come back to dine at this restaurant again? How did you like the overall atmosphere of this restaurant? What will you remember most about this restaurant when you leave the restaurant today?). The researcher then asked the server to bring out a complementary dessert as a token of appreciation.

A total of 508 customers agreed to participate in the study, but 30 surveys were excluded from the data analysis due to missing data. Table 1 presents the characteristics of the participants in this study. There were 183 males and 295 females along with a notable representation of high education (53.1% with a college degree and 21.8% with a postgraduate degree). More than 50% of participants were single and 37.2% were married. Most of the participants fall in the age bracket of 20 to 49. For more detail information regarding the participants' demographics, please see Table 1.

### Measures

All scales were measured using a 7-point Likert-type scale anchored at 1 (*strongly disagree*) and 7 (*strongly agree*). The following dependent variables were employed: servicescape (modified from Hightower, Brady, & Baker, 2002), service encounter (adapted from Price, Arnould, & Deibler, 1995), perceived congruency (defined as: [a] The fact that the food served in this restaurant matches the décor of the restaurant induces me to dine at this restaurant more often than in other restaurants, and [b] the exterior look of this restaurant matches the interior décor or theme), pleasure or arousal (adapted from Mehrabian & Russell [1974] with six items measuring pleasure and six items measuring arousal), satisfaction (scales for satisfaction were adapted from Hightower et al., 2002, 5-item scales; see Appendix). The surveys were translated from English to Chinese and were then retranslated to English (Brislin, Lonner, & Thorndike, 1973; Hambleton, 1993). To ensure item equivalence, attention was paid to how well the items in the survey

**TABLE 1** Characteristics of Participants

	Frequency	%	Valid %
Gender			
Male	183	38	38
Female	295	62	62
Total	478		
Age			
Up to 19	49	10.3	11.1
20–29	154	32.2	34.9
30–39	155	32.4	35.1
40–49	73	15.3	16.6
50–59	9	1.9	2.0
Over 60	1	0.2	0.2
Total	441	92.3	100
Missing	37	7.7	Missing
Total with missing	478		
Marital status			
Single	246	51.5	56.3
Married	178	37.2	40.0
Other	16	3.3	3.7
Total	440	92.1	100
Missing	38	7.9	Missing
Total with missing	478		
Education			
High school	82	17.1	18.7
College	254	53.1	57.7
Post graduate	104	21.8	23.6
Total	440	92.1	100
Missing	38	7.9	Missing
Total with missing	478		
Occupation			
Agriculture	3	0.6	0.7
Engineering and technology	32	6.7	7.2
Business	77	16.1	17.4
Education	108	22.6	24.4
Student	108	22.6	24.4
Other	114	23.8	25.8
Total	442	92.5	100
Missing	36	7.5	Missing
Total with missing	478		
Monthly income (in NT\$)			
Under 10,000	100	20.9	24.3
10,001–20,000	30	6.3	7.3
20,001–30,000	50	10.5	12.2
30,001–40,000	59	12.3	14.4
40,001–50,000	49	10.3	11.9
50,001–60,000	34	7.1	8.3
Over 60,001	89	18.6	21.7
Total	411	86.0	100
Missing	67	14.0	Missing
Total with missing	478		



instrument fitted the Chinese language. The translation of items from English to Chinese and the final wording of the Chinese instrument were performed by university language instructors who are proficient in both languages. The quantitative data collected were then analyzed via SPSS software using factor analysis and linear regression analysis.

## RESULTS

### Participants' Qualitative Responses from the Interview

Many customers that we interviewed considered themselves regulars. Some of them indicated having built a strong relationship with the owners of the restaurant. Many customers said that they dine at the restaurant not only for the unique homemade udon noodle soup, but also for the convenience and family-oriented, cozy experience that the restaurant provides. When we asked the participants to explain what they considered most memorable to them when dining at this particular restaurant, nearly all participants mentioned the food itself. Interestingly, about 70% of participants also mentioned the wall colors. They commented that it is unusual to see bright grass green and yellow walls in restaurant settings, and they also admitted that they weren't sure what style or theme the restaurant is trying to portray. Yet, such a unique atmosphere helped them remember this restaurant.

### Quantitative Data Analysis

Based on the quantitative data collected, Table 2 summarizes factor loadings from an exploratory factor analysis with a varimax rotation. We first conducted an exploratory principal components factor analysis to assess the underlying factor structure of our scale items. The six factors explained 87.98% of total variance.

