

The Mixtures of Food Display & Food Quality

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PREFACE

Thankfulness to our God, who has blessed us with the abundance so we can complete this project, including our family members and other parties, who have been so patience all this time.

As the term “culinary” has certainly emerged, and people have tried to capture the dining experience and shared the moments in various social media, this book tries to focus on the food display and the food quality as the “tools” to stimuli the improvement on customer level of satisfaction in dining, and loyalty of diners to keep returning. Though this book focuses only on a relatively limited scope, it is expected that readers can extract the importance of food display and food quality. It is also expected that readers can excerpt such relationships toward customer satisfaction in dining experience.

We hope that this book is able to provide a glimpse of insights unto the culinary industry in Indonesia, not just about the relatively thorough discussions on customer satisfaction we have had so far, but particularly, in terms of the level of customer satisfaction in dining experience using the perspective of the food display and food quality.

Happy dining experience from BSD City, Serpong, Tangerang

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ABSTRACT

The food display has become an important factor in boosting one's satisfaction in dining experience. Of course, the food display must be accompanied by food quality to even trying to improve the level of satisfaction of diners. At the end, the study toward loyalty is also incorporated in this book.

The purpose of this book is trying to identify the influential level of both food display and food quality toward the degree of customer dining satisfaction and loyalty. The parameters used for food display are; components of materials, choices of colors, textures, forms/shapes, and layouts. The parameters for food quality are; taste, menu variations, and nutrition. Both qualitative and quantitative approaches are used in this study to seek out the details of the relationships among variables. Food influencer/reviewer was involved to note the relationships. Questionnaires were distributed to diners in Tutup Panci Bistro, accordingly.

The findings indicated that both food display and food quality have the positive influence toward customer level of dining satisfaction in Tutup Panci Bistro.

Keywords: Food Display, Food Quality, Customer Satisfaction, Customer Loyalty

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INTRODUCTION

OVERVIEW

The fast development and changes of the restaurant businesses have pushed the restaurant owners to create concepts and unique ambience to target new market segments. Along with this fast development and changes, market demand has also shifted. People want to dine out in restaurants than dining at home. This is true for young and old generation. BSD City, in the Regency of Tangerang Selatan, is a large and fast-growing housing complex, not only the movements of companies' headquarters, branch offices, franchised retailers, strip-malls, schools and colleges, but also with the emerging restaurant and small businesses. With this fast-growing development in BSD City, cafes and restaurants are in high demand to offer the place to hang-out, drinking coffees/teas, or even to have meetings with clients and colleagues.

With such developments in BSD City, restaurateurs are faced with challenges to constantly creating unique concepts; off-line and online promotional activities, live music, variations of menu, and extraordinary food and beverages. In addition, restaurateurs must conceptualize the visualization of food display as one aspect to lure consumer to dine in. One of the previous researches has discussed that the visualization of food display is able to provide a positive image for customers. Gitman & McDaniel (2007) stated that customer satisfaction represented the level of amazement and regretless of any expected outcomes from products and services. This level of amazement and regretless, or customer satisfaction, can certainly be regarded as the differentiating factor and should become the key on the restaurateurs' business strategy.

According to Soenawan & Malonda (nd), including Faizah, Suryoko & Saryadi (2013), product quality (Anantadjaya, Nawangwulan, Kusumah, Setio, & Kartika, 2015), service quality (Cameran, Moizer, & Pettinicchio, 2010; Ghimire, 2012; Ha & Jang, 2010), the ambience (Ghimire, 2012; Githiri, 2017), and price tags (Bojanic, 2007) are the influential factors to potentially alter the level of customer satisfaction. The main product for restaurants is food displays to diners, whereby the food quality can immediately be

approximated via the display, taste and price. Taste, of course, can be judged based on the flavor of the food, display can be evaluated based on the visualization of the food, which may likely boost the appetite, and the value of the food in comparison to the price tags and other elements that may improve its value. From all the 3 factors, taste and displays are the priority for restaurants (Faizah, Suryoko, & Saryadi, 2013). This is to say that as long as the taste and displays are nice, customers are more than happy to pay the price.

The millennial trend today shows that people are visiting restaurants to enjoy the good and unique visualization of the food so they can take pictures and upload those pictures into their social media. Customers tend to set aside the price tags and taste of food as long as they can experience a new and unique presentation of food (Velasco, Michel, Woods, & Spence, 2016). Whenever the food display can be accompanied by taste and acceptable price, higher customer satisfaction may not be impossible.

Indra Ketaren, the Chair Person of Indonesian Gastronomy Association (IGA), stated that restauranters tend to ignore the importance of food display (Dhetira, 2016). Many restauranters have put focus on taste more than other factors. Those restauranters have been occupied discussing other busy restaurants than their own establishments. They forget to compare the customer experience of other restaurants and their own. Diners are not only purchasing products, in this case is food, but those diners purchase value from the restaurants. Customers expect the series of positive experience during the food dining moments. The food display has become the current phenomena for diners (Dhetira, 2016). This unique phenomenon becomes the main focus of this research.

Research Problems

The trend of the restaurant industry has developed drastically. Restauranters have to pay attention toward the presentation of the food. This must be the priority to cope with the market trend. The visualization of the food must become the standard toward improving the customer satisfaction of diners. Emphasizing on the Tutup Panci Bistro, it is interesting to evaluate the interconnections between food display, food quality and

customer satisfaction¹ of Tutup Panci Bistro. Of course, at the end is about customer loyalty²

Research Questions

- 1) How strong does the food display impact the customer satisfaction in Tutup Panci Bistro?
- 2) How strong does the food quality impact the customer satisfaction in Tutup Panci Bistro?
- 3) How strong does the customer satisfaction impact the customer loyalty in Tutup Panci Bistro?

Research Purposes

The purposes of this research are;

- 1) To analyze the impact of the food display toward customer satisfaction in Tutup Panci Bistro.
- 2) To analyze the impact of the food quality toward customer satisfaction in Tutup Panci Bistro.
- 3) To analyze the impact of the customer satisfaction toward customer loyalty in Tutup Panci Bistro

Research Benefits

Benefits of this research are as follows;

- 1) This research is beneficial for Tutup Panci Bistro as inputs on the interconnectedness of food display, food quality, customer satisfaction, and customer loyalty.

¹ In this research, the term “customer satisfaction” is referred to “customer dining satisfaction” and “customer satisfaction in dining experience”. These terms are used interchangeably throughout.

² In this research, the term “customer loyalty” is approximated by “behavioral dimensions” and “attitudinal dimensions”

- 2) This research is beneficial for restaurateurs to consider the importance of food display and food quality in boosting the customer satisfaction.
- 3) This research benefits students and researchers, who are planning to evaluate the topic, variables and indicators in the future from different perspective and/or trying to apply the model into different restaurants and cafes.

LITERATURE REVIEW

THE INDUSTRY OF FOOD & BEVERAGES SERVICES

The industry of food and beverages services has long-become a popular segment in each of the countries around the world. This industry is commonly defined based on the products offered, to fulfill variations of market demands for food and beverages as the primary needs. The basic function on this industry is to serve the food and beverages for diners. Goeldner & Ritchie (2009) stated that the industry of food and beverages services has spread into all ways of life; from hotels, restaurants, cafeterias, airplanes, and trains. With regards to the services on food and beverages, France has first initiated such services in restaurants. The services on food and beverages are mainly divided into 2 possible options; *a la carte* and *table d'hotel*, or a combination among the selected menus (Goeldner & Ritchie, 2009).

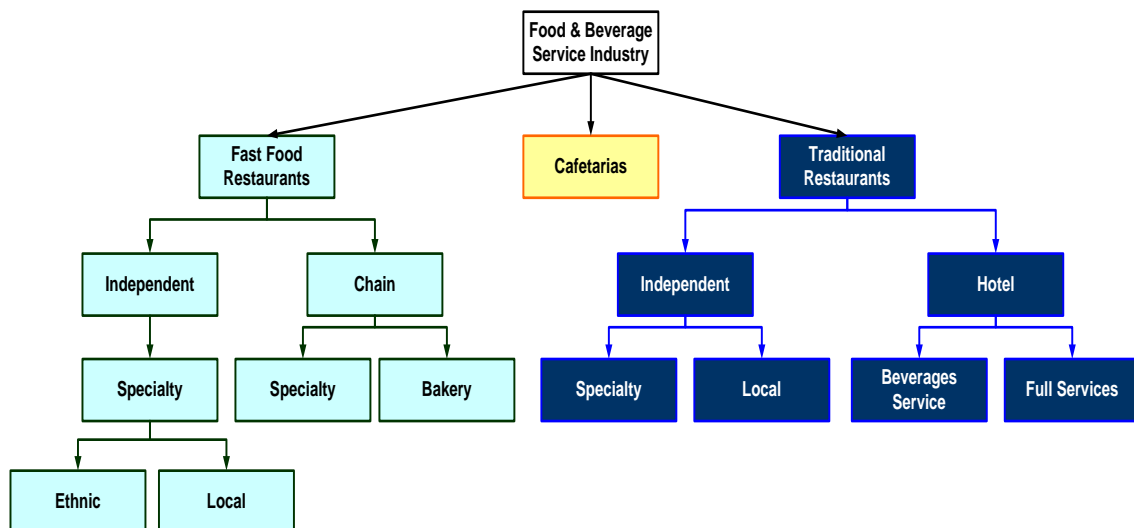


Figure 1: Food & Beverages Service Industry
Source: (Goeldner & Ritchie, 2009)

Food service industry consists of restaurants, travel food service, and organizations that provide the services on food and beverages. Types of restaurants in several countries have established few types of restaurants; fast-food, coffee shops, family restaurants, formal dining, cafeterias, canteen, and full-service restaurants, which emphasize on the importance of ambience and atmosphere. Travel food service consists of few operational

establishments, such as; hotels, motels, side-walk food vendors for tourists, and all variations on airplanes and ships. Institutions, which offer the food and beverages including hospitals, universities, and other organizations that support the tourism industry (Goeldner & Ritchie, 2009; Weaver & Lawton, 2014).

FOOD DISPLAY

Food display is an art of modifying, arranging, organizing and decorating food to increase interests and esthetics onto the value of food. The expert on food display is often referred to as “food stylists”, who are demanded to have creativity to improve appetite. Just like other business establishments, restaurant businesses must be carefully planned. As the starting point, designing the customer experience at every single contact point becomes crucial. Such an experience must include few important human sensory points for food; visual, smell, touch, and taste (Dhetira, 2016).

Food presentation is an art to process, arrange, organize and decorate food to improve its visualization. Upon delivering any cuisine to customers, it is important to note that diners “consume” the food with their eyes first, prior to really tasting the food. The food must be presented nicely and interesting to include the variations of colors, shapes, sizes, and variations of cuts. The balance between colors, textures, shapes and the arrangements of all elements on top of the plate must be ensured to display the harmony of all elements (Labensky, Hause, Labensky, & Martel, 2014).

According to the findings from Labensky, Hause, Labensky & Martel (2014), the arrangement of food on the plates, or otherwise known as “plating”, may likely follow the classic arrangement. This classic arrangement focuses on the main product in front of the plate with selected condiments and vegetables behind the plate. The elements of the cuisine must conform to the clockwise pattern, with 3 main components; protein (in 6 o’clock position), vegetables (in 2 o’clock position), and starch (in 11 o’clock position) (Unilever Food Solutions, 2016).

Other arrangements for the food display, such as; sauce and few other condiments or decorations must also be placed appropriately to avoid over-crowded display on the plate,

while maintaining cleanliness. Waiters should also ensure all plates are free-from cracks, dirt, unneat sauces and condiments.

