



ANALYZING FACTORS TO IMPROVE SERVICE QUALITY OF LOCAL SPECIALTIES RESTAURANTS: A COMPARISON WITH FAST FOOD RESTAURANTS IN SOUTHERN VIETNAM

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ABSTRACT

The top fast food restaurant brands like KFC and MacDonald's have gone global and demonstrated their successful business strategies through providing quick-service and convenience for customers. Meanwhile, local specialty food has recently emerged as a phenomenon attracting customers' attention on traditional value of ethnic food culture. The purpose of this study is to conduct a regional survey in Vietnamese restaurant companies to identify some key factors that make customers interested in local dishes. Questionnaires were delivered to customers having meals at local specialty restaurants in Ho Chi Minh City, Vietnam. The restaurants' service quality focuses on six dimensions including price, healthy food, staff management, decoration, hygiene and location using a 5-rank scale measurement. The management staff of the surveyed restaurant companies demonstrated good level of knowledge on and awareness of doing business. However, issues of price and cultural management style in the restaurant business are insufficient. The results showed that the menu price for regular items of these specialty restaurants is not reasonable for most local diners to afford. Concerning about communication culture, the research interview also pointed out that the management staff should provide proper guidance for waiters on serving etiquette to make customer more satisfied. The main conclusion of this study is the need for collaboration between restaurant entrepreneurs in the area in order to implement the principles of healthy eating in out-of-home settings.

Keywords: Tradition, Healthy eating environment, Restaurant, Fast food, Service quality, Local specialties.

Contribution/ Originality

This study contributes in the existing theory of extending the impact of space service factors in determining the trends of customer loyalty and to clarify the practical benefits of the method built from the research's findings provided by the researched service organizations.

1. INTRODUCTION

Vietnam has one of South-East Asia's fastest-growing economies and has put stable steps on the progress of development. The central cities such as Ho Chi Minh and Hanoi are considered as home to some of Vietnam's biggest market areas, especially food market. In this study, the authors do a survey to examine about how recently food market has changed with certain standards in the majority of Ho Chi Minh citizens.

The change in the economic environment, culture and society has changed dietary needs of Vietnamese diners. In 1986, communist party started the national economic renovation. After that reform, the country's economy in general and food industry in particular has developed both in size and scale beyond the expectation of local and international investors. Early 2000s, the fast food market has formed in Vietnam, with a series of foreign food chains. Lotteria was the Korean brands of fast food which opened its first restaurant in Vietnam since 1997. KFC, Jollibee, and Burger King were the later ones that put step on Vietnamese food market in the year of 2000s. However, McDonald has just opened its first franchise in Vietnam until last year 2013. It was revealed that fast-food chains seem to be not affected by economic downturn in Vietnam when a series of strong brands having entered and are about to enter Vietnam. The large market with ninety million people and the high percentage of population of under the age of thirty is very attractive to domestic and foreign investors. Another factor contributing to the attractiveness of the fast food market is that it fulfils all the four basic needs of humans (food-drinks-accommodations-travelling). The fast food industries satisfying these requirements seem to be less affected by economic recession. In addition, the gloomy real estate market in Vietnam has made the rent for retailing spaces much cheaper than the previous years.

Competition in the food chains can be understood as the invisible war between modern fast food chains and hundreds of thousands of family-sized food shops in Vietnam. One of the advantages of local brand is the ability to satisfy strict requirement of local diners on traditional tastes. It is difficult for international brands to adjust ideas and concepts to suit the culture of Vietnam, while domestic brands are already appropriated to local people's habit of eating.

Vietnamese specialty food has begun to demonstrate its' competitive advantage in recent years and contribute to create business competition between local brands and international brands. Diners in this country now more and more prefer to come back old day with traditional menus. Catching up the opportunity, a large number of restaurants have decided to volunteer in this field and a series

of local food restaurants have been opened in cities area of this country. In addition, barriers to entry of this type of business is very small and almost create pressure forced the organizations or individuals involved in this type of business for long-term survival benefit and achieve goals net investment should have both financial and knowledge aimed at attracting more customers, including customers of old and new customers.

