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# The Influence Factors on Customer Satisfaction and Loyalty in Distribution: An Empirical Study on *Sushi Tei* Restaurant, Jakarta

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## Abstract

**Purpose:** A restaurant is a business of the physical distribution of food and beverages which includes intercultural interaction. This research paper aims to examine the influence of Japanese taste as a product advantage, determining service quality factor in the restaurant business, the e-CRM that involves technology, social media campaigns to reach the target market of young people, and customer satisfaction on customer loyalty in *Sushi Tei* restaurant. This study also intends to find direct and indirect influence between the variables. **Research design, data and methodology:** Quantitative research was conducted using a survey method by distributing 100 questionnaires to *Sushi Tei* customers in Jakarta, consisting of Gen Z and Millennials. Samples were taken at each outlet in the Jakarta area on weekend and weekdays by purposive sampling. Data was generated by path analysis **Results:** The results showed that Japanese taste, service quality, and e-CRM significantly influence customer satisfaction and customer loyalty. However, social media campaigns failed to influence customer loyalty. As a result, customer satisfaction has a significant influence on customer loyalty within *Sushi Tei* restaurant. **Conclusion:** The study also proposed significant implications to develop and maintain a relationship with the customer to gain satisfaction and loyalty in the food and beverage industry.

**Keywords :** customer satisfaction and loyalty, distribution, e-CRM, Japanese taste, restaurant, service quality, social media campaign.

**JEL Classification Code:** M11, M30, M31, M37

## 1. Introduction

This research paper begins by observing the change of consumers from the local level to global consumers in line with the globalization process. Globalization in Indonesia is progressing rapidly, which encourages cultural acceptance (Gunn, 2017). Globalization describes the process of dissemination and integration of political, social,

and economic sectors so that people can communicate, travel, and invest internationally and market products widely (Wells et al., 2001). Technology and the internet make it easier for people to access an unlimited variety of information. Therefore, they can connect globally with each other (Amant & Olaniran, 2016). The public can access information from other countries, such as Japan. They were exposed to animated cartoons, named anime, the music known as J-Pop, and Japanese food. This growth has increased international trade, such as goods, services, and the impact of globalization (Şiriner & Nenička, 2011). Technology has accelerated the globalization process, bringing together consumer tastes and turning local to universal flavors. There has been globalization from Japanese tastes to international tastes.

The nation's cultural attribute introduction to another country is a consequence of the inflow of investment. Likewise, by considering the increasing number of foreign

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countries investing, investment has grown significantly in Indonesia. In Indonesia, Japan is the third-largest investor in various sectors, including the food and beverage industry (Damhuri, 2020).

The presence of the internet and the economic boom of Indonesia's middle class at the beginning of the 20th century has connected Gen Z to the world, making it more adaptive and open to innovation (Dorsey & Villa, 2020). The internet is accessed by Gen Z and Millennial, introducing a culture of consumerism and Japanization. This culture includes children watching anime films, reading Japanese manga or comics, and even trying Japanese food.

Furthermore, Japan established its companies in Indonesia, one of which is in the food sector, namely Japanese restaurants in Indonesia, especially in Jakarta. Jakarta is a metropolitan city in Indonesia that is strategically located for investors, such as Japan, to open up business opportunities. Based on data from the Sectoral Statistics Portal of the DKI Jakarta Province, Jakarta has a crucial role in contributing 60% of national export and import activities. It is the Ministry of Trade's food and beverage industry choice. For this reason, Japan then opened its restaurants in Jakarta. The number of Japanese restaurants in Jakarta in 2020 was 953, based on open data of the Jakarta Government (data.jakarta.go.id). Japanese cuisine (*Nihon ryōri*, *Nippon ryōri*) or Japanese cuisine (*Nihon kappō*) is food cooked in the tradition of cooking in Japan. Japanese cuisine has a fresh and delicious taste but is not greasy like other delicious foods like fast food (Edelstein, 2020). Distribution, logistics, and marketing communication for the Japanese food industry show that global consumers accept foreign food culture apart from their home countries.

*Sushi Tei* is one of the Japanese restaurants in Indonesia, winning on top brand in 2017-2019. Based on the Frontier Consulting Group valuation, *Sushi Tei* is included on top-of-mind awareness. Japanese restaurants have a distinct taste characteristic from other restaurants known as Japanese taste. Taste has several qualities, including sweet, sour, bitter, salty tastes, and in Japan, there is a taste of umami, which is a taste of protein or savory (Goodwon, 2000). Besides, Japanese food characteristics are fresh and simple as it comes from natural ingredients containing good nutrients. The peculiarity of Japanese tastes is interesting to investigate in this study as a possible determining variable for business continuity.

On the other hand, as the industry demands, another aspect is that service quality is essential to be investigated. Service quality is an essential component of a company's economy or profit. Companies try to develop strategies to improve their services' quality to increase profits (Schneider & White, 2004). Quality service will help

customer to fulfill their needs, like restaurant facility, employee knowledge, and skills. In a restaurant, the employee has a pivotal role in serving customers and merit their expectations.