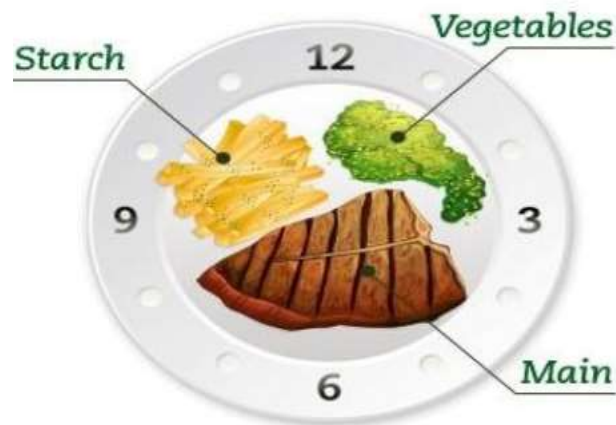


Figure 2: Food Display
Source: (Unilever Food Solutions, 2016)

THEORY OF THE FOOD DISPLAY

The food display appears to be the one aspect that diners are looking for upon visiting into a restaurant. The food display represents how would the cuisine be display appropriately on the plate to diners. Yong, Siang, Lok & Kuan (2013) stated that food display can be evaluated physically, in the sense that diners can easily judge if the ingredients are prepared from good quality raw materials in interesting “packaging” and “labels”. Internally, the cuisine can portray a lower quality if the ingredients are prepared from combination of unnecessary raw materials.

The food display simply denotes the offering processes to customers in enjoying the food starting with the visualization aspect prior to their actual tasting of the food. Such processes are deemed beneficial to boost customer experience and satisfaction (Yong, Siang, Lok, & Kuan, 2013; Nisbets PLC, 2019; The Manila Times, 2014). The common “ingredients” in food display, must maintain the balance between the proper ingredients/raw materials, colors, textures, shapes, forms, and the arrangements/lay-outs. This balance and composition can also be improved with decorations on the plate with spices, sauces, and other garnishes to improve the attractiveness of the food display. (Caribbean Hotel Association, 2003; Nisbets PLC, 2019; The Manila Times, 2014).

Ingredients/Raw Materials (Simplicity)

The choices on the ingredients, or raw materials, used become the key element in food display. The choices must uphold the “simplicity rule” as this would display nicely the simplicity of combinations of ingredients and materials used. This way the efficiency on selection is conformed, and the effectiveness of time used by the Chef and the kitchen team is maintained. Aside from the balance, choices and combination of ingredients, food displays must also be handled properly by conforming to focus and unity. Those factors are expected to improve customers’ appetites. Symmetrical lay-outs lures customers visual sensors to simply lock-in their eyes into the center of the plate (Unilever Food Solutions, 2016).

The concept *less is more* for chefs must be applied to ensure the appropriateness of the food display on the plate. The selection on composition of raw materials must also be balance with decoration to enhance appetites. There must be a proper balance from meat, vegetable, protein, carbohydrate, and others. The use of decorations must also be in accordance with the main menu/ingredients use on for the food display (Spence, Okajima, Cheok, Petit, & Michel, 2016).

Choices on Colors

The presentation of food should consider the variations of balanced colors. For the main element of the presentation of food, the choice of colors must be soft, natural, but yet compatible. The sets of colors to reflect warmth, but have the power to enhance appetite, include; red, orange and yellow. On the contrary, the sets of colors to reflect warmth and cool, include; blue, green, and violet (Mwangi, 2010).

The sets of colors yellowish-green and reddish-violet are between warm or cool depends on which color is dominant. The colors white, black and gray are considered neutral, as often used in arts and crafts (Singh & Srivastava, 2011). Vegetables and spices, such as; red chili peppers have the perceptions of hot, sharp, and spicy in taste. With the same perception, customers can also build up a specific perception that “green” will be visualized better, except; green peas and cabbages. However, be careful with the use of

“blue” as this color may fail to enhance appetite (Mwangi, 2010). The choice on the colors of plate will eventually influence the perfect presentation of food.

Food Textures

Texture on the selected ingredients to use, such as; taste and cooking spices, represent the important element for chefs to be able to process them in harmony to ensure the quality of food display. Taste is, undoubtedly, an important factor in this case, with the use of fresh ingredients, coupled with the compatibility of taste. Such a combination will boost the quality of food presentation for diners. For chefs, the cooking techniques can be the important element to come out with the perfect texture, which should be influencing the physical senses of customers. Texture in food must also be considered in different angles; can be heard upon biting and chewing, the micro-structure, the movement of muscles in the customers’ faces and jaws, as well as the acceptability (Civille, 2010).

Food texture sends sensory signal to diners in stimulating customers’ responses on good or bad the food textures are, from the right taste, the right crispiness, the right spiciness, the right saltiness, the right freshness, and many others. The characteristics of the food texture represent the simple indicators for the freshness of ingredients. Though food textures may be perceived as secondary element in evaluating the success and acceptability of menu, however, the food textures affect the satisfaction scale for diners (Civille, 2010). This means, for potato chips, for instance, people expect to have the certain degree of crispiness. Lesser degree of crispiness lead to higher degree of chewiness. This reduces the customers’ satisfaction scale toward those potato chips.

Shapes & Sizes

The use of plate to serve the food should also be considered in terms of shape, size, and color. Restaurants can choose different shapes for plates; round, triangle, squares, or any other shapes to try to conform to the type of food/menu served. The use of luxurious plates for food display relays the perception of expensive nature to diners. For example, the portion of food with a certain variation, need bigger plates to accommodate the possible combination and composition. This to avoid the appearance of the presentation

of food to be too much and too crowded. However, if the composition of the food is too little/small, chefs must use the proportionately-sized plates for the food display. The aesthetics must be maintained to ensure the best food display (Spence, Okajima, Cheok, Petit, & Michel, 2016).

In the previous studies, Stewart & Goss (2013) found out that the presence of color and shape on the plate form diners' perception on the food quality. One's perception on a white-round-plate, or a black-square-plate from a different perspective. The basic evaluations on sweet appeared to have been boosted by a white-round-plate. To basic understanding on shape, size, and color of plates has the direct impact on contributing positive perception. Hence, knowing that the white-round-plate has the potential to be perceived sweeter, chefs must ensure to modify the level of sweetness accordingly (Stewart & Goss, 2013).

Food Layouts

The balance of food ingredients and components to be layout properly on the plate will improve the diners' interests on the food display. This improves the diners' enthusiasm in immediately tasting and enjoying the food (Stewart & Goss, 2013).

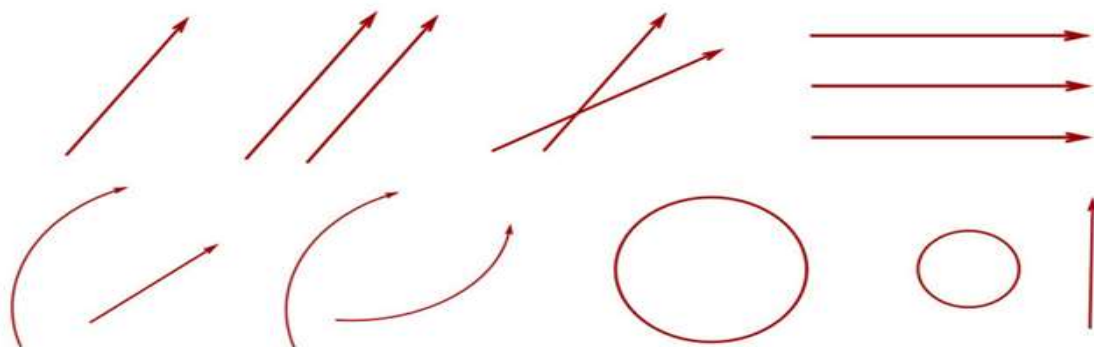


Figure 3: Skeleton of Plate Presentation
Source: (Chef Resources Inc, 2015)

According to Chef Resources (2015) and Unilever Food Solutions (2016) stated that geometrical shape of the plate and components used to be displayed on the plate are important. Chefs must consider the food layout on the plate to show the simple

geometrical shape of lines, arches, or circles. The purpose is also relatively simple to improve the presentation of the food display, particularly in terms of appropriateness, balance, prettiness, colorful, fun, happiness, authenticity, or any other themes that Chefs are trying to display.

VISUALIZATION

Collinge (2017) stated that visual content has a certain degree of influence to relay messages of brands or products (Motes, Malach, & Kozhevnikov, 2008; Spence, Okajima, Cheok, Petit, & Michel, 2016). Attractive visuals, which are combined with the effective and meaningful visualization, will certainly help to boost the diners' positive perception on the business. Such a combination is also essential to develop stronger brands as approximately 93% of human communication is visual (brandchemistry.com.au, 2020). With the help of visualization, about 60% of audience can actually remember the "content" that they are dealing with in any given time (brandchemistry.com.au, 2020; Crooks, 2015).

Inside the food, texture and taste will provide additional perceptions to diners. With the food products, customers/diners have the tendency to "eat with their eyes" first, before their tongues. The packaging may not influence much for any food products (Spence, Okajima, Cheok, Petit, & Michel, 2016). Adding the "wow-effect" into the food will likely augment the diners' perception of taste. For this reason, the food display provides the initial perception to diners, which influences the likelihood of dining satisfaction (Ray, 2015).

FOOD QUALITY

The quality of food in any restaurants is important as an influential element on dining satisfaction. The food quality in this context includes; the match/fitness with the specifications, or certain requirements, or fitness of certain benefits (Schröder, 2003, pp. 15-16). Also, food quality is also discussed as a satisfying element for diners. This means that every development effort must start from the understanding of perception and customers' needs (Al-Tit, 2015; Ha & Jang, 2010; Rozekhi, Hussin, Siddiqe, Rashid, &

Salmi, 2016). According to Al-Tit (2015), food quality is the main factor that one decided to visit a certain restaurant. However, there are other elements to also be offered to diners, such as; service quality, proper price, and ambience to lure potential diners to visit. Food presentation and display are elements to be combined with the food quality to improve the appetite on the plates before the diners.

For restaurateurs, food quality becomes challenging as it is regarded as the main factor prior to evaluating the other competing factors (Al-Tit, 2015). With the presence of qualified chefs, the food quality may not become a significant hurdle though. Ha & Jang (2010) stated that taste, variation of menu, and nutritional contents are influencing the level of food quality. Those 3 factors can be used as the indicators toward the level of diners' satisfaction.

Food Taste

Food quality, as mentioned, becomes the main attribute in trying to build higher level of diners' satisfaction. Lacking of inappropriate taste impacts the diners' satisfaction that they are not going to re-visit the restaurant. It can be learned from the marketplaces that customers have become smarter in choosing the food quality. People can easily receive information concerning testimonies on certain restaurants from various online media. Those testimonies impact the likelihood of people in making their decisions in visiting restaurants. When people like certain taste, they will recommend the restaurant directly via their own social media. The opposite is certainly true. The challenge here for the restaurateurs is simply ensuring the consistency in every delivery. Re-visiting restaurants has the expectation on consistency, undoubtedly. The human sensory ability on the tongues becomes the ultimately single "tool" to use to ensure the diners' satisfaction (Rozekhi, Hussin, Siddiqe, Rashid, & Salmi, 2016).

Variations of Menu

According to Kotler & Armstrong (2014), the completeness of a product depends on the availability of all products' accessories, which are offered to be owned, used, or consumed. Along with this definition, the variety of products refers to the completeness

of products in terms of; depth, width and quality offered. In terms of restaurants, variation of menu refers to the variety of products on their tastes, sizes, qualities, and availabilities at any given time. Of course, this includes the price tags and attributes attached to the products, such as; brand image, and promotional activities, for instance. The ultimate goal is to ensure that customers become loyal. In restaurants, it is expected that diners will always return and make the restaurants as the first choice to visit for dining needs (Tjiptono, 2014). Variation of menu is one issue to lure the diners to visit. Innovativeness of menu is another issue to show the significant differences of one restaurant from another (Putra, Saroso, & Anantadjaya, 2015). Burgers, for instance, are most likely similar across restaurants. However, the depth, sizes, and qualities can certainly create the differences so people choose Burger A instead of Burger B. To just name a few are; McDonald's, Wendy's, Burger King, Carl's Burger and American Hamburger. For each individual, the decision to purchase may well be based on variation of menu on the hamburgers; beef only, chicken only, fish only, or any combination thereof.