However, as well as other types of business, customer loyalty is still important and also leveraged to create success for the existing local speciality restaurant and its' sustainable development. The restaurant must focus on investment, research to understand customer needs and create customer loyalty. The loyalty of target customers is a top priority in the context of fierce competition the current restaurant industry. No business owner realizes that the cost to new customers looking for a cost many times more than the cost of keeping an existing customer. First, the cost of advertising, promotion, sales and detection of new customer demands are high; and second, new customers need some time "transition" can become customers of benefit business profit (Athanas *et al.*, 2001).

The trend of customer loyalty is a familiar concept in the field of marketing; the easiest way to understand the trend is said to repeat purchase behaviour of consumers. And in this situation, it is the tendency to repeat the behaviour in a certain restaurant. Despite the restaurant opened other people still tend to be loyal to a certain restaurant and even when choosing a certain seat at familiar restaurants. Thus the owners of the restaurant must recognize restaurant's space service system itself with distinct management style is a core element in increasing the level of loyalty to the restaurant. Aspects of space services can have a strong influence on the trend of customer loyalty as a concept has been established in many contexts (Harris and Ezeh, 2008). Despite the obvious importance of the service space, still more surprisingly lack of empirical research to clarify the role of space in the context of service consumption and its influence on purchase decisions of customers (McCurren *et al.*, 2003).

2. LITERATURE REVIEW

2.1. Customer Loyalty

According to the study of Kandampully and Suhartanto (2000), a loyal customer is a customer who repurchases from the same service provider whenever possible, who continues to recommend and who maintains a positive attitude towards the service provider. Customer loyalty is a critical target of fierce duel in the restaurant business today. In a business context loyalty can be defined as a customer's commitment to do business with a particular organization, purchasing their goods and services repeatedly, and recommending the services and products to other people (McIlroy and Barnett, 2000).

2.2. Space Services

Complex physical environment was perceived in many service organizations such as hospitals, hotels, airlines, banks and restaurants by requiring meticulous design, choreography location, and

interior to achieve many goals of the organization and marketing (Bitner, 1992; Lockyer, 2003; Ryu and Jang, 2008). Similarly, Ryu and Jang (2008) has identified three factors that influence the perceived quality of the physical environment: ambient conditions, vehicle design and social factors. According to Bitner (1992), there are three factors that constitute space services:

(1) Ambient conditions: Ambient conditions are the factors affecting the human senses such as sound, temperature or light.

(2) Spatial layout and functionality: functional aspects are understood as whole objects, tools to perform the functions of space and how service organizations, arranging tools and utensils to serve the primary function of the service space efficiently, and most reasonable harmony.

(3) Elements related to aesthetic appeal: Art has the effect of giving customers enjoy and feel comfortable with the general service space. The direct impact on the art aspect of the space conditions in service delivery to create artistic elements important role in contributing to the increase in the level of customer satisfaction.

2.3. Research Models and Hypotheses

2.3.1. Location

Among the agents which can be used to create the service context, location is recognized as one of the factors that influence and potentially most charismatic (Milliman, 1986). He indicated that location is related to the condition of traffic patterns and accessibility for both customers and employees.

Hypothesis 1: Restaurant's location has positive effect on customers' loyal.

2.3.2. Hygiene

Hygiene is an extremely important component of overall physical and environmental impact assessment of the customer service experience (Barber and Scarcelli, 2010). Hygiene can be defined as no dirt (including dust, stains and odor nuisance). Brow *et al.* (1991) suggested that hygiene is an important factor that can increase satisfaction, customer service and there is no evidence to suggest that it may cause dissatisfaction for customers.

Hypothesis 2: Restaurant's hygiene has positive effect on customers' loyal.

2.3.3. Decorations

Bitner (1992) emphasized that the implied message like the decorations (such as quality of materials used in construction, the artwork and the paving material floor) offer suggestions for customers about the standards and expectations of etiquette and behavior. In that sense, decoration is a symbol that can be used to create a suitable atmosphere in which space services (Lytle *et al.*, 2002).