Building good relationship with customers is also needed because a company that maintains a strong relationship will keep its patron. Maintaining a relationship in this modern era can be converted into electronic customer relationship management (e-CRM). E-CRM is internet-based and has become an influential channel in the marketing process and is easily accessible at a low cost. CRM is an element in business that can provide customer satisfaction and loyalty (Hamid et al., 2019). Social media campaigns have become part of life in society. Social media is a technology created to generate information based on ideas and other expressions virtually with the online community (Quesenberry, 2019). Social media is a platform for companies to inform their product or service, a place to gather and interact with customers, and for the customers to interact with other fellow customers. Companies can persuade customers through information conveyed on social media (Kim, 2016a). Customer satisfaction has a close relationship with the profit generated by the company. Dissatisfied customers can switch to other brands. Companies need to provide customer satisfaction and create an unforgettable experience to create its impression on consumers and create customer loyalty (Buttle, 2009). The business will not run if there are no consumers to use the products or services offered (Hill, 2007). Customers who have repurchase behavior are often associated with loyalty, providing references to others. Customer loyalty comes from satisfaction, a sense of belonging, and the presence of attachment (Griffin, 2014). Loyal consumer behavior or loyalty behavior is measured through consumer buying behavior, indicated by the consumers' high frequency of coming to a shop or buying a product. Food and beverage industry is growing; there are many restaurants nowadays. A company needs to serve its customer to gain their loyalty.

This research paper is concerned with several factors that are the key to managing distribution and food retailers with an intercultural concept. Several previous studies discussed similar topics. Al-Tit et al. (2015) explained a significant relationship between service quality, food quality, and customer satisfaction. This study focuses on restaurants at the Middle East University. Kim et al. (2011) tested that service orientation affects customer perceptions of service quality, and customer satisfaction directly affects customer loyalty. This study also tested Korean restaurants. The study was conducted in Korea and Middle East restaurants, where each one has different culture and uniqueness. Japanese restaurants are available in some countries, so this study will determine the factors that

directly and indirectly influence customer loyalty. The previous research had not specifically test some of the variables of concern to our article.

Customer relationship management has a significant effect on customer satisfaction, and the two variables have a positive relationship (Hassan et al., 2015). Dubey et al. (2016) stated a positive relationship between service quality, CRM, and customer loyalty. Long et al. (2013) explained that CRM elements have a positive relationship with customer satisfaction. However, all the above researchers tested the CRM variable in different industries and not the restaurant industry. Meanwhile, Hanaysha (2017) examined that social media marketing affects customer satisfaction in fast-food restaurants in Malaysia. However, the variables are limited to social media, price, and corporate social responsibility, while this article also considers internal consumer factors. In their research, Lam et al. (2013) said that there is a significant effect of e-CRM on this study's loyalty conducted on industrial banking. There were no previous research data that have examined Japanese culture in the culinary industry or have analyzed Japanese restaurants' advantages in foreign consumers' perception, especially Indonesian consumers.

Therefore, as this study focuses on factors that were not in previous studies, it has a novelty or uniqueness in marketing communication for Indonesia's Japanese restaurant business. This paper considers Japanese taste, which is an idol of young consumers, measurement of service quality, e-Customer relationship management, and social media campaigns to achieve customer satisfaction and customer loyalty to Japanese brands.

## 2. Literature Review

### 2.1. Marketing as the Relational Communication

This theory explains how every individual communicates with each other and how different behavior patterns and character influence their relationship. Relational communication is different in some aspects, but with recognition, formal quality communication, and interconnection between communication and building relationships. Relationship communication is focused on the need for a relational level. Relational communication theory is part of interpersonal communication that emphasizes relationships that understand relationship approaches (Rogers, 2009). This theory is oriented on perspective and action from people who are involved in communication. It gives mutual relationships between two individuals or more. Along with this theory, Finne & Grönroos (2013) suggest a need to rethink marketing communications from integrated marketing

communications to related communications as a factual form of building and to maintain mutually beneficial relationships in the long term.

### 2.2. Customer Stimulus, Organism, and Response

Mehrabian and Russell's (1974) model has illustrated how people can respond to a stimulus from the environment (Parsad et al., 2019; Eroglu et al., 2001). Psychology theories adopt this SOR model. The environment is a stimulus (S), and it consists of signs that affect internal evaluation (O), and it will affect a response (R) (Parsad et al., 2019). This SOR model explains how emotion is crucial in responding to stimuli. This research uses Japanese taste, service quality, e-CRM, and social media campaigns as the stimuli. Sushi Tei customers are the organism. Customer satisfaction and customer loyalty is the response. In conclusion, this theory becomes one of the foundations to examine the relationship between Japanese taste, service quality, e-CRM, social media campaign, customer satisfaction towards customer loyalty.

### 2.3. Consumer Preference and Brand Fandom

Consumer preferences are related to the process of being acquainted with a brand. Preference is formed due to the interaction and communication of consumers with the media, family, peers, and their environment. The word "fans" was used since the 19th century, and "fandom" emerged in the 20th century. The term "fan" started from football fans club, and it became more prominent and was known as "fandom." Fan refers to the attraction, interest, and emotional investment towards a product. The study of fans has been divided into some main areas such as social knowledge, film, and media (Littlejohn, & Foss, 2009). Fans of film, sport, music, and cultures tend to dominate teenagers (Littlejohn, & Foss, 2009).

This theory can easily be related to a particular type of fan in Indonesia. The people in Indonesia love manga or Japanese book stories, anime, and Japanese pop music (J-Pop). They have instantly become fans of Japanese culture. These fans will be open-minded to different aspects of Japanese culture like clothes, food, music, and many more. In fandom theory, teenager or gen Z and adult or millennial fans are influenced to accept, try or even love culture from another country.