Food Nutrition

Nutritional contents have become the priority in today's tight competition and the growing understanding toward healthy food. This is not only because of the increasing critical diseases, but also due to the presence of internet that people can just easily look for information instantly. The hike in obesity, 12% in 2008 to 21% in 2010, for instance, has become the public information. The statistics show that there are more than 30 million people in Indonesia alone are considered overweight (Pardede, Rosdiana, & Christianto, 2017; Munada, 2017). Understanding on sugar, natrium, caffein, and cholesterol has been increasing for the Indonesian society. This is also alarming for restaurants to ensure the nutritional contents on the food consists of widely-acceptable ingredients as people have grown their comprehension on their food consumption (Pardede, Rosdiana, & Christianto, 2017; Munada, 2017).

People's characters can be evaluated by what they are eating (Indriacipta, 2017). With the increasing understanding on one's ability to comprehend the information on healthy lifestyle, people start taking care of their food (Pulos & Leng, 2010). A research by Vijayakurmaran & Amalina (2018) stated that nutrition information on menu bring

positive impact to restaurants as it indirectly illustrates the food quality (Thomas Jr & Mills, 2006)

CUSTOMERS/DINERS' SATISFACTION

Every business establishments are constantly fighting for delivering the value added to customers. The level of diners' satisfaction on restaurants can be seen as the influential factors on making the re-visiting decisions (Cameran, Moizer, & Pettinicchio, 2010). The level of diners' satisfaction is easily evaluated by comparing the expectation and actual experience derived from the purchased products (Oliver, 1999; Indra & Anantadjaya, 2011). It has become the public secret that when restaurants fail to ensure the level of diners' satisfaction, those people will look for other restaurants, which offer similar menus. The loyal diners become the major advantage for restaurants, not just because those loyal diners will automatically spread the good news about the restaurants themselves to colleagues, friends and relatives, but the restaurants do not have to spend promotional expenses to lure new potential diners. The presence of positive word-of-mouth becomes powerful for restaurants' sustainability into years to come (Okumu, 2012).

Customer Satisfaction Theory

For years, the hospitality industry has clearly understood that customer satisfaction is the crucial element in ensuring the sustainability of the hospitality business establishments. However, the ability to accurately evaluate the level of customer satisfaction is the real challenge in the hospitality industry (Hsu & Wu, 2013; Reid & Bojanic, 2009). In accordance with the statement from Kottler & Armstrong (2014), customer satisfaction is defined as the customers' feeling and emotional stage, which are based on the pleasure or dissatisfaction on the actual performance of the products and services rendered as compared to the initial sets of expectation prior to consuming such products and services (A. N. Putra, 2019).

For instance, when people have made their dining decisions at a certain restaurant, those people have sets of expectation about their overall experience from that particular

restaurants. The sets of expectation may well be derived from online testimonies, stories from family, friends and colleagues, or simply just based on the mere convenience at a particular moment of time. Depending on the “level” of the restaurant, whether it is a small-size restaurant, a family-owned restaurant, a locally-chain restaurant, an internationally-chain restaurant, inside a shopping mall, in a strip mall, an ethnic-based restaurant, or even a buffet-based restaurant, the sets of expectation are definitely different. When people enter a small-size-family-owned restaurant, each one of those people have different sets of expectation. Those different sets of expectation will eventually result in different experience. Some individuals may experience some positive factors, in terms of service attitude and cleanliness. Some individuals may experience some negative factors, such as; serving time and portions of the food. Some individuals may likely perceive that the attitude, cleanliness, serving time and portions to be just merely acceptable. On the contrary, some individuals may perceive that the attitude, cleanliness, serving time and portions are just superb. This shows that the level of satisfaction is relatively individualistic in nature (Gustafsson, Johnson, & Roos, 2005; Indra & Anantadjaya, 2011), and it is the major factor in ensuring repeat purchase (Cameran, Moizer, & Pettinicchio, 2010; Shock, Bowen, & Stefanelli, 2004).

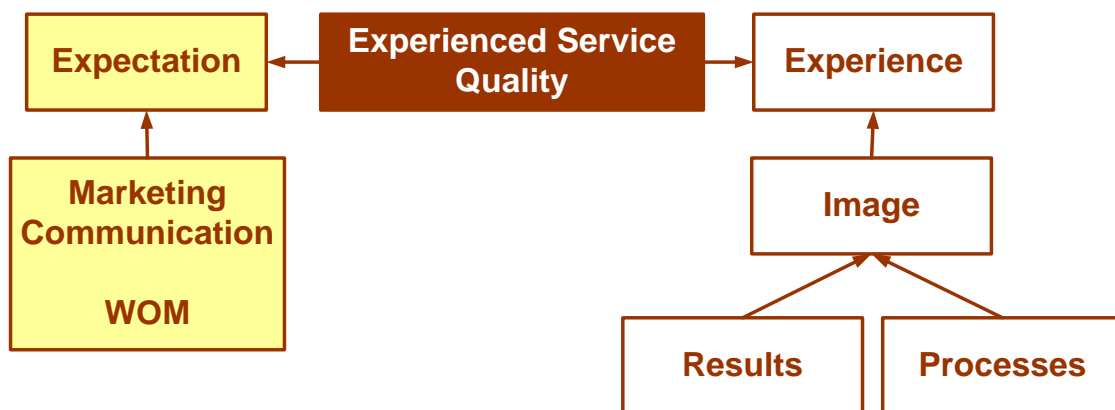


Figure 4: Service Quality
Source: (Okumu, 2012)

In Figure 4: Service Quality, it provides a simple illustration on the individually-based level of satisfaction. When the service quality rendered, or received by customers are perceived more than the initial expectation, then it creates a positive result. This positive result means that the customers are satisfied, and vice versa (Okumu, 2012).

The Importance of Customer Satisfaction

The sustainability of business establishments is very much dependent on the availability of customers. The higher the traffic of people in certain areas, the higher the chances of sales. This becomes the main reasons that the rental prices in the Central Business District becomes so expensive as the traffic flow of people is high (A. N. Putra, 2019). The real responsibility of business owners is formulating the strategies in ensuring the highest level of satisfaction in every visit and purchase (Ghimire, 2012). The measurements on customer satisfaction becomes the bridge between customer loyalty, expectation and the reality (Hartopo, Anantadjaya, & Immanuel, 2012; Ko, Lu, & Yu, 2012; Putra A. N., 2019; Putra, Nawangwulan, Seancho, & Pitaloka, 2012). When the needs are addressed and satisfied, though may not be fully satisfied, people would want to re-purchase at a later date, and they also have the urge to tell other people (Wirtz & Lovelock, 2016).

Today, people have the urge to always search for something new and better. This certainly poses challenges for businesses. Restaurants are included, undoubtedly. Restaurants, in particular, cannot just simply rely on the taste alone, but restaurants must explore other factors, which are expected by people, for instance; services, cleanliness, unique features, trendy, and/or ambience (Ghimire, 2012). The presence of influential factors, which are expected by people may bring about the higher chances on reaching higher levels of diners' satisfaction. The higher diners' satisfaction, the higher chances that those diners initiate the word-of-mouth (WOM) to others. If this WOM is positive, restaurants may experience more effective promotional tool. Though such as positive WOM may not likely reduce the restaurants' promotional budget substantially in the short-term, however, in the longer term, slight reduction in promotional budget, which may well be targeted to those satisfied diners, can eventually create higher chances of more visitors and sales (Wirtz & Lovelock, 2016; Shock, Bowen, & Stefanelli, 2004).

CUSTOMER LOYALTY

Customer loyalty has always been regarded as the ultimate outcome for businesses. Literature on customer loyalty provides variations on the dimension to approximate the

customer loyalty. For instance, customer loyalty can be approximated by preferences on certain products and services (Eliwia, 2006). Others mentioned that customer loyalty can be proxied by organizational attributes, such as; environmental, managerial and social (Alsaqre, 2011), or the repurchase intention, positive recommendation, willingness to pay more, switching cost, attractiveness of alternatives, and social ties (Dawi, Jusoh, Streimikis, & Mardani, 2018), or even based on the pool of employees' skills, knowledge and attitude (Anantadjaya, 2011), behavioral and attitudinal dimensions (Anantadjaya, et al., 2017)

Behavioral Dimensions

As the follow up of the customer satisfaction, customer loyalty becomes an interesting study. As previously mentioned, measurements on customer satisfaction lead into the customer loyalty (Hartopo, Anantadjaya, & Immanuel, 2012; Ko, Lu, & Yu, 2012; Putra A. N., 2019; Putra, Nawangwulan, Seancho, & Pitaloka, 2012). One cannot dismiss the presence of the behavioral dimensions on customer loyalty, and of course, the notion on customer retention prevails. Some notable dimensions may include; cross-selling, product bundling, frequencies (purchase, amount spent, or call), and perhaps, the length of relationships between sellers and buyers (Bobâlcă, 2013; Söderlund, 2006).

Attitudinal Dimensions

As mentioned above, customer loyalty becomes interesting as it concludes the level of customer satisfaction. When one cannot ignore the presence of the behavioral dimensions, individuals cannot also disregard the importance role on attitudinal dimensions of the customer loyalty. Discussion encircling the attitudinal loyalty has always been fascinating as it involves individual's commitment, intentions, trust, attitude and preferences (Söderlund, 2006; Bobâlcă, 2013), which mean that cognitive, affective and conative are touched in the process. It is interesting to learn that people have engaged in WOM (Alsaqre, 2011), and returning to the same stores although lower prices are available from different places (Bobâlcă, 2013).

PREVIOUS STUDIES

The following table shows the previous studies concerning the visualization of food, quality of food, customer satisfaction, and the likelihood relationship to the level of customer loyalty

Table 1: Previous Studies

Titles & Authors	Variables	Findings
1. The of Service Quality on Customer Satisfaction and Consumer Behavioral Intentions by Moderating Role of Switching Barriers in Satellite TV Market (Dawi, Jusoh, Streimikis, & Mardani, 2018)	Service Quality Customer Satisfaction Consumer Behavioral Intention Switching Barriers	To ensure the consumer behavioral intention, organization needs to ensure the consistent service quality while taking into account the buyers' considerations on switching barriers
2. What Does It Take to Make the Proper Restaurant Design? (Anantadjaya, et al., 2017)	Job Satisfaction OCB Consumer Characteristics Restaurant Design Loyalty	All variables showed positive influence onto the customer loyalty. The overall level of influence was 84%
3. Plating Manifesto (II), The Art and Science of Plating (Spence, Piqueras-Fiszman, Michel, & Deroy, 2014)	Food Presentation	The art on food presentation & importance of garnishes
4. Factors Influencing Dining Experience on Customer Satisfaction in Fast Food Restaurant (Yong, Siang, Lok, & Kuan, 2013)	Food Presentation Customer Satisfaction	Influencing aspects on customer satisfaction in fast food restaurant

Titles & Authors	Variables	Findings
5. Study of Customers' Loyalty: Dimensions and Facets (Bobâlcă, 2013)	Uni-dimensional Bi-dimensional Multi-dimensional Behavioral Attitudinal	Long term relationship with the customers is translated into the continuity of connectivity of services across customers
6. Investigating the Effects of Tangible and Intangible Factors on Customers' Perceived Service Quality and Loyalty in Hotel Industry in Al-Ladhiqiyah, Syria (Alsaqre, 2011)	Customer Perceived Service Quality Customer Perceived Loyalty	The presence of tangible and intangible factors is crucial to support the customer perceptions on service quality and loyalty
7. Importance of Customer Satisfaction in Waskia Restaurant (Okumu, 2012)	Restaurant Performance Customer Satisfaction Quality Management	The level of customer satisfaction is derived from the combination of restaurant performance and quality management of the restaurant
8. Effects of Service Quality and Food Quality: The Moderating Role of Atmospherics in an Ethnic Restaurant Segment (Ha & Jang, 2010)	Service Quality Food Quality	Food quality had a significant impact toward the level of customer satisfaction
9. A Study of Customer Loyalty and the Image of the Fine Dining (Eliwia, 2006)	Customer Satisfaction Customer Image Overall Satisfaction Behavioral Dimension Attitudinal Dimension	Behavioral and attitudinal dimensions of customers play important roles on the customer loyalty