As a preliminary test, the Pearson Correlation values were reviewed between independent and dependant variables. Table 3 summarizes descriptive statistics, correlations, and internal consistency reliability (Cronbach's alpha). Cronbach's alphas for variables were well above the acceptable level of 0.7 (Nunnally, 1978).

To test hypotheses H1 to H7, a linear regression analysis was used and the results are shown in Tables 4 to 7. Table 4 shows the impact of servicescape and service encounter on emotional responses (i.e., pleasure and arousal). H1 is supported in that servicescape (standardized beta = .35,  $t = 7.36$ ,  $p < .001$ ) and service encounter (standardized beta = .35,  $t = 7.32$ ,  $p < .001$ ) both enhance individual's pleasure level; together, they account for 38% of customers' pleasure level. On the other hand, H2 is only partially supported in that only servicescape (standardized beta = .12,  $t = 1.93$ ,  $p < .05$ ) is positively linked to arousal.

**TABLE 2** Factor Analysis and Loading Matrix

Factor(s)/ Variable name	1	2	3	4	5	6	Cronbach's $\alpha$	% of variance explained	% of total variance
Service encounter							.95	30.25	
1	.82								
2	.81								
3	.80								
4	.80								
5	.79								
6	.79								
7	.79								
8	.77								
9	.74								
10	.60								
Servicescape							.93	19.50	
1		.78							
2		.74							
3		.73							
4		.71							
5		.70							
7		.70							
8		.70							
10		.70							
11		.69							
6		.67							
9		.64							
Pleasure							.94	11.20	
5			.85						
3			.84						
4			.82						
2			.79						
6			.77						
1			.59						
Arousal							.76	8.42	
3				.78					
4				.74					
6				.71					
2				.67					
1				.60					
Satisfaction							.91	12.11	
2					.74				
3					.78				
4					.76				
Perceived congruency							.70	6.50	
1						.72			
2						.60			
									87.98

*Note.* Servicescape Items 12 and 13, Arousal Item 5, and Satisfaction Items 1 and 5 with loadings of 0.50 and lower were omitted. The items were reduced to the above seven-factor solution with eigenvalues greater than 1. The total variance extracted was 87.98%.

**TABLE 3** Descriptive Statistics of the Constructs

Variable	<i>M</i>	<i>SD</i>	Cronbach's $\alpha$	1	2	3	4	5	6	7	8	9
1. Servicescape	5.43	.86	.93	1.00								
2. Service Encounter	5.72	.93	.95	.62**	1.00							
3. Satisfaction	5.90	1.06	.91	.49**	.45**	1.00						
4. Pleasure	5.07	.78	.94	.58**	.55**	.72**	1.00					
5. Arousal	4.09	1.02	.76	.02	-.03	.09	.09	1.00				
6. Perceived Congruency	5.06	1.06	.69	.71**	.51**	.34**	.44**	.03	1.00			
7. Perceived Congruency $\times$ Arousal	20.73	6.60		.28**	.23**	.41**	.54**	.88**	.23**	1.00		
8. Perceived Congruency $\times$ Pleasure	26.00	7.87		.78**	.62**	.57**	.78**	.06	.90**	.41**	1.00	
9. Perceived Congruency $\times$ Arousal	20.74	7.21		.45**	.30**	.27**	.33**	.79**	.62**	.82**	.58**	1.00

*Note.* *N* = 478.  
\**p* < .05. \*\**p* < .01.

**TABLE 4** Summary of Regression Analysis for Servicescape and Service Encounter Predicting Pleasure ( $N = 478$ ) and Arousal ( $N = 420$ )

Variable	Pleasure			Arousal		
	<i>B</i>	<i>SE B</i>	$\beta$	<i>B</i>	<i>SE B</i>	$\beta$
Servicescape	0.31	0.04	.35**	0.14	0.07	.12
Service Encounter	0.29	0.04	.35**	-0.11	0.06	-.10

Note.  $R^2 = .38$ ,  $F(2, 475) = 130.55^{**}$  for predicting Pleasure;  $R^2 = .01$ ,  $F(2, 475) = 2.11$  for predicting Arousal.

\*\* $p < .01$ .

**TABLE 5** Summary of Regression Analysis for Variables Predicting Satisfaction ( $N = 478$ )

Variable	<i>B</i>	<i>SE B</i>	$\beta$
Servicescape	0.09	0.05	.08*
Service Encounter	0.08	0.05	.07*
Pleasure	0.84	0.06	.61**
Arousal	0.04	0.04	.03

Note.  $R^2 = .50$ ,  $F(4, 473) = 114.65^{**}$ .