### 2.4. Food Distribution Channel and Intercultural Communication

Food and culture are two inseparable concepts because one of the cultural dimensions is food, cuisine, or culinary. International relations grow through interaction and

intercultural communication involving food. Furthermore, food has grown mass-produced throughout the world, requiring a distribution channel. According to Martin et al. (1998), a product is distributed from producers to general distributors, then to specialized distributors, and finally to sub-distributors or retailers to consumers. Japanese restaurant is part of the final channel of distribution that serves customers to enjoy Japanese specialties.

Culture is how to live, wear clothes, eat food, and use the language daily. People may express their culture through art, music, writing, and delivering and celebrating it (Kalman, 2019). The Center for Advanced Research on Language Acquisition stated that the culture is behavioral patterns, interaction, cognitive construction, and understanding, learned through socialization. Culture can be seen as increasing group identity built by a particular group's social pattern (Kalman, 2019). Culture is synonymous with the Indonesian way of life and the Japanese way of life matching Japanese culture. Culture in this study was understood as a value that refers to several things, including all human behaviors from culture, interests, preferences, choices, duties, obligations, religion, needs, security, desire, attractiveness, and others. Japanese culture is popular in Indonesia, especially in entertainment, such as film, music (J-pop), manga, and traditional Japanese food. This consumption turned into pop culture.

## 2.5. Japanese Taste

Food and beverages are predominant in the restaurant. Japanese food characteristics are fresh, simple, full of nutrition, with a delicious and light taste, accompanied by simple condiments. They use fresh ingredients so it is good for health. Japanese food consists of *sushi*, *udon*, *ramen*, *miso*, and many more. When it comes to food, taste is one of the essential qualities. It becomes a standard value set in serving food (Knight & Kotchevar, 2000).

Food taste must consider specific food standards such as appearance, taste, and how to serve it (Durmond & Brefere, 2004). Food taste has several dimensions, like the smell, the taste, texture, and food temperature. The smell of food is an element giving a distinction to a food portion. The sense of smell will help us perceive the food. Changing smell will influence the taste of the food (Andrianto, 2014). Taste is an output from the sense of taste located on the tongue, and some components help produce it. Cheek and throat are components that add senses to food. The texture is the ingredients and components of food that are felt through the sense of touch. Temperature is a degree of hot or cold when food is being served.

## 2.6. Service Quality

Restaurants have employees who work to serve customers, greet them, clean tables, handle complaints, give menus and recommendations, and satisfy them. Therefore, quality is a strategic planning tool provided for customers to meet expectations of the company's quality of services (Hernon & Whitman, 2001). Service quality was measured by the quality of the product and service given to the customer. Good quality service in restaurants will provide customer satisfaction and loyalty (Dubey & Srivastava, 2016). Along with previous research, Kim (2016b) was also concerned about examining customer satisfaction and loyalty, but he sorts end-users by gender, which is different in our paper.

Service quality has five dimensions (Akbar & Parvez, 2009). First, tangible is an element that can be seen explicitly, such as restaurant facility and employee. Second, empathy is to understand customers emotionally. Employees should help and give their attention to the customers to fulfill their needs. Third, assurance, which is a skill in convincing and persuading a customer and creating credibility. Reliability is the capability to deliver reliable products swiftly and precisely. Responsiveness is the ability to provide service and product thoroughly and fast, which allows a company to handle any request, complaint, and problem.

## 2.7. Electronic Customer Relationship Management (e-CRM)

E-CRM is a digital application that uses the internet and electronics like a web browser, email, social media, and telephone. It is oriented to keep and maintain customer relationships. In the end, it will attract new customers to develop business (Romano & Fjermestad, 2001). E-CRM has an integrated function of the sales strategy to increase satisfaction and gain customer loyalty (Kalakota, Robinson, 2000). It aims to satisfy customers and obtain customer loyalty (Warrington et al., 2007). It is a bridge between customers and companies to interact with each other online, and it also helps maximize the profit for the company (Chaffey, 2011).

E-CRM consists of five dimensions: quality of information, customer service quality, reward, and integrated marketing channel (Ab Hamid et al., 2011). Quality of information is an information system to show relevancy, sufficiency, consistency, recency, and understanding. Customer service involves employees giving clear information about a product and handle consumer complaints. Employees are required to have the skills to reply and answer all customer queries online. Rewards are features to attract customers. Customers will

either get points after purchasing a product or a voucher, free coupon, rebate, or a membership. An integrated marketing channel is an integrated channel for online and offline consumerism. As a result, companies can connect with a customer on both channels. In the end, the customer will get the same experience in online or offline services (Ab Hamid et al., 2011)

## 2.8. Social Media Campaign

Social media is a tool that companies need to maintain relationships with customers, like Line and Instagram. An organization uses social media to reach consumers to improve interaction and engagement between the company and consumers. Social media campaigns help a company integrate with its performance (Kim, 2016a). Social media has a unique character as a platform for customers to communicate, participate, create, share and evaluate content (Mahoney & Tang, 2017).

Social media campaigns are a part of social media marketing, and it consists of several dimensions. First is an online community. An online community is a community built within social media by a company to introduce its product. The second is interaction, and interaction is needed to give followers social media notifications, such as Instagram and Line. Followers will have a place to interact with the company online. The third is content sharing. Sharing content is a dimension that can explore how individuals change, send and receive company product content on social media. Fourth is accessibility, being flexible, easier to access, requiring fewer specific skills, and is user-friendly. The fifth is credibility. Credibility means giving clear information to customers to increase relationships emotionally with a target audience. As a result, it will lead to loyal customers (As'ad & Alhadid, 2014).