Titles & Authors	Variables	Findings
10. Food Presentation General (Caribbean Hotel Association, 2003)	Food Presentation	Elements of the food presentation to note

DIFFERENCES OF STUDIES

Referring to the above table of previous studies and considering the intention on this research, there are notable differences, in terms of the following;

1. This study emphasizes on food display, food quality, customer satisfaction, and customers loyalty.
2. The indicators used on food display are; component, color, texture, shape and size, and lay-outs.
3. The indicators used on food quality are; taste, menu variation, and nutritional content.
4. The indicators used on customer satisfaction are; expectation on food display and actual satisfaction on food display
5. The indicators used on customers loyalty are; behavioral and attitudinal

Considering the above previous studies and differences of studies, the research model is formulated as follows;

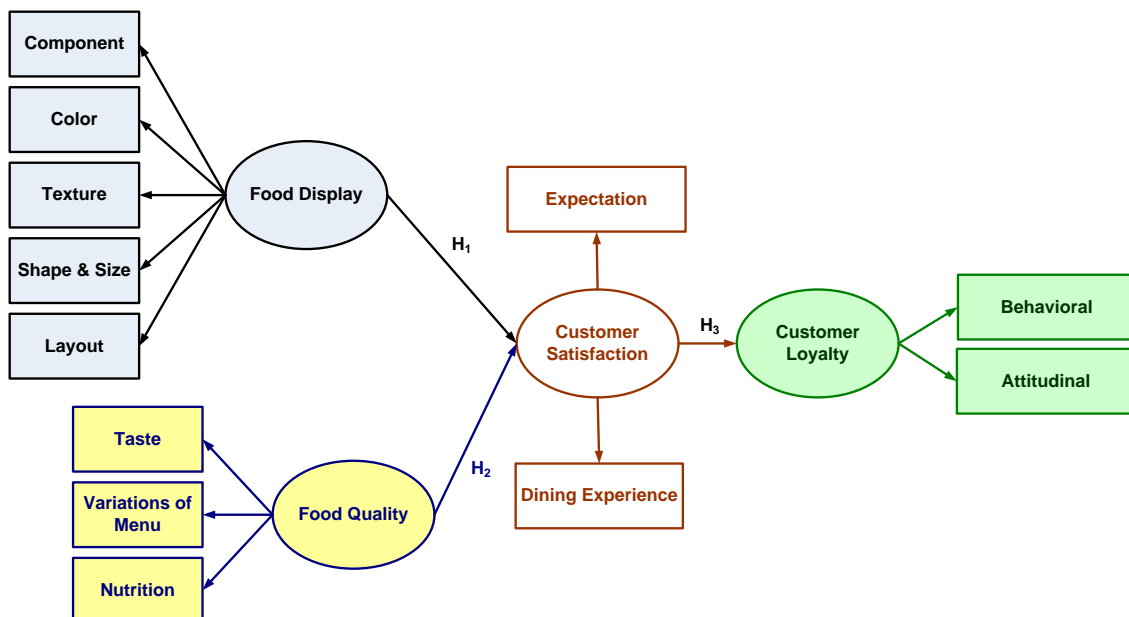


Figure 5: Research Model

Hypothesis

Referring to the above research model, the following hypothesis can be formulated;

H₁: There is a positive impact of food display to customer satisfaction at Tutup Panci Bistro.

H₂: There is a positive impact of food quality to customer satisfaction at Tutup Panci Bistro.

H₃: There is a positive impact of customer satisfaction to customer loyalty at Tutup Panci Bistro

RESEARCH METHODOLOGY

POPULATION & SAMPLING METHOD

This research incorporated the probability sampling method, particularly, the combinations of the cluster sampling and convenience sampling (Anantadjaya & Nawangwulan, 2018; Cooper & Schlinder, 2011; Sekaran & Bougie, 2009). The cluster sampling method is used as this research only focuses in BSD City, and relying only on 1 restaurant, Tutup Panci Bistro. The convenience sampling method is utilized to include only individuals, who have dined in Tutup Panci Bistro.

To better provide the basis on the numbers of samples, this research relies on PHStat. From Table 2: Sample Size, it is estimated that only 50% of all the respondents selected represent the true targeted population. However, it is expected to keep the sampling error of only 10%, and with the confidence level of 95%. With such combinations, PHStat shows the result of 97 minimal sample size.

Table 2: Sample Size

Estimate of True Population	0.5
Sampling Error	0.1
Confidence Level	95%
Intermediate Calculation	
Z value	-1.9600
Calculated Sample Size	96.0365
Minimal Sample Size	97

DATA GATHERING METHOD

In accordance with the needs and purposes of this research, 2 methods on data gathering were used; (1) primary, which relied on the questionnaire distribution to obtain the number-based statistical analysis, and (2) secondary, which relied on interview sessions to obtain the qualitative analysis.

Primary Data Gathering

The primary data was directly obtained from the sources. In this research, the primary data is gathered from quantitative and qualitative sources. The primary quantitative data relied on the distributions of questionnaire. Such a distribution of questionnaire attempts to modify the preferences of respondents into numbers, which can be further processed statistically. The questionnaire was distributed into customers of Tutup Panci Bistro. Those customers are referred to as "respondents". This research uses the nominal scale to show the categories, and Likert scale to show the preferences of respondents (Sarwono, 2012), for instance;

- Nominal scale; 1 for male, and 2 for female
- Likert scale, as shown below in Table 3: Likert Scale

Table 3: Likert Scale

Score	Meaning
1	Strongly Disagree
2	Disagree
3	Neutral/No Opinion
4	Agree
5	Strongly Agree

Source: (Sekaran & Bougie, 2009; Anantadjaya & Nawangwulan, 2018; Cooper & Schlinder, 2011)

Table 4: Variables, Indicators & Statements shows the details of variables, indicators and statements used in this research.

Table 4: Variables, Indicators & Statements

Variables	Indicators	Statements
Food Display	Component	1) The food composition is matched to what the restaurant has presented on its physical menu book 2) The components of the food are balanced with protein, carbohydrate, and vegetables
	Color	1) The combinations of colors on the food are visually interesting

Variables	Indicators	Statements
		2) The choices of colors of the food can improve appetite
	Texture	1) The texture of the food looks nice 2) The preparation of the food looks appropriate
	Shape & Size	1) The food display looks appropriate with its shape and size 2) The shape and size of the plates appears to be visually interesting
	Layout	1) The creativity in laying-out the food looks nice and neat 2) The composition of food looks imbalance
Food Quality	Taste	1) The food is delicious 2) The taste offered by this restaurant is consistent
	Variations of Menus	1) The menu choices are varied 2) I really like the variations of menu choices in this restaurant
	Nutrition	1) The food offered by this restaurant appears to be nutritionally appropriate 2) The information on nutrition offered is informationally sufficient
Customer Satisfaction	Expected satisfaction level toward the food display	1) The interesting food display and presentation can improve my appetite 2) I will return to this restaurant with an expectation to experience the nice presentation and quality of food
	Dining Experience	1) I am satisfied with the presentation and quality of food of this restaurant 2) I am satisfied with the food of this restaurant because the food presentation is balanced with the food quality offered
Customer Loyalty	Behavioral	1) On average, I have returned to Tutup Panci Bistro more than 4 times in a month 2) I have purchased from Tutup Panci Bistro more than 10 different items in a month 3) I have spent more than Rp. 500,000 at Tutup Panci Bistro last month 4) If Tutup Panci Bistro offers product bundling, I will definitely buy them

Variables	Indicators	Statements
	Attitudinal	1) I have known Tutup Panci Bistro for more than 3 years 2) I always have positive experience with the staff members of Tutup Panci Bistro 3) Tutup Panci Bistro offers the variations of food and beverages according to my taste and preference 4) The staff members of Tutup Panci Bistro always inform me about any periodic promotion

Source: (Istijanto, 2009; Ghauri & Gronhaug, 2005), edited

The qualitative-based primary data relies on the interview sessions. This type of data is necessary as additional information and confirmation to support data analysis and understanding of any findings (Cooper & Schlinder, 2011). In this case, the “Professional Food Reviewers”, or also known as “Food Bloggers”, have agreed to become the respondents. Below is the list of questions for the interview session;

Question 1: in your opinion, why the food display and presentation can become an important factor in restaurants?

Question 2: from your perspective as the Food Stylist, what is the most important part do ensure the good presentation and display of food?

Question 3: In your opinion, how can component, color, texture, layout, shape & size be considered as a complete set of elements in the food display?

Question 4: Are you in agreement that a good food display can be directly perceived as a good quality of the food?

Question 5: Are you in agreement that a good food display should be satisfying for diners in a restaurant?

Secondary Data Gathering

Secondary data, in this research, was gathered from books, journal, magazines and newspapers, which were available online via electronic sources, website and firms' profiles.

DATA TESTING

Pre-Test

Prior to include the whole set of data from respondents, pre-testing stage is required. The pre-testing stage relies on 30 respondents. The pre-test ensures the acceptable level of validity and reliability. This means that the pre-test attempts to evaluate whether the responses are in accordance with the original expectations of the researchers (Sekaran & Bougie, 2009; Singhania, 2011).

Post-Test

If the results of the pre-tests are acceptable, researchers can continue with the final distribution of questionnaire to all targeted respondents.

VALIDITY & RELIABILITY TESTS

Validity Test

The validity test is to evaluate the level of accuracy of concepts, conclusions, or measurements to the real world, or to what it is supposed to be measuring (Anantadjaya & Nawangwulan, 2018; Cooper & Schlinder, 2011). In this research, the level of validity relies on the results of SPSS' KMO & Bartlett (Budiman, Anantadjaya, & Prasetyawati, 2014; Field, 2005; Anantadjaya & Nawangwulan, 2018).

The reliability test is trying to approximate the level of dependability or consistency of results across respondents. In this research, the reliability test relies on the SPSS' Cronbach's Alpha (Budiman, Anantadjaya, & Prasetyawati, 2014; Field, 2005; Anantadjaya & Nawangwulan, 2018).

DATA ANALYSIS

Following the pre-tests and post-tests, the next step is to run the available data in AMOS to see the structural equation modelling (Mustafa & Wijaya, 2012). Structural Equal Modelling (SEM), which represents the combinations of the factor analysis (Field, 2005), and the path analysis (Ghozali, 2004), is also identified as one of the statistical techniques to evaluate the strength of relationships among variables, both directly and indirectly. The results can be compared to the certain criteria (Arbuckle, 2011; Ghauri & Gronhaug, 2005), as mentioned below in Table 5: Goodness of Fit Criteria.

GOODNESS FIT CRITERIA

The criteria of the goodness of fit are necessary to evaluate the level of data fitness into the research model. The level of fitness can be determined based on several criteria, as shown in Table 5: Goodness of Fit Criteria.

Table 5: Goodness of Fit Criteria

Criteria	Based on Schumacker & Lomax (2004), and Wijaya (2009)	Based on Ghozali (2004); Santoso (2009)
CMIN/df (normed chi square)	CMIN/df ≤ 2 = good	CMIN/df ≤ 5 = good
RMSEA (Root mean square error of approximation)	RMSEA ≤ 0.08 = good	RMSEA ≤ 5 = good
GFI (Goodness Fit Index)	GFI approaching 1 = good	GFI approaching 1 = good
AGFI (Adjusted goodness of Fit Index)	AGFI approaching 1 = better	AGFI ≥ 0.09 = good
TLI (Tucker Lewis Index)	TLI approaching 1 = good	TLI ≥ 0.09 = good
CFI (Comparative Fit Index)	CFI approaching 1 = good	CFI approaching 1 = good
NFI	-	NFI ≥ 0.09 = good

Criteria	Based on Schumacker & Lomax (2004), and Wijaya (2009)	Based on Ghozali (2004); Santoso (2009)
(Normal Fit Index)		

Source: (Budiman, Anantadjaya, & Prasetyawati, 2014; Ellen, Anantadjaya, & Saroso, 2014; Anantadjaya & Nawangwulan, 2018)

RESULTS & DISCUSSIONS

OVERVIEW ON TUTUP PANCI BISTRO

Tutup Panci Bistro was first in operation in August 2016 in Anggrek Loka, BSD City, Serpong, Tangerang Selatan. Tutup Panci Bistro targets family, employees and students. Tutup Panci Bistro offers Indonesian Fusion Casual Dining, which is mainly the mixtures between Indonesian and Western menu. Recommended cuisines are; *Rendang Beef Taco*, *Balinese Chicken Aglio Olio*, *Nasi Campur Bali*, *Modernist Es Pisang Ijo*, and *Cendol Pannacotta*. The types of beverages are also varied from coffee, mocktail, milkshake and tea. The price ranges of cuisines in Tutup Panci Bistro are relatively affordable from Rp. 23,000 – 65,000, and Rp. 8,000 – Rp. 35,000 for drinks.