Hypothesis 3: Restaurant's decoration has positive effect on customers' loyal.

2.3.4. Staff Management

The staff management can be considered as how the manager controls staff in working environment. The capacity of staff can be defined as the level of understanding of products and services (Wang *et al.*, 2014) as well as the ability to meet and handle the situation arising in the customer service space goods (Nguyen *et al.*, 2014).

Hypothesis 4: Staff management has positive effect on customers' loyal.

2.3.5. Healthy Food

The concept of nutrition environment is a complex determinant, which includes factors that affect nutrition such as: availability, accessibility and attractiveness of food; location and organization of eating process; perception of food safety, information and promotion of some foods (Lytle and Fulkerson, 2002).

Essential factors for creating a healthy menu in the restaurant are the level of knowledge and positive attitude of management staff and the skills of the operational staff to prepare and offer healthy food (Kratt *et al.*, 2000).

Hypothesis 5: Healthy food has positive effect on customers' loyal.

2.4. An Overlook at Traditional Food in Vietnamese Market

Traditional food is varied, distinctive and, because it is comparatively low fat and high in carbohydrate, generally healthy. There are many delicious foods such as pho, broken rice, spring rolls, etc that local people and visitors can be easy to find in outdoor markets. Vietnamese traditional foods enhance competition with fast food also because of the familiar taste, imbued with national culture, belly and healthy, not due to pricing competition. Recently, Vietnamese enterprises rush to open local food restaurants in Ho Chi Minh city as a best way of collecting profit from this kind of business, whereas building the suitable strategy to attracting customers' attention and enhancing their loyalty may come to urgent for the situation. Taking advantage of the elements of health and tradition value, Ho Chi Minh citizens have tended to reject fried-chicken and hamburger and come back old day with local food. Catching up the opportunity, a large number of restaurants have decided to volunteer in this field of local specialties and this will lead to higher levels of industry competition and initially achieved remarkable success.

3. METHODOLOGY

3.1. Research Design

After receiving objective criticisms and suggestions from advisors, the author designed the research questionnaire as a tool of collecting data. The respondents are diners eating at both local specialty and fast food restaurant.

3.2. Measurement Instrument

The questionnaire composed of three sections: (1) Section one collects the demographic information; (2) Section two collects the response on the six sub-scales of customer's satisfaction (location, hygiene, decoration, staff management and healthy food); (3) Section three contains additional questions about overall satisfaction of customer.

The five-point Likert scale- These items were in the form of five-point Likert scale. Options were ordered as; "Strongly dissatisfied", "dissatisfied", "Undecided", "satisfied" and "Strongly satisfied". The answers were ordered from "Strongly dissatisfied" to "Strongly satisfied" by grading them from 1 to 5.

3.3. Data Collection

Questionnaire was designed and presented in February, 2013. Each questionnaire has 27 variables in total, so the necessary sample size is $n \geq 30 \times 5 = 150$. The response was taken from a sample of 500 customers. The author spent five weeks to deliver questionnaires to the respondents and calculate the collected data. He personally visited restaurants and persuade diners spending time to fill out the questionnaires. He also gave diners a small gift as expressing his thanks to their great attitude. In the total of 500 questionnaires retrieved, 34 questionnaires were discarded; thus 456 questionnaires were deemed good to be analyzed, which represented a response rate of 91.2 %.

3.4. Data Analysis Method

Descriptive statistic is defined as a set of brief descriptive coefficients that summarizes a given data set, which can either be a representation of the entire population or a sample. This method shows the ability to process data into the form of the mean, median and mode, the standard deviation, the minimum and maximum variables. It also provides a useful description of the basic features of a collection of the data in a study and present data by simple charts. In this study, the researcher uses percentage and frequency to present the demographic characteristic of respondents.