## 2.9. Customer Satisfaction

Customer satisfaction is derived from being satisfied or from the customers' perception of feeling satisfied because their expectation was fulfilled by the company. Companies need to give the best performance when delivering products or services to the customer. Therefore, products and services can be satisfying when they can give what the customers want and need, and the customers' expectation is met by the company performance (Santouridis & Trivellas, 2010). Therefore, product and service can be satisfying when it can provide what customer wants and needs. Customers are willing to spend some value for money to get excellent service, especially to get the pleasure of eating in a restaurant.

Customer satisfaction has five dimensions (Mihelis et

al., 2001). First, all employees must have shared knowledge, responsiveness, communication, and collaboration with customers. Every employee must be able to talk to a customer politely. Second, the product is the main criteria in offering products and services like variation, refunds, compensation, cost, and services. Third, the product or restaurant image creates public trust in a product or service and technology. Fourth, the service that a company delivers to its customers. It consists of the appearance of the restaurant, place, complexity, service, and information.

## 2.10. Customer Loyalty

Customer loyalty in marketing has existed and given profit to companies. It is so essential for an organization to maintain a customer relationship (Zakaria, 2014). Loyalty can be seen from customer behavior when purchasing at least three times or more at a particular time (Griffin, 2004). Loyalty has two dimensions: loyalty behavior and loyalty attitude (Kim et al., 2015).

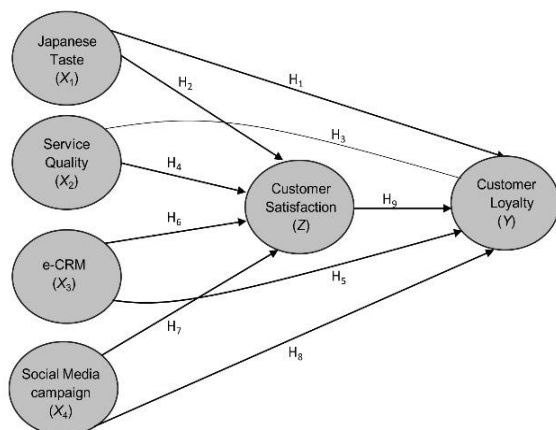
Loyalty behavior is related to purchasing frequency, profit, a particular time, and comparison quantity when purchasing products (Kim et al., 2015). A loyalty attitude is related to consistency in buying a product or getting connected to a company emotionally or psychologically (Quoquab & Mohammad, 2016). Thus, this appears that shows implicit loyalty and the reality of loyalty. This behavioral dimension is based on preference, relations, and loyalty to a brand or product. This typical attitude is also based on personal experience.

## 3. Hypothesis Development

Various variables that may affect customer satisfaction and customer loyalty can be found and formulated. However, only a few variables were tested in this study, with the criteria as variables that significantly affect the intervening variable and the dependent variable. The analysis model in this study is Japanese taste as an independent variable ( $X_1$ ), service quality ( $X_2$ ), e-CRM ( $X_3$ ), social media campaigns ( $X_4$ ), customer satisfaction as an intervening variable ( $Z$ ) that affects customer loyalty. As the dependent variable ( $Y$ ). Variables are characteristics that can distinguish in individual cases. Variations in a variable will affect other variables, so that further analysis is needed regarding the direct effect and the indirect effect. These variables are determined by the researcher (Cargan, 2007) by considering several previous research and the expected variables that are typical in the context of the Sushi Tei restaurant service, Jakarta, Indonesia.

The dependent variable is a variable affected by other

independent variables (Stiff & Mongeau, 2002). The independent variable influences other variables. This variable may influence one or more variables (Stiff & Mongeau, 2002). Variable intervening is a variable that influences a relationship between independent and dependent variables indirectly. It cannot be measured.



**Figure 1:** Hypothesized variables

Hypotheses are the answers or brief statements about a solution to a problem (Jha, 2014). The hypotheses were formulated and proposed based on the research's conceptual framework as summarized below:

- H<sub>1</sub>:** Japanese taste does affect customer loyalty.
- H<sub>0</sub>:** Japanese taste does not affect customer loyalty.
- H<sub>2</sub>:** Japanese taste does affect customer satisfaction.
- H<sub>0</sub>:** Japanese taste does not affect customer satisfaction.
- H<sub>3</sub>:** Service quality does affect customer loyalty.
- H<sub>0</sub>:** Service quality does not affect customer loyalty.
- H<sub>4</sub>:** Service quality does affect customer satisfaction.
- H<sub>0</sub>:** Service quality does not affect customer satisfaction.
- H<sub>5</sub>:** e-CRM does affect customer loyalty.
- H<sub>0</sub>:** e-CRM does not affect customer loyalty.
- H<sub>6</sub>:** e-CRM does affect customer satisfaction.
- H<sub>0</sub>:** e-CRM does not affect customer satisfaction.
- H<sub>7</sub>:** Social media campaign affects customer loyalty.
- H<sub>0</sub>:** Social media campaign does not affect customer loyalty.
- H<sub>8</sub>:** Social media campaign does affect customer satisfaction.
- H<sub>0</sub>:** Social media campaign does not affect customer satisfaction.
- H<sub>9</sub>:** Customer satisfaction does affect customer loyalty.
- H<sub>0</sub>:** Customer satisfaction does not affect customer loyalty.