Tutup Panci Bistro has 80 seats, 2 floors and an outdoor area. The operational hours are from 10 AM to 11 PM every day. The peak hours for lunch time are usually between 11 to 2 PM. These hours usually employees from the nearby offices, including women to have gathering with friends. The dinner time is commonly used by diners to swing by from the office before they reach home to hang out with family, friends, relatives and co-workers as they probably do not prepare meals at home. Tutup Panci Bistro has the ability to meet the needs of people in providing the place for variety of events, such as; gathering, birthday party, workshops, seminars, and talk shows.

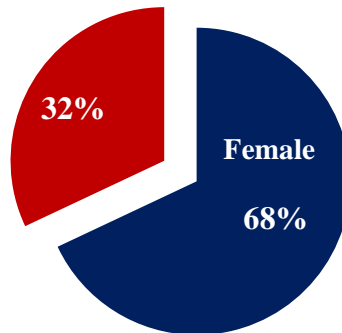
RESPONDENTS' PROFILE

The respondents in this research were the customers/diners in Tutup Panci Bistro, for a total of 100 people.

Respondents' Profile: Gender

The respondents were dominated by female, as much as 68%. This was mainly due to various events such as; women's gathering and socialization with friends, family gathering, educational workshop, and/or just stopping-by during afternoon hours.

Illustration 1: Respondents' Profile - Gender

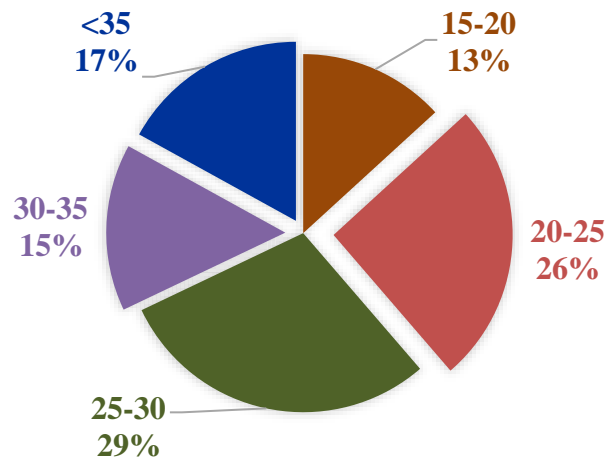


Source: (IBM SPSS Amos, 2020a)

Respondents' Profile: Age

Out of 100 respondents in this study, only 12% of them were in the age range of 15 to 20 years old. The majority of respondents, as much as 61%, were older than 25 years old. This shows that the majority of diners at Tutup Panci Bistro came from the young professionals for their lunches and dinners.

Illustration 2: Respondents' Profile - Age

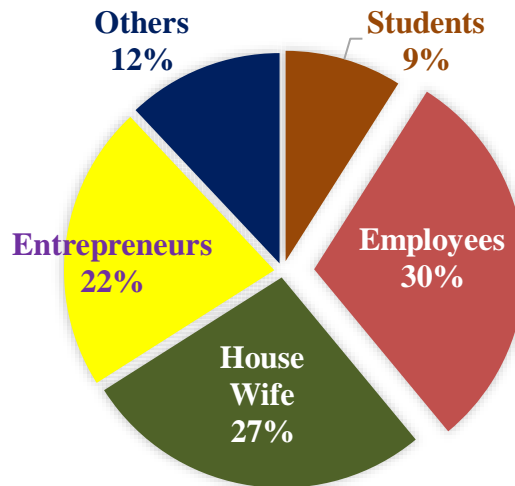


Source: (IBM SPSS Amos, 2020a)

Respondent's Profile: Occupation

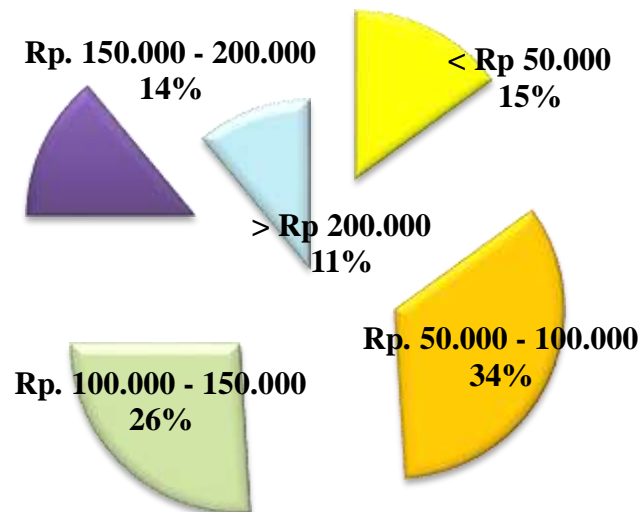
Out of 100 respondents, 52% were employees and entrepreneurs, whose offices are nearby, while the remaining balance consisted of students, house wives, and others.

Illustration 3: Respondents' Profile - Occupation



Source: (IBM SPSS Amos, 2020a)

Illustration 4: Respondents' Profile – Purchase per Visit



Source: (IBM SPSS Amos, 2020a)

Respondents' Profile: Purchase per Visit

Out of 100 respondents, 34% of them spent between Rp. 50,000 to Rp. 100,000 per visit on their purchases at Tutup Panci Bistro, which included 1 main course and 1 beverage for their lunches and/or dinners.

PRE-TESTS & POST-TESTS

As previously mentioned, this research dependent upon the use of questionnaire for the data analysis.

Reliability Pre-Test

The purpose of this reliability pre-test is to use the accumulation of 30 responses to identify whether or not the data can be used for further analysis. The results in Table 6: Reliability Pre-Test show that the 28 statements in the questionnaire are 0,915 or 91.5% reliable.

Table 6: Reliability Pre-Test

Cronbach's Alpha	N of Items
,915	28

Source: (IBM SPSS Amos, 2020c)

Validity Pre-Test

Similar to the above, the 30 responses received shows 0.707 or 70.7% validity. This means that the statements used in the questionnaire are 70.7% valid to approximated the indicators used in this research. With this results, further analysis can be continued.

Table 7: Validity Pre-Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	,707	
Bartlett's Test of Sphericity	Approx. Chi-Square	421,061
	Df	190
	Sig.	,000

Source: (IBM SPSS Amos, 2020c)

Table 8: Reliability Post-Test

Cronbach's Alpha	N of Items
,921	28

Source: (IBM SPSS Amos, 2020c)

Reliability Post-Test

Following the pre-tests above, relying on all the respondents in this research, the data

indicates the level of 0.921, or 92.1% reliable.

Validity Post-Test

With the available responses gathered in this research, the level of validity reaches 0.887, or 88.7%. This shows that the statements are considered valid to approximate the indicators and variables used in this research.

Table 9: Reliability Post-Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,887
Bartlett's Test of Sphericity	Approx. Chi-Square	935,651
	Df	190
	Sig.	,000

Source: (IBM SPSS Amos, 2020c)

DATA ANALYSIS

Structural Equation Model

The following is the explanation of the Figure 6: Structure Equation Model in this research;

1. The relationship between Food Display and Customer Satisfaction

From the results, the relationship between food display and customer satisfaction is 83%. This means that for every 1% improvement in food display, the level of customer satisfaction increases by 83%. On the other side, this means that food display is also proven to be influential to ensure the level of customer satisfaction. This finding is confirmed by Indra Ketaren (Dhetira, 2016), who previously stated that the presentation of food has been regarded as the way to design positive “*customer experience in every single contact point*”. Ensuring that all the human senses are stimuli. With this result, it means that Tutup Panci Bistro has push forward the importance of food display in every food delivery to diners.

2. The relationship between Food Quality and Customer Satisfaction

The result shows that food quality has 49% relationship to customer satisfaction.

This simply means that every 1% improvement on the food quality, the level of customer satisfaction increases by 49%. Since this research is also relied on what Ha & Jang (2010) has previously studied, undoubtedly, the result shows consistency with what they have found out. The roles of taste, color, component, texture, shape, size, nutrition and variation of menu are also crucial in boosting the perception of food quality. Considering the elements used in food quality, it is apparent that visitors of restaurants look for something different. Such differences denote the value propositions offered by restaurants. This has been previously studied by Al-Tit (2015), for instance. Other components have also been previously studied, such as; service quality (Soenawan & Malonda, nd; Cameran, Moizer, & Pettinicchio, 2010; Ghimire, 2012; Ha & Jang, 2010), appropriate price tags (Soenawan & Malonda, nd; Faizah, Suryoko, & Saryadi, 2013), and ambience of the restaurants (Ha & Jang, 2010; Githiri, 2017).

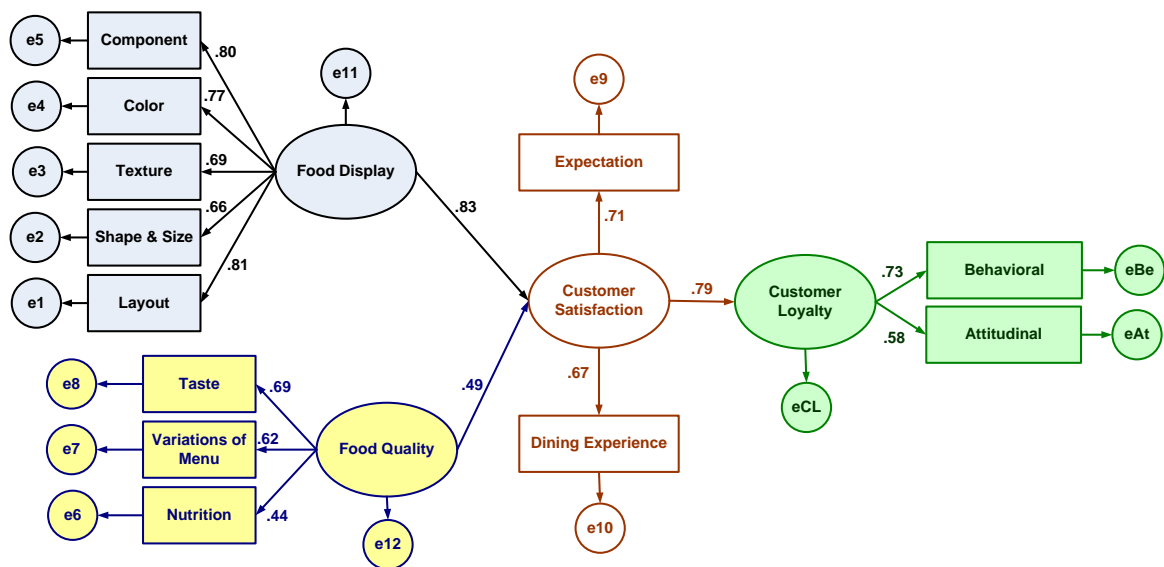


Figure 6: Structure Equation Model
Source: (IBM SPSS Amos, 2020b)

3. Food Display

In this research, food display is used to represent few factors that make up the existence of food display. Those factors are; component (80%), colors (77%), texture (69%), layout (66%), shape & size (81%).