The *validity of a questionnaire relies* first and foremost on reliability. If the questionnaire cannot be shown to be reliable, there is no discussion of validity. Validity means the ability questionnaire or survey of going on right purposes. The questionnaire validity focuses on how its process can be used. Reliability shows the instrument's characteristic, but validity expresses the way the instrument is employed. Content validity referred to whether the instrument can cover items that purpose to cover. At first, [Muijis \(2004\)](#) recommends that literature had to be reviewed to get the theoretical knowledge about the content or definitions of concepts that are used before designing the instrument for the particular study. Next, content validity for the survey instrument was received advices from experts for advices because their review and comments help to eliminate ambiguities in the items.

Reliability indicates degrees of consistency between multiple measurements of a variable. Firstly, we consider consistency of the entire scale, which Cronbach's alpha being the most widely used measure. The acceptable limitation for Cronbach's alpha is 0.70, although the agreed lower

limit for Cronbach's alpha may decrease to 0.60 in exploratory research (Hair *et al.*, 2010). The present study adopts Peterson (1994) suggestions with the value 0.6 deemed the lower limit of acceptability. Next, to measure item reliability, we regard on the item-to-total correlation (the correlation of the item to the summated scale score). It is suggested that the item-to-total correlations should exceed 0.3.

Exploratory factor analysis (EFA) is a statistical tool which is applied to discover the underlying structure of large set of variables. The purpose of using EFA technique in factor analysis is to identify the underlying relationships between different variables. The author decided to apply this technique because he wanted to develop the research measurement scale and identify related sets of underlying measured variables. Although the author has formulated hypothesis with needed factors for the research, he still want to use EFA to test again these factors in order to identify the underlying relationships between different variables. EFA procedures are more accurate when each factor should be at least 3 to 5 measured variables per factor.

Our study applied exploratory factor analysis as a highly useful and powerful multivariate statistical technique for effectively extracting information from large bodies of interrelated data. When variables are correlated, we manage these variables by grouping highly correlated variables together, labelling or naming the groups.

Multiple regression analysis is statistical technique that the author decided to use in order to predict the unknown value of a variable from the known value of two or more variables. The goal of applying multiple regression analysis in this research is to use the independent variables to predict the dependent value selected by the researcher's purposes. More precisely, multiple regression analysis helps us to predict the value of Y for given values of X₁, X₂, ..., X_k.

By multiple regressions, we mean models with just one dependent and two or more independent (exploratory) variables. The variable whose value is to be predicted is known as the dependent variable and the ones whose known values are used for prediction are known independent (exploratory) variables.

In general, the multiple regression equation of Y on X₁, X₂, ..., X_k is given by:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + \dots + b_k X_k$$

Here b₀ is the intercept and b₁, b₂, b₃, ..., b_k are analogous to the slope in linear regression equation and are also called regression coefficients. They can be interpreted the same way as slope. Thus if b_i = 2.5, it would indicates that Y will increase by 2.5 units if X_i increased by 1 unit.

Besides, the standardized regression coefficients (β) reflect the relative impact on dependent variable of a change in one standard deviation in either variable.

Once a multiple regression equation has been constructed, one can check how good it is by examining the coefficient of determination (R²). R² always lies between 0 and 1. The closer R² is to 1, the better is the model and its prediction.

The correlation coefficient (r) is a measure of the strength of the linear relationship between two variables. The correlation coefficient values ranks between +1 and -1. If correlation coefficient equal to 0 indicates no linear relationship, +1 indicates a perfect positive linear relationship: as one

variable increases in its values, -1 indicates a perfect negative linear relationship: as one variable increases in its values. In details, if correlation coefficient values between 0 and 0.3 (0 and -0.3) indicate a weak positive (negative) linear relationship via a shaky linear rule, between 0.3 and 0.7 (0.3 and -0.7) indicate a moderate positive (negative) linear relationship via a fuzzy-firm linear rule, between 0.7 and 1.0 (-0.7 and -1.0) indicate a strong positive (negative) linear relationship via a firm linear rule.