## 4. Methodology

This research used the positivism paradigm, and the researcher became independent. The research design in this paper focuses on measurement and information that can be measured (Harvey & Land, 2017). This paper uses a quantitative approach with explanatory research. Explanatory research is the research designed to explain how variables can influence each other and give information on the cause and effect (Adler & Clark, 2014). This research uses associative research that tries to understand the relationship between two variables or more. This model has a degree higher than descriptive research and comparatives (Krishnaswamy et al., 2020).

The research method uses the survey method, which is the formal research to find, collect and analyze data on the sample group like attitude, trust, and opinion (Michaelson & Stack, 2010). The survey method has three items in the process: sample, question design, and data collection. This combination creates a proper survey. As a result, the researcher gathers data from the population's individual, selecting part of the representative samples from the people and generalizing it to one phenomenon (Fowler & Fowler Jr., 2009; Fowler & Cosenza, 2009). This research used a cross-sectional design to gather data and information only at a time from each element of the population or specific respondent (Quoquab & Mohammad, 2016).

In this study, researchers used the nonprobability sampling technique because determining the sample size is not required (Bryman, 2012). The restaurant visitor population explicitly takes a particular age group (15 to 30 years old) as young people in urban areas. If the characteristics tend to be homogeneous, so that nonprobability sampling was more appropriate. This sampling technique did not have to determine the sample size directly. The researcher did not have knowledge or information regarding the number of subjects to be sampled. The implementation of this purposive sampling was carried out by meeting as many as 125 respondents who are the customers of the Japanese restaurant, *Sushi Tei*, in Jakarta. A criterion was that they had eaten at the *Sushi Tei* restaurant in Jakarta. In the end, 100 respondents were eligible to become samples. Researchers focused on respondents from Gen Z and millennials (17-39 years old). Correspondingly, based on the observations done on *Sushi Tei* Restaurant in Jakarta, most customers are gen Z and millennials. In determining the number of samples, 100 people got the Lemeshow formula. The Lemeshow formula approach can calculate the number of samples with an unknown total population (Menard, 2010).

The questionnaire results were tested using Path Analysis with SPSS (Statistical Package for the Social Sciences) software, a tool used to test statistics in the form

of causality or causation. This study aims to find direct and indirect influence between the variables; thus, we used path analysis which applied SPSS. There is an intervening variable to show direct and indirect influence. Path analysis is also called multiple regression with intervening variables.

#### 4.1. Scale of Measurement

This research has six elements: Japanese taste, service quality, e-CRM, Social media campaign, customer satisfaction, and customer loyalty. All of those variables were examined using SPSS. This instrument created a questionnaire to measure respondents' responses based on

the six variables.

There are three types of variables: an independent variable, a dependent variable, and an intervening variable. The Independent variables are Japanese taste ( $X_1$ ), service quality ( $X_2$ ), e-CRM ( $X_3$ ), and Social Media Campaign ( $X_4$ ). The Dependent variable is customer loyalty ( $Y$ ). An Intervening variable in this research is customer satisfaction. Responses to each statement in each variable are on a 5-point Likert Scale (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree). The following are dimensions for each construct (see Table 1).

**Table 1:** Measurements and references

Variable	Dimensions	Source from previous study
Japanese Taste ( $X_1$ )	1. Smell or scent Element in taste that gives a specific smell and differentiates the taste of food with another food. The sense of smell feels it.	Durmond & Brefere, 2004
	2. Taste The sense of taste located on the tongue and felt by another element like cheek and throat produce taste, giving a standard on food taste.	Durmond & Brefere, 2004
	3. Texture Ingredients of food, it can be felt by the sense of touch. It becomes a specialty for food and differentiates one food from another.	Durmond & Brefere, 2004
	4. Temperature It is the degree of hot or cold when food is served.	Durmond & Brefere, 2004
Service Quality ( $X_2$ )	1. <i>Tangible</i> All the elements in a restaurant that we can see explicitly, like facilities, equipment, employee, and communication material.	Akbar & Parvez, 2009
	2. <i>Empathy</i> Employees need to understand customers emotionally by giving attention and taking care of the customer.	Akbar & Parvez, 2009
	3. <i>Assurance</i> Ability to persuade, convince and influence customers to trust the product and service of a company.	Akbar & Parvez, 2009
	4. <i>Reliability</i> <i>Reliability</i> is the ability to show that the performance of the product/service is reliable and accurate.	Akbar & Parvez, 2009
	5. <i>Responsiveness</i> It is the ability to provide products and services swiftly and precisely. Employees handle complaints, requests, and other problems.	Akbar & Parvez, 2009
e-CRM ( $X_3$ )	1. Quality of information It is based on the information system, reflects relevancy, consistency, sufficiency, and recency because it helps a customer make a decision. The information must be clear and concise.	Ab Hamid et al., 2011
	2. Service Quality The staff becomes company representatives. They give information on product and service, and they handle the complaint.	Ab Hamid et al., 2011
	3. <i>Rewards</i> This feature helps to attract customers. An example is giving a reward so customers can collect points after purchasing a product which can be redeemed with discounts or rebates, for example, with membership.	Ab Hamid et al., 2011