\* $p < .05$ . \*\* $p < .01$ .

Hypothesis H3 is tested by the results shown in Table 5. The variable pleasure was the most important determinant of customers' overall satisfaction; it had the highest standardized beta coefficient value of 0.61,  $t = 14.94$ ,  $p < .001$ , with servicescape (standardized beta = 0.08,  $t = 1.91$ ,  $p < .05$ ), and service encounter (standardized beta = 0.07,  $t = 1.67$ ,  $p < .05$ ) following, in descending order of importance. However, arousal did not appear to have a positive relationship with satisfaction. Hence, these results provide partial support for H3.

Despite having an imperfect measure of congruency, this study also attempted to examine customers' perceived congruency—e.g., whether the servicescape theme matching the type of food served and whether the interior design matching the exterior décor affect customers' emotions (e.g., pleasure, arousal). Table 6 presents the regression analysis for H4 and H5. H4 is supported in that customers' pleasure levels increase when the servicescape matches the food served, and the exterior look of the restaurant matches the interior décor (standardized beta = 0.30,  $t = 20.93$ ,  $p < .001$ ). H5 is not supported in that perceived congruency did not reveal a positive relationship to individual's arousal.

Table 7 shows that the results of the interactive effect of perceived congruency and pleasure on individual satisfaction is positively related to individual's satisfaction (standardized beta = .22,  $t = 1.76$ ,  $p < .001$ ), hence

**TABLE 6** Summary of Regression Analysis for Perceived Congruency Predicting Pleasure and Arousal ( $N = 478$ )

Variable	Pleasure			Arousal		
	<i>B</i>	<i>SE B</i>	$\beta$	<i>B</i>	<i>SE B</i>	$\beta$
Perceived Congruency	0.30	0.03	.41**	0.01	0.04	.01

Note.  $R^2 = .17$ ,  $F(1, 477) = 83.03^{**}$  for predicting Pleasure;  $R^2 = .01$ ,  $F(1, 477) = .23$  for predicting Arousal.

\*\* $p < .01$ .

**TABLE 7** Summary of Regression Analysis for the Interaction of Perceived Congruency and Pleasure and the Interaction of Perceived Congruency and Arousal Predicting Satisfaction ( $N = 478$ )

Variable	Satisfaction		
	<i>B</i>	<i>SE B</i>	$\beta$
Perceived Congruency	0.19	0.09	.21*
Pleasure	1.05	0.09	.77**
Perceived Congruency $\times$ Pleasure	0.03	0.02	.22*
Perceived Congruency	0.43	0.09	.45**
Arousal	0.24	0.12	.23*
Perceived Congruency $\times$ Arousal	0.03	0.02	1.37

Note.  $R^2 = .49$ ,  $F(3, 474) = 149.28^{**}$  for Perceived Congruency  $\times$  Pleasure (interaction of Perceived Congruency and Pleasure predicting satisfaction);  $R^2 = .13$ ,  $F(3, 474) = 23.00^{**}$  for Perceived Congruency  $\times$  Arousal (interaction of Perceived Congruency and Arousal predicting satisfaction).

\* $p < .05$ . \*\* $p < .01$ .

H6 is supported. H7 is not supported in that the interactive effect of perceived congruency and arousal on satisfaction is not statistically significant (standardized beta = .03,  $t = 1.37$ ,  $p > .05$ ).

## DISCUSSION AND MANAGERIAL IMPLICATIONS

Customers patronize service organizations (e.g., retail shops, restaurants, hotels, spa, etc.) for an “experience.” That experience encompasses many components within a service organization, including service encounter—the interaction between customers and the frontline employees, and the servicescape—the physical environment (Pine & Gilmore, 1998). As shown in prior research, consumers use the perception of overall goodness of fit when evaluating their satisfaction with various consumption experiences (e.g., Mattila & Wirtz, 2001). Consistent with this Gestalt framework (e.g. Bitner, 1992, Lin, 2004), our study findings indicate customers evaluate consumption experiences holistically. Specifically, the servicescape, the core

product (i.e., the food served), and service encounters (i.e., customer-employee interactions) are positively linked to feelings of pleasure and satisfaction (Mehrabian & Russell, 1974; Mattila & Wirtz, 2000; Wirtz et al., 2007).