4. DATA ANALYSIS AND RESULTS

4.1. Statistics of the Customers' Characteristics

A description of the sample is as follows:

Table-1. Statistics of the Sampled Customers' Characteristics

	Category	Frequency1	Frequency2	Percentage2	Percentage1
Gender	Female	138	315	71	39
	Male	212	130	29	61
Career	Student	134	79	18	39
	Official staff	106	190	42	30
	Factory worker	21	35	8	6
	Businessman/Seller	73	85	19	21
	Retiree	16	56	13	4
	Frequency	This is the first time	43	95	21
	More than two times	45	124	28	13
	More than three times	262	226	51	75
Why do you come to visit this kind of restaurant?	Gather with friends/family to have fun	71	25	5	20
	Favorite food	22	89	20	6
	Run business	24	30	6	7
	Suitable price	34	31	7	10
	Delicious food	23	75	17	6
	Love the service space	86	93	20	25
	Having meal	45	80	18	13
Income	Less than 200\$	45	32	8	13
	200\$-400\$	155	80	18	45
	400\$-500\$	68	90	20	19
	Above 500\$	42	160	36	12
Total		350	445	100%	100%

4.2. Cronbach's Alpha

Table 2 shows Cronbach's alpha for the variables related to Healthy Food, Hygiene, Decoration, Staff Management, Location, and Customer Loyalty were 0.856, 0.859, 0.882, 0.840, 0.829, and 0.876 respectively indicating acceptable internal consistency reliability. No item of this subscale was removed based on the item total correlation (> 0.30).

Table-2. Cronbach's Alpha for Available Variables

Measurement Scale	Cronbach's alpha	Corrected Item-Total Correlation	
Healthy Food	0.856	F1	.724
		F2	.668
		F3	.679
		F4	.736
Hygiene	0.859	H1	.684
		H2	.785
		H3	.744
		H4	.606
		H5	.684
Decoration	0.882	D1	.674
		D2	.785
		D3	.719
		D4	.738
		D5	.683
Staff Management	0.840	S1	.724
		S2	.719
		S3	.670
		S4	.633
		S5	.699
Location	0.829	L1	.696
		L2	.612
		L3	.760
		L4	.567
Customer Loyalty	0.876	C1	.722
		C2	.706
		C3	.671
		C4	.712
		C5	.712

4.3. Exploratory Factor Analysis

The measurement scale for infrastructure space services including 5 components (Healthy Food, Hygiene, Decoration, Staff Management, and Location) is analyzed with EFA approach.

As shown in Table 3, the KMO is 0.884 and the significance is lower than 0.01. Then we concluded that the subject questionnaire item is suitable for factor analysis.

Table-3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.884
Bartlett's Test of Sphericity	Approx. Chi-Square	3154.056
	df	231
	Sig.	.000

The eigenvalues for the first 6 components are all greater than 1 and these factors account for more than 70.37% of the total variance. This suggests that the scale items are one-dimensional.

Exploratory Factor Analysis (EFA) result for ISpace Services is shown as table 4:

Table-4. Rotated Component Matrix

Component	1	2	3	4	5	6
H1	.854	--	--	--	--	--
H2	.799	--	--	--	--	--
H3	.699	--	--	--	--	--
H4	.690	--	--	--	--	--
S1	--	.884	--	--	--	--
S5	--	.887	--	--	--	--
S2	--	.851	--	--	--	--
S3	--	.768	--	--	--	--
S4	--	.876	--	--	--	--
D2	--	--	.820	--	--	--
D4	--	--	.740	--	--	--
D3	--	--	.766	--	--	--
D1	--	--	.784	--	--	--
F1	--	--	--	.663	--	--
F4	--	--	--	.608	--	--
F3	--	--	--	.741	--	--
F2	--	--	--	.789	--	--
L3	--	--	--	--	.797	--
L1	--	--	--	--	.650	--
L2	--	--	--	--	.877	--
L4	--	--	--	--	.777	--
C1	--	--	--	--	--	.787
C2	--	--	--	--	--	.987
C3	--	--	--	--	--	.666
C4	--	--	--	--	--	.766
C5	--	--	--	--	--	.876