	<p style="text-align: center;"><b>4. Integrated marketing channels</b></p> <p>It is integrated between online and offline stores to build a relationship with a customer.</p>	Ab Hamid et al., 2011
<i>Social Media Campaign (X<sub>4</sub>)</i>	<p style="text-align: center;"><b>1. Online community</b></p> <p>The company creates social media as an online community, so that it can introduce its product.</p>	As'ad & Alhadid, 2014
	<p style="text-align: center;"><b>2. Interaction</b></p> <p>It uses social media, like Instagram and Line, that gives notification to followers about company activities. In this case, companies can interact with a customer online.</p>	As'ad & Alhadid, 2014
	<p style="text-align: center;"><b>3. Sharing Content</b></p> <p>A dimension exploring how an individual can change, share and receive content on social media</p>	As'ad & Alhadid, 2014
	<p style="text-align: center;"><b>4. Accessibility</b></p> <p>Social media should be easy to access, requiring no certain skills or <i>user-friendly</i>.</p>	As'ad & Alhadid, 2014
	<p style="text-align: center;"><b>5. Credibility</b></p> <p>It is essential to give clear information to the customer to enhance trust. The company gives simple information to understand and get along emotionally with a target audience that facilitates the customer.</p>	As'ad & Alhadid, 2014
<i>Customer Satisfaction (Z)</i>	<p style="text-align: center;"><b>1. Employee</b></p> <p>Employees must have standards like skills, knowledge, responsiveness, communication, and politeness to help customers.</p>	Mihelis at al., 2001
	<p style="text-align: center;"><b>2. Product</b></p> <p>It is the main criteria for offering products and services like variation, refund, cost, and another services.</p>	Mihelis at all, 2001
	<p style="text-align: center;"><b>3. Image</b></p> <p>It includes trust in product, restaurant, company, and technology to satisfy the customer.</p>	Mihelis at al., 2001
	<p style="text-align: center;"><b>4. Service</b></p> <p>Service is given to customers, from a place or a restaurant, a waiting place, and the service process complexity includes customer information.</p>	Mihelis at al., 2001
	<p style="text-align: center;"><b>5. Access</b></p> <p>It includes location or restaurant branch, buying process, and other standards.</p>	Mihelis at al., 2001
<i>Customer Loyalty (Y)</i>	<p style="text-align: center;"><b>1. Loyalty behavior</b></p> <p>It comes from the consistency in purchasing a product or brand at a particular time.</p>	Kandampuly & Suhartanto, 2000
	<p style="text-align: center;"><b>2. Loyalty attitude</b></p> <p>It is the loyalty to a product or a brand emotionally or psychologically. This loyalty is implicit, but it is the truth.</p>	Kandampuly & Suhartanto, 2000

## 4.2. Descriptive Information

The respondents are 100 (*Sushi Tei* customers), taken from generation Z respondents and millennials aged 17-39 years old. The results showed 88 percent of the respondents were women, and 12 percent were men. The age of *Sushi Tei* customers varies; 70 percent of the customers were 23-28 years old; 15 percent were 17-22 years old; 13 percent was 29-33 years old, and only two percent were 34-39 years old. A diploma or undergraduate graduates dominated 60 percent of *Sushi Tei* customers, S2 graduates dominated 25 percent of *Sushi Tei* customers, and the final 15 percent were high school graduates. The income of the number of responses

was dominated by those who earned >7,000,000 at 36 percent, then 26 percent earned 5,000,000 – 7,000,000, 20 percent earned 3,000,000-5,000,000 and the remaining 18 percent earned <3,000,000. These results indicate that most of the *Sushi Tei* customers were people with middle to upper-class income. This research was conducted using the SPSS version 26 as a tool for analyzing data. The validity test was carried out with the Pearson Correlation, with an R table of 0.195.

### 4.3. Reliability

Reliability in this research considers the dependability, stability or steadiness, consistency, predictability, and accuracy of a measure. Babbie (2008) explained that consistency is needed for the same measurement results at different times and places. Conversely, studies are deemed unreliable or reliable if repeated measurements yield different results. The variables in this study were tested of its reliability, and all showed positive or reliable results to be used as a questionnaire to respondents.

**Table 2:** Variable and number of statements

Variable	Total statement	r-critical	r-alpha	Test Result
Japanese Taste	6	0,6	0,809	Reliable
Service quality	6	0,6	0,816	Reliable
e-CRM	5	0,6	0,846	Reliable
Social Media Campaign	5	0,6	0,864	Reliable
Customer satisfaction	5	0,6	0,875	Reliable
Customer loyalty	5	0,6	0,806	Reliable

If alpha Cronbach is > 0,6, the instrument was not reliable. The result of the reliability test shows that Japanese taste is 0.809. Service quality is 0.816, e-CRM is 0.846, the social media campaign is 0.864, customer satisfaction is 0.875, and customer loyalty is 0.806. All Reliability and Cronbach's values exceed the value of 0.6, so all of them are reliable (see Table 2).

### 5. Results

The result of the research was processed by SPSS 26 and was calculated by the Path Coefficient Model. The result of regression was shown in Tables 3, 4, 5 & 6.

The path coefficient of the model I refers to the regression output model I. The table shows that the significance of the Japanese taste variable is 0,000, service quality is 0,004, e-CRM is 0,025, and the social media campaign is 0,045. These results indicate that the regression model I, Japanese taste variable, service quality, e-CRM, and social media campaign significantly affect the Y variable because it is smaller than 0,005. It confirmed previous research conducted by Al-Tit et al. (2015), who explained a significant relationship between service quality, food quality, and customer satisfaction. Research by

Rozekhi et al. (2016) also said that food quality attributes significantly affect customer satisfaction.