- **The relationship between Component and Food Display**

The result shows that component has 80% explanatory power toward food display. It is obvious that component of food, in particular the protein, carbohydrate, vegetables and condiments must be carefully considered as the integral part of the food display. This result is in accordance with the previous studies by Spence, Piqueras-Fiszman, Michel & Deroy (2014), which stated that the food composition must be balanced, not too crowded, and not too many components on the plate served to diners. This means that the diners' evaluation on the level of food quality is approximately dependent on food component, by as much as 80%. This also showed that Tutup Panci Bistro has conformed to the balance components.

- **The relationship between Colors and Food Display**

With the biggest assumption that diners are not color-blind, the use of combination of colors on the plate will eventually improve the diners' appetites. From the result, it becomes obvious that colors have as much as 77% explanatory power toward food display. This is in conformation to what Anthony Mwangi (2010) has found in his research. The use of many colors on the plates will also eventually impact the diners' focuses as the brains cannot accept the many color offered simultaneously on the plates (Motes, Malach, & Kozhevnikov, 2008; Singh & Srivastava, 2011; Stewart & Goss, 2013). This result indicated that Tutup Panci Bistro has certainly used colors (Putra, Saroso, & Anantadjaya, 2015), particularly; red, orange, yellow and green, on the use of white or brown plates, to stimuli the higher appetite of diners. The presence of colors is about 77% explained the level of food quality.

- **The relationship between Texture and Food Display**

The result shows that texture has as much as 69% explanatory power on food display. This means that any 1% reduction on food texture offered to diners will eventually have a drastic 69% diminishing effect on food display. Food texture stimuli the sensory sense of diners. Stimulations on the diners' sensory sense excites diners' responses on the appropriateness of the food, as mentioned by GV

Civille (2010). For an example, cooked piece of meat must be tender enough and moist to be chewed. The diners' enjoyment on chewing the piece of meat is drastically different from chewing bubble gums. Hence, if the cooked meat becomes hard and dry, diners' enjoyment of chewing is definitely distracted. The presence of food quality is 69% dependent on food texture

- **The relationship between Shape & Size and Food Display**

The result shows that shape & size has 66% explanatory power toward food display. This means that every 1% improvement in shape & size leads to 66% improvements on the food display. This means that the food display becomes intriguing and mouth-watering for diners. Peter Stewart & Erica Goss (2013) stated that shape, size, and color on the plate create positive perceptions for diners about the food display. Aesthetics and beautiful arrangements of food components on top of the plate show the attractive combination of food display (Spence, Okajima, Cheok, Petit, & Michel, 2016). In Tutup Panci Bistro, plates used are oval white with black and grayish motives. It appears that the shape and size of the plates are proportionately fit to the food display for diners.

- **The relationship between Layout and Food Display**

Thought the value is relatively small in comparison to the others, layout has 81% explanatory power toward food display. This means for every 1% enhancement in layout, there will be 81% perfection in food display. Just like the shape and size, any slight improvement on the food layout, the food display becomes intriguing and mouth-watering for diners. Proper layout of any food components increases attractiveness of the food display (Spence, Okajima, Cheok, Petit, & Michel, 2016; Chef Resources Inc, 2015). On personal discussions with several diners in Tutup Panci Bistro, unfortunately, many customers were not paying too much of attention to the food layout. Perhaps, this was also contributing to the lower explanatory power of food layout toward food display as all of the respondents of this research were diners of Tutup Panci Bistro. What the diners can see and experience in terms of the layout, will likely boost the level of food quality by as much as 81%

4. **Food Quality**

In this study, food quality is another variable included in the model. This study has relied on 3 indicators; taste (69%), variation of menu (62%), and nutritional contents (44%).

- **The relationship between Taste and Food Quality**

Taste appears to have the highest value of 69% explanatory power toward the food quality, in comparison to the other parameters in this study. This means that 1% improvement on the taste of the food will bring about 69% improvement on the food quality. Logically, this is certainly true. As the food becomes tasty, it is believed that the food quality is better. The consistency on taste is also vital, at least this is true for repeat diners. This result is in accordance with the previous studies whereby taste (Stewart & Goss, 2013) and consistency (Schröder, 2003) in keeping the same taste over time become the main factor for repeat diners to keep revisiting the restaurants (Al-Tit, 2015; Ha & Jang, 2010; Rozekhi, Hussin, Siddiqe, Rashid, & Salmi, 2016). In another research, it was stated that price can also become the triggering factor on taste (Faizah, Suryoko, & Saryadi, 2013). The cheaper the price, the minimal expectation by diners to hope for tasty food, and vice versa. As the price tags increase, logically and emotionally, the expectation to consume tasty food escalates. Once the price tags increase, but the tastiness of the food drops, diners will be dissatisfied and avoid returning to the same restaurants.

- **The relationship between Variation of Menu and Food Quality**

The results show that the level of explanatory power of variation of menu is 62% in explaining the existence of food quality. This simply means that with a mere 1% improvement in variation of menu, the food quality increases by 62%. This shows the needs to increase variation of menu in restaurants with the ultimate target to be the one-stop-dining experience. The variation of menu may likely improve the level of loyalty of customers since restaurants are keep trying to update, modify, and/or add the menu sets. This, perhaps, is including following

the market trends on food and/or beverages. In Tutup Panci Bistro, the variation of menu ranges from appetizers, main courses, and desserts, including the variation of beverages, which range from coffee, tea, mocktail, milkshake and *jamu*/traditional Indonesian herbs. This result has also been conforming to the previous studies that stated the more variations of menu, the more likely customers are better perceiving the food quality of restaurants (Hsu & Wu, 2013; Munada, 2017; Pulos & Leng, 2010; Putra, Saroso, & Anantadjaya, 2015; Thomas Jr & Mills, 2006).

- **The relationship between Nutrition and Food Quality**

Today, people have certainly paid a bit more attention into what they consume. The level of concerns has increased over time. According to a published article by CNN Indonesia, Darmayana (2017) stated that the percentage increase in obesity has jumped from 12% to 21% in 2010, mainly in Jakarta. The increasingly concerns on sugar consumption, natrium, caffein and cholesterol are also noticeable for the world's population Pulos & Leng (2010). The nutrition has a positive impact of 44% onto the food quality. This means that a slight improvement in nutrition of only 1%, the food quality jumps by 44%. In this research, it is indicated that the food in Tutup Panci Bistro has the balanced nutrition on each portion based on the presence of protein, carbohydrate and vegetables display on the plate (Vijayakurmaran & Amalina, 2018). This shows that the needs to consider the nutritional value has the ability to boost the food quality.

5. **Customer Satisfaction**

The level of customer satisfaction has become one crucial variable to measure successfulness toward sustainability. The higher the level of customer satisfaction, of course, the higher the chances that those customers will return and engage in repeat purchases. Food display and food quality have shown positive correlations onto the customer satisfaction. According to Kottler & Armstrong (2014), customer satisfaction can be defined as the overall feeling of customers based on

the level of pleasure or disappointment on the performance of product or services rendered in comparison to the initial expectation.

The expectation of diners has 71% explanatory power toward customer satisfaction. This means that upon arrivals, the visitors have had their own sets of expectation to obtain, experience and feel the satisfactory products, along with the customer services, atmosphere and acceptable price tags. A certain expectation of the visitors on the food display may well involve previous searches and information gathering from social media, friends and relatives, who may have visited in Tutup Panci Bistro. On this angle alone, it is evident that diners are visiting places to feel new sets of experiences in every single contact point (Dhetira, 2016).

The level of satisfaction on food display is measured by the quality of experience received in comparison to the initial expectation. When the actual quality of experience received is higher as compared to the initial expectation, a positive gap is formed. This means that the customers are satisfied with the food display. On the contrary, when the actual quality of experience received is less than the initial sets of expectation, a negative gap is formed. This leads to customer dissatisfaction with the food display. This is in accordance with the findings of Okumu's research in 2012 (Okumu, 2012). The level of satisfaction on the quality of experience has an explanatory power as much as 67% toward the level of customer satisfaction. This means that 1% improvement on food display brings about 67% hikes in the customer satisfaction. This positive result has also been put into trial in Tutup Panci Bistro. When diners are satisfied with the food display, the chances are those diners also experience the overall customer satisfaction. We sure hope that those diners become loyal.

6. The Relationship Between Customer Satisfaction and Customer Loyalty

The relationship between customer satisfaction and customer loyalty is 79%. This means that for every 1% improvement occurs in the level of customer satisfaction, the level of customer loyalty increases by 79%. This means that food display is

influential to ensure the level of customer loyalty. This finding is confirmed by Eliwia (2006), who stated that the level of customers satisfaction depends on the preferences on products/services. In this case, if the diners like the food, then it is likely that the diners will form their loyalty pyramid toward restaurants and cafes. Another studies have also mentioned influential factors toward the level of loyalty, such as; organizational attributes (Alsaqre, 2011; Dawi, Jusoh, Streimikis, & Mardani, 2018), social ties (Dawi, Jusoh, Streimikis, & Mardani, 2018), employees skills, knowledge and attitude (Anantadjaya, 2011; Anantadjaya, et al., 2017), positive recommendations, and reviews (Dawi, Jusoh, Streimikis, & Mardani, 2018).

For instance, the organizational attributes (Alsaqre, 2011), which include; environmental, managerial and social (Dawi, Jusoh, Streimikis, & Mardani, 2018) should be considered logical for their influence toward the level of customer loyalty. In this case, diners may well like the organizational attributes of the restaurants and cafes. Such attributes are the ones driving diners and potential customers to keep returning. The presence of strong social ties (Dawi, Jusoh, Streimikis, & Mardani, 2018; Anantadjaya, 2020) across individuals may also pose the basic reason on the strengthening loyalty.

- **The relationship between Behavioral and Customer Loyalty**

Referring to the results, behavioral dimensions have 73% explanatory power toward the level of customer loyalty. Just like the previous studies, this means that restaurants and cafes must pay attention to activities, which may likely influence the individuals' behavioral intention, such as; product bundling, cross selling, frequencies, and length of relationship (Bobâlcă, 2013; Söderlund, 2006)

- **The relationship between Attitudinal and Customer Loyalty**

Referring to the results, attitudinal dimensions have 58% explanatory power toward the level of customer loyalty. Just like the previous studies, this means that restaurants and cafes must pay attention to activities, which may likely influence

the individuals' attitude, such as; WOM, special prices, commitment and trust. (Bobâlcă, 2013; Söderlund, 2006; Alsaqre, 2011)

Model Fit Summary

In accordance with the standard guidelines for a recommended acceptable model, as mentioned in chapter 3, and considering the results in Table 10: Model Fit Summary, the research model in this study is considered fit as the model values are all within the prescribed parameters based on several sources.

Table 10: Model Fit Summary

Criteria	Based on Schumacker dan Lomax (2004) & Wijaya (2009)	Based on Ghozali (2004); Santoso (2009)	Model Value	Goodness Fit
CMIN/df (normed chi square)	CMIN/df ≤ 2 = good	CMIN/df ≤ 5 = good	4,426	Good
RMSEA (Root mean square error of approximation)	RMSEA ≤ 0.08 = good	RMSEA ≤ 5 = good	0,195	Good
GFI (Goodness Fit Index)	GFI approaching 1 = good	GFI approaching 1 = good	0,705	Good
AGFI (Adjusted goodness of Fit Index)	AGFI approaching 1 = better	AGFI ≥ 0.09 = good	0,683	Good
TLI (Tucker Lewis Index)	TLI approaching 1 = good	TLI ≥ 0.09 = good	0,695	Good
CFI (Comparative Fit Index)	CFI approaching 1 = good	CFI approaching 1 = good	0,702	Good
NFI (Normal Fit Index)	-	NFI ≥ 0.09 = good	0,771	Good

Source: (Arbuckle, 2011; Anantadjaya & Nawangwulan, 2018; Santoso, 2009; Ghozali, 2004; Mustafa & Wijaya, 2012)

MARKETING MIX

All companies must conduct some sorts of marketing activities in the process of distributing products/services into the end-users for the final consumptions. The success indicators are relatively straight forward when organizations can formulate and manage their best-fit marketing strategy to ensure the attainment of the organizational goals. The underlying theory in Marketing Mix 4Ps is also considered in this research to provide the

insights and extracts on what Tutup Panci Bistro has formulated, attempted, managed and controlled its business operations to cater to the visiting diners.