4.4. Correlation Analysis

The objective of correlation analysis is to measure the relationship between each factor and customer loyalty. Because Person correlation coefficients are between 0.3 and 0.7 (0.3 and -0.7) which indicate a moderate positive linear relationship, it is concluded that Hygiene, Decoration, Staff Management, Healthy Food, and Location are found to be significant and moderate positive correlated with customer loyalty (correlation coefficient or “r”=0.489, 0.598, 0.534, 0.461, 0.484 respectively).

Table-5. Correlation Analysis

Factor	Pearson Correlation	Sig. (2-tailed)	N
Customer loyalty	1	.000	445
Hygiene	.489**	.000	445
Decoration	.598**	.000	445
Staff Management	.534**	.000	445
Healthy Food	.461**	.000	445
Location	.484**		445

4.5. Mean Value Comparison

Table 6 shows mean value comparison between five factors of restaurant space service. Customers did not agree that fast food is healthy (2.613), whereas they considered traditional dish as healthy as cheap (3.800). Besides, customers were dissatisfied with management style of traditional food (2.945), while they love serving style of fast food restaurant (3.358).

Table-6. Summary Statistic Means Value of Five Factors in Satisfaction Level

Factors	Mean value	
	Satisfaction Level towards Fast Food Restaurant	Satisfaction Level towards Traditional Food Restaurant
Healthy Food	2.613	3.800
Hygiene	3.782	3.985
Decoration	3.681	3.275
Management	3.358	2.945
Location	3.445	3.870

The mean values of each item are calculated under the reliability analysis and briefly demonstrated in table 7.

Table-7. Summary Statistic Means Value of Six Factors in the Measurement Scale

Items	Fast Food	Local Food
Food Ingredient		
Rich in vitamins and minerals	2.28	3.69
Natural, no sugar added	2.40	3.66
Plant food	3.00	3.76
Low content of salt	2.80	3.92
Poor in animal fats	2.87	3.98
Rich in vitamins and minerals	2.74	3.80
Management Style		
Waiters serve customer request promptly.	3.40	3.40
Staff complies with customer's request.	3.00	3.00
Staff can understand your need.	4.80	4.80
Staffs show their willingness.	4.74	4.74
Decoration		
The restaurant interior is well-adorned.	3.40	2.66
Good designing	3.00	2.10
Comfortable table	3.80	3.34
Comfortable chair	4.74	3.22
Hygiene		
Clean walkways	3.90	3.66
Clean toilet	3.10	4.00

Continue

Clean kitchen utensils	3.60	4.31
Standard of hygiene.	4.10	4.21
Location		
Good traffic	3.33	3.76
Clean and quiet area	3.20	3.60
Easy recognized	3.80	3.54
Convenient location	3.43	3.22

4.6. Regression Analysis

Table 8 provides the R and R² value. The R value is 0.716, which represents the simple correlation and, therefore, indicates a high degree of correlation. The R² value indicates how much of the dependent variable, the loyalty of customer can be explained by the independent variable: Hygiene, Decoration, Staff Management, Healthy Food, and Location. In this case, 51.2% can be explained, which is very large.

Table-8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.716 ^a	.512	.501	.52834	.000

a. Predictors: (Constant), Hygiene, Decoration, Staff Management, Healthy Food, and Location

b. Dependent Variable: the loyalty of customer

Table 9 indicates that the regression model predicts the outcome variable significantly well. $P < 0.0005$ which is less than 0.05 and indicates that, overall, the model applied is significantly good enough in predicting the outcome variable. The F-sig in table 10 is 44.959 or it can be said that the model is not fit to actual data set in the real phenomena.