The R square value is 68.7 percent, and the remaining 31.3 percent is the contribution of variables outside the research. The value of  $e1 = 1\sqrt{1 - 0,687} = 0.5594$

**Table 3:** Descriptive Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 <sup>a</sup>	.687	.674	1.549

a. Predictors: (Constant), Social Media Campaign, service quality, Japanese Taste, ECRM

**Table 4:** Result Path Coefficient I

		Unstandardized Coefficients			T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.599	1.444		1.800	.075
	Japanese Taste	.292	.076	.321	3.824	.000
	Service quality	.208	.071	.238	2.927	.004
	ECRM	.172	.076	.215	2.274	.025
	Social Media Campaign	.165	.081	.190	2.031	.045

a. Dependent Variable: Customer Satisfaction

The Path Coefficient Model II refers to the regression output model 2. The table shows that the Japanese taste variable significance is 0.001, service quality was 0.001, and e-CRM is 0.035. The social media campaign is 0.184, and customer satisfaction is 0.30. These results indicate that regression model II, the variables of Japanese taste, service quality, e-CRM, and customer satisfaction, significantly affect the dependent variable directly, customer loyalty (see Table 5). However, social media campaign has no significant effect on customer loyalty variable because it is greater than 0.050.

**Table 5:** Descriptive Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 <sup>a</sup>	.670	.653	1.770

a. Predictors: (Constant), Customer Satisfaction, Social Media Campaign, Service Quality, Japanese Taste, e-CRM

This study results align with the research results (Santouridis & Trivellas, 2010), which explains that service quality influences customer satisfaction, and customer satisfaction creates customer loyalty. Lam et al. (2013) said that there was a significant effect of e-CRM on loyalty. The

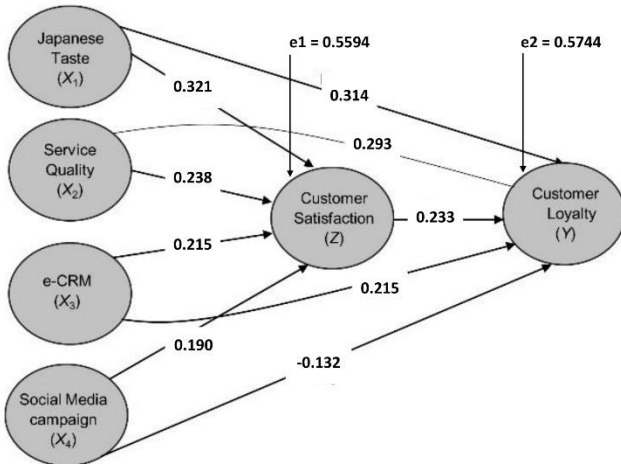
R square value is 68.7 percent, and the remaining 31.3 percent is the contribution from variables outside the research.

**Table 6:** Result Path Coefficient II

		Unstandardized Coefficients			T	Sig.
		B	Std Error	Beta		
1	(constan)	-.917	1.678		-.546	.586
	Japanese Taste	.316	.094	.314	3.372	.001
	Service quality	.284	.085	.293	3.349	.001
	e-CRM	.190	.089	.215	2.139	.035
	Social Media Campaign	-.127	.095	-.132	-1.339	.184
	Customer satisfaction	.259	.117	.233	2.207	.030

a. Dependent Variable: Customer Loyalty

The value of  $e2 = 1\sqrt{1 - 0,670} = 0.5744$ . Japanese taste affects customer loyalty indirectly with customer satisfaction as mediating variable  $0,321 \times 0.233 = 0.076$ . E-CRM has indirect effect to customer loyalty  $0.215 \times 0.233 = 0.005$ . Service quality has indirect effect to customer loyalty  $0.238 \times 0.233 = 0.055$ . Social media campaign affects customer loyalty indirectly  $0.19 \times 0.23 = 0.043$ .



**Figure 2:** Path Coefficient Model

## 6. Discussion

This study shows similar and different results to the previous study. Researchers found some interesting fact about customer satisfaction and customer loyalty in

restaurant. Based on the research, Hypothesis  $H_1, H_2, H_3, H_4$  are accepted. Japanese Taste has the most significant direct influence to customer satisfaction ( $\beta= 0,382$ ). It is confirmed by previous study research stating that food quality attributes significantly affect customer satisfaction (Rozekhi et al., 2016; Cha & Lee, 2018).

Taste has some dimensions like smell, flavor, texture, and food temperature. Customers have some expectations for their food. A restaurant that provides food with good taste as expected will satisfy their customers.

Service quality has a significant effect on customer satisfaction ( $\beta= 0,238$ ). According to previous research, there is a significant influence and relationship between service quality dimensions on customer satisfaction (Rod et al., 2009).

CRM element has a positive relationship with customer satisfaction (Long et al., 2013). Research conducted on e-CRM shows that e-CRM effectively strengthens relationships with customers, promotes and strengthens virtual communities to create satisfaction (Alim & Ozuem, 2014). A previous study shows a positive influence from e-service quality towards customer satisfaction in banks (Tabash et al., 2019). Customer relationship is essential to satisfy the customer in banks along with the food and beverage industry.

Service quality is essential in the service industry; restaurants have employees who work to serve customers, greet them, clean tables, handle complaints, give menus and recommendations, and satisfy the customers. A previous study stated that service, quality of human interaction and customer service would improve customer satisfaction (Kim et al., 2013). Bad service would have a negative effect on customers, and they can be dissatisfied. e-CRM has a significant effect relationship to customer satisfaction directly ( $\beta= 0,215$ ).