Product

Smithson (2017) stated that products and services have different characteristics in trying to gain customer satisfaction. Tutup Panci Bistro offers food products with attractive displays and each is attempted to show the different characters to lure the visualization of the food. This ensures the value added of the restaurant. In general, the dishes offered in Tutup Panci Bistro may well be similar to others, such as; chicken curry (*tongseng ayam*), barbecue ribs with honey paste (*iga bakar bumbu madu*), green banana ice (*es pisang ijo*), and others. The main differentiating factor for products or food is the differences on display. The level of uniqueness of products can be the intriguing factor for customers that they can easily remember, which may be from a particular menu, the original location, and the store/café/restaurant that offer/serve this particular product/food. Similarly, the superb customer services rendered to customers is certainly another differentiating factor. All staff members should have the basic communication skill to relay the explanation. This is to ensure the higher satisfaction level to customers.

Price

The market demand is relatively difficult to predict, undoubtedly. The market trend in Indonesia, which is also true in other countries, the increasing numbers of café and restaurants have made it more difficult for business practitioners, particularly for restaurateurs, to set the pricing scheme. The formulate pricing scheme in restaurants must considered the surrounding and the overall values of the food and services rendered, including the targeted market (Bojanic, 2007). Tutup Panci Bistro offers the affordable price range to cater to teenagers, family, employees and mothers, which ranges from Rp. 22,000 to Rp. 63,000 for food and Rp. 8,000 to Rp. 35,000 for drinks. The price was initially set to ensure the affordability and diners feel the values of any food and drinks products from Tutup Panci Bistro. The price set for restaurants is vital. Any discrepancies may lead to conformation to the surrounding and values of food and beverages provided. The target market may also be missed out, consequently (Bojanic, 2007; Putra,

Anantadjaya, & Nawangwulan, 2020). In the following table, there are price lists of the surrounding cafes and restaurants within the radius of 15 kilometers, which have the similarities on what Tutup Panci Bistro is offering.

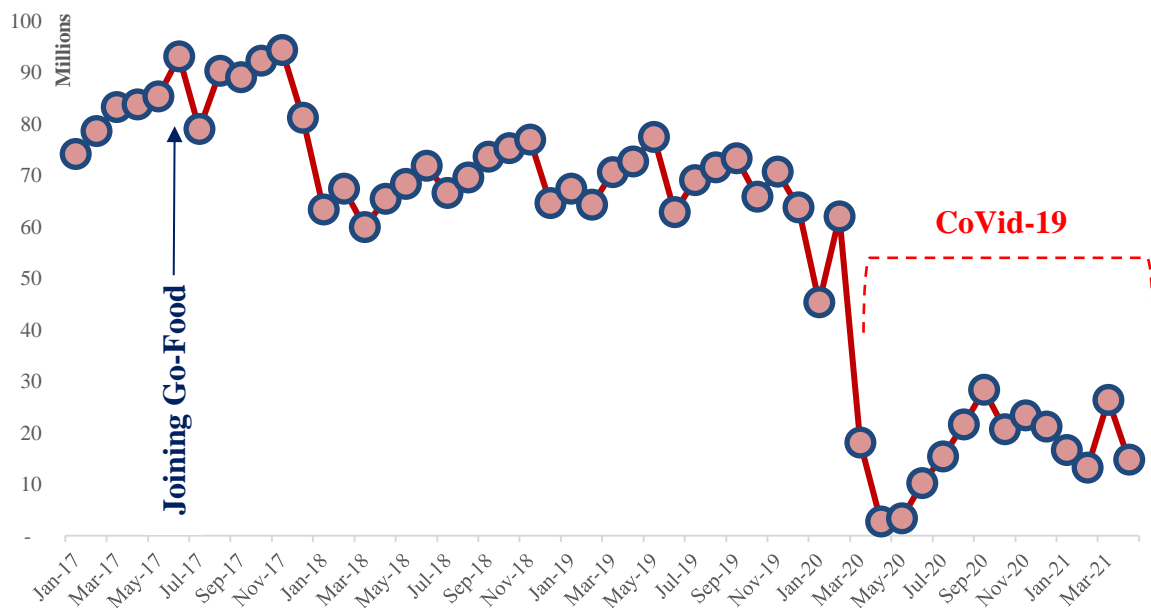
Table 11: Comparison of Prices Around Tutup Panci Bistro

Name of Restaurants	Price Range
Intro Jazz Bistro & Cafe	Food: Rp. 30,000 to Rp 210,000 Beverage: Rp. 15,000 to Rp. 55,000
Milkoe Bistreau	Food: Rp. 25,000 to Rp. 85,000 Beverage: Rp. 10.000 to Rp. 50,000
Oje Resto & Bakery	Food: Rp. 15,000 to 55,000 Beverage: Rp. 8,000 to Rp. 35,000
Chakra Hall & lounge	Food: Rp. 35,000 to Rp. 350,000 Beverage: Rp. 35,000 to Rp. 125,000

Promotion

Promotional activities are necessary for business practitioners to ensure the achievement on target market. As the power of social media, in this case, has become significant in the millennial era, the use of social media becomes mandatory (Bennet, 2017).

Illustration 5: Sales of Tutup Panci Bistro



Source: (PT. Tutup Panci Indonesia, 2017-2021)

Tutup Panci Bistro incorporates few media channels, such as; Instagram, Google Business, YouTube, and Facebook to boost brand awareness on the restaurants. Other than the use of social media, Tutup Panci Bistro also incorporates the conventional promotional tools, such as; gimmicks to also effectively brand awareness of the restaurants. Those gimmicks include brochures, vouchers, and discounts on certain products during certain operational hours. Looking from the market trends on online businesses, Go-Food and Grab-Food have provided the assistance on restaurants sales. The Illustration 5: Sales of Tutup Panci Bistro shows the graphical illustration on the sales generated since January 2017, including the initial involvement with Go-Food in June 2017.

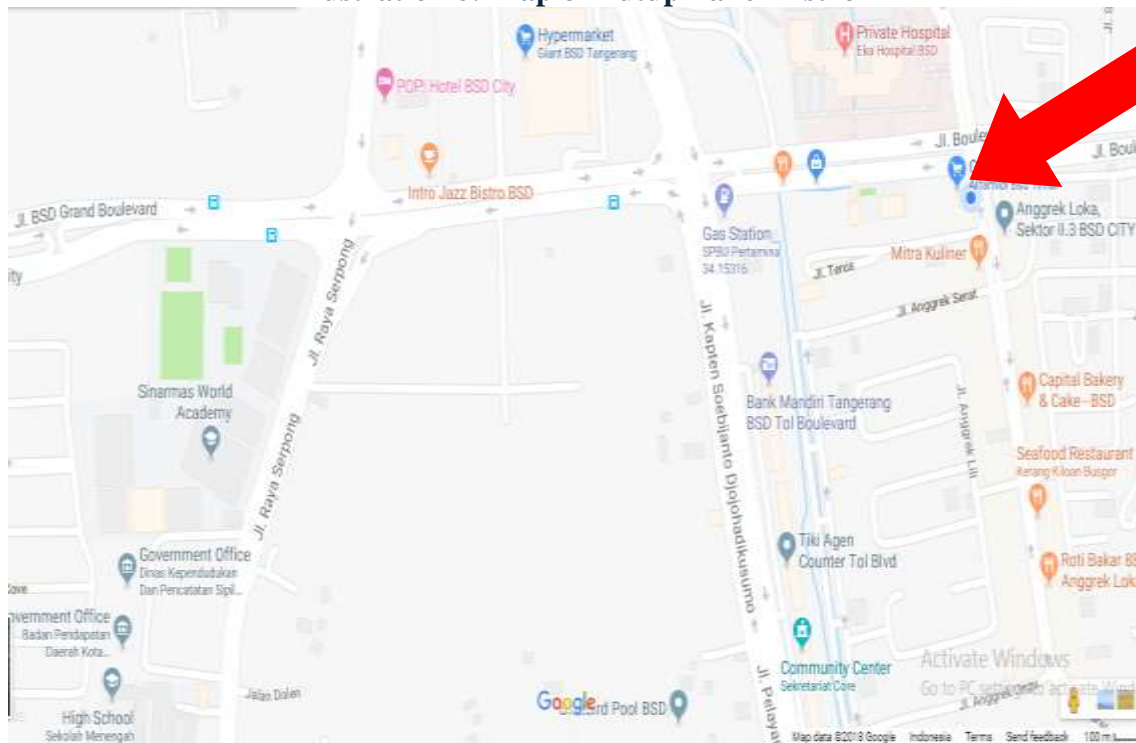
Place

In accordance with the basic in marketing, the choice on selecting the right location holds the key for success (Kotler & Armstrong, 2014). Though the choice on location selection is no longer about the most strategically-located in the Central Business District, for instance, as the property prices will be expensive, however, in the outskirts areas remain attractive. Difficult areas, which are hard to get will lead to customers unwillingness to visit (Fu'ad, 2015). Close approximation toward the target market is crucial. This is not just about being close to customers and all the potential diners, but also to ensure the minimum amount of time in taking care for any trouble-shooting and complaints. The close proximity to the target market allows Tutup Panci Bistro to cater requests directly into their door steps by delivering food at the customers' convenience. As mentioned, the trouble-shooting in case of complaints, can be easily handled as well, for instance to just return to the Tutup Panci Bistro establishment and make another trip to the customers' residence.

The location of Tutup Panci Bistro is in the cluster area of Anggrek Loka in BSD City. In this particular proximity area, there are offices, residentials, schools, colleges and many boarded rooms available for rent. The location of the modern market in BSD City is only about 5 kilometers away. The location of Tutup Panci Bistro is relatively easy to find as it is just adjacent to the Eka Hospital, the cluster of Anggrek Loka, the Mitra Kuliner, where there are many street food vendors, and other countless food vendors off-the-street.

Not only the accessibility is relatively easy, the location of Tutup Panci Bistro does have parking spaces for diners. Parking spots are also abundantly available on the street. Besides the surrounding area, the physical environment can also become the contributing factor towards the customer satisfaction, in terms of; lighting, circulation, musical background, cleanliness, comfortability, and layout (Faizah, Suryoko, & Saryadi, 2013; Nawangwulan I. M., Anantadjaya, Widayatmoko, & Hulu, 2012).

Illustration 6: Map of Tutup Panci Bistro



Source: (Google LLC, 2005)

Hypothesis Tests

The following is the results of the hypothesis test based on the path analysis in AMOS, from the perspective on regressions weights, from both perspectives of critical and standardized values.

Table 12: Regression Weights

			P
Customer Loyalty	<---	Customer Satisfaction	***
Customer Satisfaction	<---	Food Display	***
Customer Satisfaction	<---	Food Quality	***

			P
Layout	<---	Food Display	
Shape & Size	<---	Food Display	***
Color	<---	Food Display	***
Component	<---	Food Display	***
Texture	<---	Food Display	***
Nutrition	<---	Food Quality	
Variation of Menu	<---	Food Quality	***
Taste	<---	Food Quality	***
Expectation	<---	Customer Satisfaction	
Dining Experience	<---	Customer Satisfaction	***
Behavioral	<---	Customer Loyalty	***
Attitudinal	<---	Customer Loyalty	***

Source: (IBM SPSS Amos, 2020b)

In accordance with the parameters and the results of SEM, the relationships are regarded significant if the p-value is less than 0.05, the results are noted by *** on the respective regression weights (Mustafa & Wijaya, 2012). Referring to the table above, it is shown that the inter-relationships among variables are considered significant; Food Display & Customer Satisfaction, and Food Quality & Customer Satisfaction.