Further, our findings suggest that perceived congruency between the servicescape and the core product has a positive impact on pleasure. This finding provides additional support for the notion of Gestalt in understanding consumers' responses to service environments (e.g., Holahan, 1982; Lin, 2004; Oakes & North, 2008; Lin, 2010). In addition, previous research (Pine & Gilmore, 1998; Morin et al., 2007; Oakes & North, 2008; Lin, 2010) has acknowledged the importance of the Gestalt theory in integrating different atmospheric attributes in order to create a memorable experience for the customers. Our results also provide additional support for the interactive effects of perceived congruency and pleasure on satisfaction. However, unlike Mattila and Wirtz (2006), our results failed to show a significant interaction effect between perceived congruency and arousal on satisfaction. These mixed findings might be partially explained by different operationalizations for perceived congruency across the two studies. Moreover, the interpretation of the term *arousal* might have created bias among the Taiwanese subjects. This is one of the limitations of this study, and a more detailed discussion is provided in the limitations section.

Restaurant managers recognize that in today's competitive restaurant business it is no longer sufficient to offer good food or a nice atmosphere to customers. Today, customers are highly sophisticated and their evaluation of the overall dining experience encompasses not just the explicit visual cues of the servicescape or the overall ambience, but also the service staff's interaction with customers. Further, customer evaluations have become more meticulous in that the matching of specific attributes also accounts for their overall dining satisfaction. Research presented in this article posits that the perceived congruency namely, (a) the matching of the store atmosphere and the type of food sold, and (b) the matching of the exterior look of the restaurant matches the interior décor or theme enhances individuals' pleasure and satisfaction.

These findings have important implications for restaurant managers. First, consumers evaluate consumption experiences in a holistic manner. Consequently, service operators have to make sure that the customer positively evaluates both the physical environment and the service delivery process. Second, careful consideration is needed in determining the appropriate level of arousal elicited by the physical environmental attributes (e.g., music, color, layout and design, etc.). Third, it is important to take into account the perceived congruency effects, or the goodness of fit, between the physical environment and the core product. Fourth, restaurant operators can adopt unusual or novel servicescape attributes to enhance customers' memorable experiences at the restaurant. Finally, considering the idea of using "services as the stage and goods as props to engage individual

customer in an inherently personal way” (Gilmore & Pine, 2002, p. 88), this particular restaurant sets a good example.

The results of this study also imply that this restaurant may set a good example for service providers, in that adopting an unusual mix of servicescape attributes may not necessarily turn customers away. On the contrary, service providers might be successful in adopting novel and unique environmental attributes to distinguish themselves from other restaurants and focusing on providing quality food and good service to their customers. Yet, it is important to keep in mind the concept of Gestalt in that customers do evaluate their overall experiences holistically, from the servicescape to the service encounter, including the quality of food.

### LIMITATIONS AND FUTURE RESEARCH

This study has several limitations. First, the respondents' cultural background (Taiwanese) might have influenced their interpretation of the term arousal, thus creating potential bias in this measure. Second, as it is true for all field studies, this study sacrificed internal validity for the sake of external validity. However, the results of this study can only be generalized to similar casual dining restaurants in Taiwan with a similar customer mix. Third, a restaurant environment encompasses many attributes. Since this study took place in an actual restaurant setting, all the environmental attributes were fixed. For example, the color of the wall was grass-green; the results of the study should be generalized with caution. In addition, the measurement of perceived congruency needs retooling. Future research is needed to fully capture perceived congruency or “relevancy and expectancy” in different service settings. In order to examine congruency effects, this study implemented the Gestalt approach. Due to its field study design, this study did not manipulate environmental attributes (e.g., color, music, etc.). Consequently, perceived congruency is measured as an overall match between the environment and the type of food served and whether the exterior look matches the interior decor. Hence, great care is needed in generalizing the Gestalt effects to specific servicescape attributes (e.g., does the music match the overall theme or the type of cuisine served in the restaurant?).

There are additional limitations based on our methodology and procedures. First, the sample was a convenience sample. This restaurant was also chosen to allow for a range of responses on perceived congruency scale. Second, in order to respect the local culture, we had to approach potential respondents at the beginning of the meal (e.g., this way, they will wait at the end of their meal to complete the survey instrument before leaving the restaurant). Generally, Taiwanese like to go in and out of the restaurant quickly and efficiently. They normally would not linger around the restaurant (similar to this setting: casual dining) at the end of their meal.