Table-9. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	62.752	5	12.550	44.959	.000 ^a
Residual	59.738	214	279		
Total	122.489	219			

a. Predictors: (Constant), Hygiene, Decoration, Staff Management, Healthy Food, and Location

b. Dependent Variable: the customer loyalty

The regression output, reproduced in Table 10 shows that music are not significant (sig >5%). This variable barely fails to reach significance and drop out of the regression model. Hygiene, Decoration, Staff Management, Healthy Food are significant (sig < 0.05). In the condition of other factors in the regression model did not change, if Hygiene increased 1 unit, it will make the loyalty tendency of customer increased 0.245. Similarly, if Hygiene, Decoration, Staff Management,

Healthy Food increased 1 unit, they will make the loyalty tendency of customer increased 0.302, 0.154, and 0.151, respectively.

Table-10. Coefficients

Models	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.170	.219	--	777	.438
Location	.045	.063	.045	714	.476
Hygiene	.245	.062	.253	3.962	.000
Decoration	.302	.079	.289	3.833	.000
Management	.154	.068	.151	2.249	.026
Healthy Food	.151	.066	.135	2.295	.023

Hygiene, Decoration, Management, and Healthy Food have positive correlations with customer loyalty. Standardized coefficients of Hygiene, Decoration, Staff Management, Healthy Food are 0.253, 0.289, 0.151 and 0.135 respectively. These indexes indicate that Decoration factor has strongest impact on customer loyalty. Hygiene, Management, Healthy Food comes next, respectively

5. MAIN FINDINGS AND CONTRIBUTIONS

This study, firstly, attempts to apply an effective model of infrastructure space service to measure the impact of these factors on customers' loyalty.

This study has not only provided an effective methodology for testing measurement scale of restaurant space service, but it has also contributed by providing and testing a model with material aspects and social aspects. Although the study has some limitations, its' significant findings may help managers to have effective strategies for sustainable development in the field of restaurant. Managers must realize that huge profits are easily gotten from taking care of the key factors in space services (Hygiene, Decoration, Management, and Healthy Food) through the act of building an organizational working environment. Moreover, to effectively develop these factors, the managers have to motivate and encourage their staff how to show their ability at workplace.

As the results of the current study, decorating and designing is the most important factor that helps to create the loyalty of customers. Managers need to pay special attention in the design, from overall space or general layout to the details items. However, aesthetics is also very essential that leads to customer's decision of coming back to the restaurant.

The study results also particularly emphasized the impact of hygiene factor. Managers need to have a general view to detailed items of hygiene in restaurants in order to ensure that all areas of the restaurants are clean. For example, tables, chairs, toilets, floors, furniture, sidewalks, ceilings, walls, .etc. need to be noticed. Besides, restaurant needs to be certified for food safety by the state

agencies. Nowadays, the rigorous demands of hygiene tend to increase proportionally with specified economic class that restaurants aim to serve.

Healthy food is also an important factor that contributing to create the impression and maintain long-term relationships with customers. The level of understanding of service, style, performance and how to operate well is essential.

Last but not least, with this result, individuals or organizations who are participating in the restaurant business should focus on the process of staff recruitment and training. In recruiting process, managers should pay attention to applicant's appearance as one of the most basic requirements of service personnel. Costumes of service personnel should also be designed in unity so that their uniform may work in courtesy and harmony with the general design of the restaurant, both in color and decorative details. This could create impression in the consumer's mind.

6. LIMITATIONS AND FUTURE RESEARCHES

As in studies, this research is not without limitations and gaps. However, considering the positive aspects, the limitations in this study may help future similar research to have a complete and comprehensive result.

Firstly, this survey is limited because it investigates the situation of restricted amount of respondents. The research is only done within the area and limited in surveyed customers, so that the ability to apply the research results to other geographic areas is difficult because of the difference of customers' psychology and consumption habits.

Second, this study focused only on factors which directly impact loyalty trends without consideration of the impact of the intermediate elements. Some intermediate elements are variety seeking behavior, economic turbulence, and competitive intensity.

Third, this study only focused on each factor at general level. Other studies could focus in details. For example, about personnel factors, voice, facial expressions, height, costume or music can be deep analyzed.

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