E-CRM is oriented to keep and maintain customer relationships. In the end, it will attract new customers to develop business (Romano & Fjermestad, 2001). E-CRM has roles in building relationships with the customer, and the customer who has a positive relationship with the company will be satisfied. In the food and beverage industry, the company needs to know customer needs and maintain relationships, gaining customer relationships. The social media campaign has a direct influence on customer satisfaction ( $\beta= 0,215$ ).

The social media campaign has a direct influence on customer satisfaction ( $\beta= 0,190$ ). Therefore it can be concluded that the social media campaign directly has a significant effect on customer satisfaction. Hanasysya (2017) examined that social media marketing significantly affects customer satisfaction. Similar research was conducted on a famous retail brand, Zara, revealing that social media through Facebook significantly affects

customer satisfaction and loyalty (Gamboa & Gonçalves, 2014).

All hypotheses  $H_1$ ,  $H_3$ ,  $H_5$ ,  $H_9$ , are accepted. These hypotheses examine several variables that influence customer loyalty directly. Customer loyalty has existed and given profit to companies. It is so essential for an organization to maintain a customer relationship (Zakaria, 2014). Loyalty can be seen from customer behavior when purchasing at least three times or more at a particular time (Griffin, 2004). Loyalty has two dimensions: loyalty behavior and loyalty attitude (Kim et al., 2015). Japanese taste has a powerful direct influence on customer satisfaction ( $\beta= 0,382$ ).

Taste is a fundamental factor in the food and beverage industry; taste will affect customer repurchase of product or service. Service quality has a significant effect on direct customer loyalty. Service quality has a significant influence on customer satisfaction ( $\beta= 0.215$ ). Service quality is measured by the quality of the product and service given to the company's customer and has five dimensions (Akbar & Parvez, 2009). Service quality directly has a significant effect on customer loyalty. Analysis of the effect on service quality and customer loyalty is significant at 0.001. Research conducted by Kheng et al. (2010) showed that service quality could increase customer loyalty.

E-CRM has significant influence to customer loyalty. Lam et al. (2013) said in their research that there is a significant effect of e-CRM on loyalty. The study was conducted in industrial banking. E-CRM in Japanese restaurants and mobile companies has an essential role in influencing customer loyalty. Previous research shows that relationship marketing influences customer loyalty in the fashion design industry (Khoa, 2020). The fashion design industry needs to build a good relationship with its customer. A good relationship will make customers loyal and trust the product. Even other findings such as by Auditya & Hidayat (2021) confirmed that young customer groups or Millennials have an engagement to expand the market.

On the contrary, the effect of social media campaigns (Gamboa & Gonçalves, 2014) found that Facebook enhances relationships that increase loyalty through trust and customer satisfaction. This research was conducted in clothing retail. Social media campaign does not have enough power to make customer loyal. Taste is the most powerful variable at food and beverage industry. Customer satisfaction has a significant influence on customer loyalty ( $\beta= 0,233$ ). Customers are satisfied because their expectations are met by the company's performance (Santouridis & Trivellas, 2010). Hence the company performance is when a company gives the best products or services to a customer.

This study also used customer satisfaction as a variable

intervening to examine customer loyalty. As a result, it shows significant indirect influence, Japanese taste to customer loyalty through customer satisfaction. Customers feel satisfied with the taste of food, becoming loyal customer in food and beverage industry. Therefore, product and service can be satisfying when it can provide what customer wants and needs.

## 7. Conclusion

This research was conducted to determine the effect of Japanese taste, service quality, e-CRM, social media campaigns, and customer satisfaction on customer loyalty. Customer satisfaction becomes an intervening variable. The hypothesis was tested using path analysis. The hypothesis testing results indicate that there is a significant effect of Japanese taste on customer satisfaction.

Service quality has a significant effect on customer satisfaction. Meanwhile, e-CRM has a significant influence on customer satisfaction. Social media campaigns have a significant effect on customer satisfaction. The results also show that Japanese taste has a significant effect on customer loyalty. Service quality influences customer loyalty, and e-CRM influences customer loyalty. Furthermore, customer satisfaction influences customer satisfaction.

However, social media campaigns do not have a significant effect on customer loyalty. Based on the above research results, it can be concluded that customers who get offers from Sushi Tei's social media campaigns are satisfied with the information provided. Nevertheless, these customers are not immediately loyal to the information presented. Still, the Japanese taste served by Sushi Tei gives satisfaction to its customers so that they become loyal. The quality of service from Sushi Tei employees can also meet its customers' expectations so that they become loyal to the dishes served and enjoy Japanese cuisine at Sushi Tei. Based on the study results, it can be concluded that the Millennial generation and Gen Z are satisfied with the Japanese restaurant Sushi Tei because of its Japanese taste, quality of service provided, e-CRM, and social media campaigns. Therefore, they become loyal because they were satisfied with the taste given.

The research has several limitations. First, this research was conducted solely on Millennial and Gen Z samples at Sushi Tei Japanese restaurant customers. This research focuses on Millennials and Gen Z based on observation. The observation shows that Gen Z and Millennials dominate sushi Tei customers. -Second, it exclusively directed Sushi Tei in Indonesia, especially Jakarta. This research can be explored more in Sushi Tei outlets in other

countries. The study suggests that a larger sample in other big cities and even in other countries can be used to see each variable's effect.

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