Had the researchers not solicited their co-operation at the beginning, they would have left the restaurant immediately having finished their meal.

Both the servicescape and the service encounter play different roles depending on a service setting (Namasivayam & Lin, 2004), and therefore, future research should test our model in different service settings (e.g., different types of retail shops, banks, different segments of the hospitality industry, and different culture or country). The notion of perceived congruency should also be further defined in future studies. For example, what constitutes “perceived congruency” besides the matching of the servicescape and the core product, food? Future research could investigate servicescape matching the style of service encounter (e.g., buffet self-service vs. full-service luxury dining). In addition, other dependent variables such as purchasing intention and customer loyalty can also be examined.

In conclusion, the results of the present study show that the ability of the physical environment and service encounter to influence customers' emotions and evaluation along with the consideration of the concept of Gestalt and perceived congruency are apparent for restaurants. “The notion of ‘experience’ has been suggested as an alternative to commoditization” (Namasivayam & Lin, 2008, p. 56). A pleasant servicescape is only a single component in creating the consumption experience. As suggested by the Gestalt theory, every aspect of the service organization (e.g., servicescape, service encounter, perceived congruency) together account for the overall experience. Thus, restaurant operators should not neglect one or the other; all things will have an impact and will have to be taken into consideration for achieving the ultimate goal of creating memorable and satisfying experiences for their customers.

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## APPENDIX

### Scales and Measures

All scales were measured using a 7-point Likert-type scale anchored at 1 (*strongly disagree*) and 7 (*strongly agree*). The following dependent variables were employed:

Servicescape (modified from Hightower, Brady, & Baker, 2002):

1. The restaurant plays music that I like.
2. The music is played at an appropriate volume.
3. The restaurant lighting is appropriate.
4. The temperature is comfortable.

5. The exterior of the restaurant gives it an attractive character.
6. The interior is decorated in an attractive fashion.
7. The overall design is interesting.
8. Overall, the layout makes it easy to get around.
9. The layout makes it easy to go to the restrooms.
10. The layout makes it easy for servers to do their job.
11. The interior wall and floor schemes are attractive.
12. The interior wall and floor matches the overall theme of the restaurant.
13. The color of the furniture matches the colors of the wall and floor.

Service Encounter (Adapted from Price, Arnould, and Deibler, 1995):

1. The server was efficient in handling my requests.
2. The server was competent in doing his/her job.
3. The server was thorough in performing the job.
4. The server was willing to go out of her way to serve me as a customer.
5. The server paid special attention to me.
6. The server met my expectations.
7. The server had a kind smile during our interaction.
8. The server provided the service in a friendly manner.
9. The server treated me nicely.
10. Overall, the quality of interaction with the server was high.

Perceived Congruency:

1. The fact that the food served in this restaurant matches the décor of the restaurant induces me to dine at this restaurant more often than in other restaurants.
2. The exterior look of this restaurant matches the interior décor/theme.

Pleasure/arousal: Measures for pleasure and arousal were taken from existing scales for pleasure and arousal (Mehrabian and Russell, 1974), with six items measuring pleasure and six items measuring arousal.

How does this restaurant make you feel?

Pleasure:

1. Bored	1	2	3	4	5	6	7	Relaxed
2. Despair	1	2	3	4	5	6	7	Hopeful
3. Unhappy	1	2	3	4	5	6	7	Happy
4. Melancholic	1	2	3	4	5	6	7	Contented
5. Annoyed	1	2	3	4	5	6	7	Pleased
6. Dissatisfied	1	2	3	4	5	6	7	Satisfied

Arousal:

1. Calm	1	2	3	4	5	6	7	Excited
2. Unaroused	1	2	3	4	5	6	7	Aroused
3. Dull	1	2	3	4	5	6	7	Jittery
4. Relaxed	1	2	3	4	5	6	7	Stimulated
5. Sleepy	1	2	3	4	5	6	7	Wide Awake
6. Sluggish	1	2	3	4	5	6	7	Wild

Satisfaction: Scales for satisfaction were adapted from (Hightower et al., 2002) 5-item scales.

1. I am happy with the experiences I have had in this restaurant.
2. I have been satisfied with my experiences at this restaurant.
3. I truly enjoy coming to this restaurant.
4. I am elated with the experiences I have had in this restaurant.
5. Going to this restaurant has been delightful.