Table 13: Standardized Regression Weights

			Estimate
Customer Loyalty	<---	Customer Satisfaction	,790
Customer Satisfaction	<---	Food Display	,832
Customer Satisfaction	<---	Food Quality	,491
Layout	<---	Food Display	,811
Shape & Size	<---	Food Display	,663
Color	<---	Food Display	,774
Component	<---	Food Display	,801
Texture	<---	Food Display	,693
Nutrition	<---	Food Quality	,444
Variation of Menu	<---	Food Quality	,623
Taste	<---	Food Quality	,690
Expectation	<---	Customer Satisfaction	,714
Dining Experience	<---	Customer Satisfaction	,669
Behavioral	<---	Customer Loyalty	,729
Attitudinal	<---	Customer Loyalty	,678

Source: (IBM SPSS Amos, 2020b)

The standardized regression weights can be summarized as shown in the table. At various levels, all of the relationships are positively connected. This means that an increase/improvement on one side influences an increase/improvement on the other side. For instance, 1% increase in food display brings about 83% increase on the level of customer satisfaction. Likewise, 1% improvement in food quality brings about 49% increase on the level of customer satisfaction.

The results of the hypothesis tests are summarized in the following table below;

Table 14: Hypothesis Tests

	Hypothesis	Standardized Estimate	p-value	Results
H ₁	There is a positive impact of food display to customer satisfaction at Tutup Panci Bistro	,832	***	Do not reject the hypothesis
H ₂	There is a positive impact of food quality to customer satisfaction at Tutup Panci Bistro	,491	***	Do not reject the hypothesis
H ₃	There is a positive impact of customer satisfaction to customer loyalty at Tutup Panci Bistro	,790	***	Do not reject the hypothesis

Analysis on H₁

The first hypothesis test concerned with the significant and positive relationships between food display and customer satisfaction. Based on the Table 14: Hypothesis Tests, food display has a positive 83% and significant influence toward the level of customer satisfaction in Tutup Panci Bistro as the p-value shows ***.

Just like the previous study by Yong, Siang, Lok & Kuan (2013), food display of any served food to diners must be visually attractive. The attractiveness uplifts the level of customer enjoyment upon consumption. Food display provides additional value to reach a higher level of satisfaction from restaurant dining.

A balanced composition in food display should include; choices on ingredients, colors, textures, shapes, and layout to ensure the necessary harmony. The food display can boost

diners' mood in trying to consume. The food display can also induce the “wow” effect, which can potentially alter the diners' perceived tastes (Collinge, 2017). This means the food display portrays the first image for diners to boost their dining satisfaction upon visiting restaurants.

Analysis on H₂

The second hypothesis test concerned with the significant and positive relationships between food quality and customer satisfaction. Based on the Table 14: Hypothesis Tests, food quality has a positive 49% and significant influence toward the level of customer satisfaction in Tutup Panci Bistro as the p-value shows ***.

In the previous research activities by Al-Tit (2015), food quality becomes the main decision factor for individuals visiting a particular restaurant. However, there are values to propose for diners, such as; service quality, appropriate pricing scheme, and the atmosphere of the restaurants, which become the trigger to choose a particular restaurant.

Food quality is the main factor for restaurants. Lack of attention on the food quality may lead restaurants into the sustainability downward spiral. Tastes, menu variations and nutrition become the main element on food quality, as previously researched by Ha & Jang (2010). If the food display can be accompanied by food quality, the level of dining satisfaction can potentially translate into the customer loyalty and become repeat diners.

Analysis on H₃

The third hypothesis test concerned with the significant and positive relationships between customer satisfaction and customer loyalty. Based on the Table 14: Hypothesis Tests, food quality has a positive 79% and significant influence toward the level of customer loyalty in Tutup Panci Bistro as the p-value shows ***.

A quick glimpse onto the indicators for the customer loyalty, it is obvious that behavioral dimensions (73%) appear to be favored in this study in comparison to the attitudinal dimension (58%). Such findings are also confirmed by previous studies whereby the

element of retention, frequencies, commitment, trust, taste and preferences, and purchases play an important role of the individuals' behaviors (Bobâlcă, 2013; Söderlund, 2006; Dawi, Jusoh, Streimikis, & Mardani, 2018; Gustafsson, Johnson, & Roos, 2005; Nawangwulan I. M., Anantadjaya, Widayatmoko, & Seancho, 2012)

INTERVIEW SESSIONS

To provide additional support qualitatively, interview was conducted with the food blogger/food influencer, particularly in terms of food display, food quality and customer dining satisfaction. The interview was held in August 1, 2018 at 3 PM at Tutup Panci Bistro. The results of the interview included the facts that food presentation/display has the enormous power to contribute visual influence to people. From the visual sensor, people can actually make-up their minds whether or not to make the purchase. The visual sensor stimuli the mood. This was translated into their actual enjoyment upon consuming the food in the restaurants. Restauranteurs should ensure the balance between visualization and quality of food to ensure the level of dining satisfaction. Detailed interview transcripts are enclosed in the appendix.

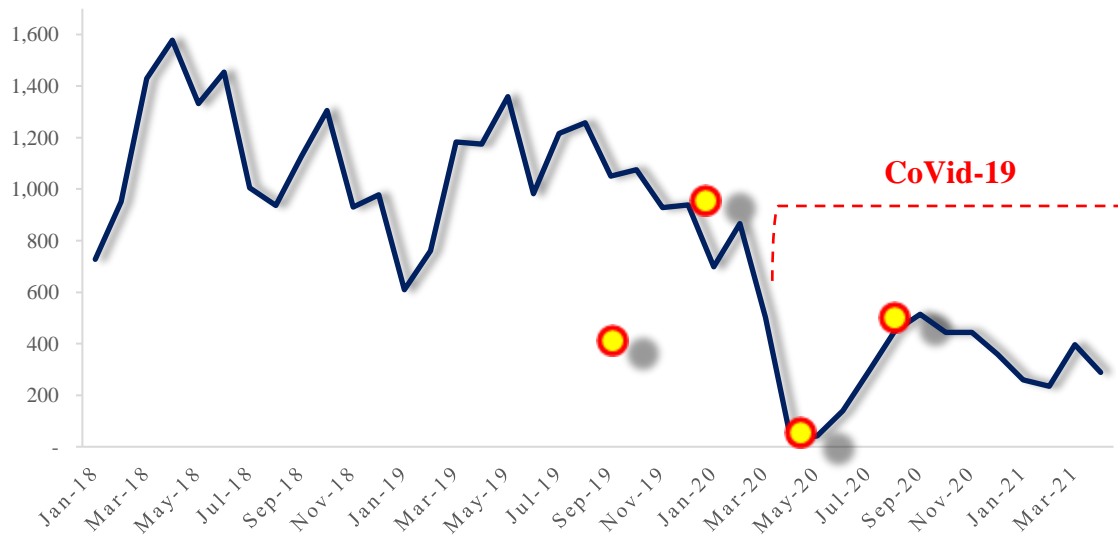
CURRENT CONDITION

Illustration 7: Diners in Tutup Panci Bistro shows the fluctuation of diners in Tutup Panci Bistro. In general, this graph mirrors the cyclical sales in Indonesian restaurants. During the month of Ramadhan, very minimal diners during lunch hours, and drastic increase during the time to break their fast. Then, in July, restaurants experience substantial drop in sales due to the closure of the fasting month, which was followed by the long holiday of Eid al-Fitri. Though officially the holidays were only 2 days, however, people tend to take their annual leaves to return to their hometown to be with their family and relatives.

As shown in the graphical illustration, unfortunately, this condition repeated itself by the end of the year, due to the Christmas holiday, which is followed new year's vacations as well. During this time, people tend to prioritize their budgets toward gatherings and out-of-town holidays, including overseas trips. Unfortunately, dining in restaurants is not the priority, unless the restaurants can provide the gala dinner with musical/art performance

and concerts. In the beginning of the year, household budget may seem to be targeted into the school supplies for the new semester. This was the main reason of the drastic slide in sales.

Illustration 7: Diners in Tutup Panci Bistro



Source: (PT. Tutup Panci Indonesia, 2017-2021)

Table 15: Initial Investment shows the initial investment in Tutup Panci Bistro to start its operational activity in August 2016. The renovation projects in 2017 was to increase the seat capacity. The initial investment shown excluded the construction of the building, the necessary business permits, and maintenance of the building. The rental of the building is also excluded as the rental of the building is calculated based on the profit-sharing with the owner of the building at the end of the year.

Table 15: Initial Investment

Year	Details	Total Investments (excluding permits, building and other related constructions materials)
2016	Purchasing the kitchen equipment and the restaurant's operational needs with the maximum occupancy of 60 seat capacity on the 1 st floor of Tutup Panci Bistro	<ul style="list-style-type: none"> • 15 tables at Rp. 1.5 million/table = Rp. 22.5 million • 60 chairs at Rp. 300,000/chair = Rp 18 million • 3 air conditioners at Rp. 5.5 million/unit = Rp.16.5 million • Kitchen utensils, cutleries, plates, and glasses = Rp. 30 million • Initial promotional expenses for both online and offline = Rp. 10 million

Year	Details	Total Investments (excluding permits, building and other related constructions materials)
		Total = Rp. 97 million
2017	In early 2017, Tutup Panci Bistro undergone a renovation project for its 2 nd floor, including additional purchases of tables, chairs, and air conditioners for a maximum of 40 seat capacity.	<ul style="list-style-type: none"> • 10 tables at Rp. 1.5 million/table = Rp. 15 million • 40 chairs at Rp. 300,000/unit = Rp. 12 million • 2 air conditioners at Rp. 5.5 million/unit = Rp. 11 million • Additional kitchen equipment and bar = Rp. 15 million <p>Total = Rp. 53 million</p>
2018	During the period of 2018-2019, Tutup Panci Bistro undergone relatively regular operational activities without substantial major projects to be considered as investment	
2019		
2020	In 2020, Tutup Panci Bistro was committed itself to expand into a new location. Though the rental of the space is provided free since this new location is set-up to provide the convenience for the guests of the neighboring business and at the owners' requests, there are investment pertinent to the initial opening in the new location	<ul style="list-style-type: none"> • Equipment, such as chiller, freezer, air conditioner, kitchen table, sink and a coffee machine = Rp. 40 million • Utensil, such as; bar, kitchen utensils, POS systems and speakers = Rp. 10 million • Tables and chairs = Rp. 18 million • Decoration, such as; mural, wall decoration and book rack = Rp. 7 million • Renovation, such as; installation of exhaust fans, cabling for electricity, and plumbing = Rp. 12 million • Raw materials, including the packaging boxes, glasses and training materials = Rp. 10 million • Marketing essentials, specifically on the printing for logo, menu and pictures = Rp. 2 million • Training essentials, specifically on the training sessions for the trainees and trainers = Rp. 4 million <p>Total = Rp. 103 million</p>

With the total investment of Rp. 253 million for the span of 5 years, or about Rp. 51 million per year investment, on average, and relying on the average sales of Rp. 58 million per month with the expenses were only about 50% of its revenue as the rental charges for the space were agreed-upon profit-sharing, the return on investment for the operational activity of Tutup Panci Bistro is approximately 11% on average since 2016.

Equation 1: Return on Investment

$$\frac{\text{Net Income}}{\text{Total Investment}} = \frac{\text{Revenue} - \text{Expenses}}{\text{Total Investment}} = \frac{58 \text{ million} - (50\% * 58 \text{ million})}{253 \text{ million}}$$

$$= \frac{58 \text{ million} - 29 \text{ million}}{253 \text{ million}} = \frac{29 \text{ million}}{253 \text{ million}} = 11.46\%$$

From the perspective of average guests, the return on average guest becomes about Rp. 37,000 per guests. This becomes important for Tutup Panci Bistro to always try to include product bundling, special offering, and various promotions to lure diners into getting more products during their visits. With the newly opened location, aggressive promotion can be implemented despite the significant drop of about 80% in Tutup Panci Bistro due to CoVid-19 pandemic.

Equation 2: Return on Average Guests per Month

$$\frac{\text{Net Income}}{\text{Average Guests}} = \frac{\text{Revenue} - \text{Expenses}}{\text{Average Guests}} = \frac{58 \text{ million} - (50\% * 58 \text{ million})}{806 \text{ guests}}$$

$$= \frac{58 \text{ million} - 29 \text{ million}}{806 \text{ guests}} = \frac{29 \text{ million}}{806 \text{ guests}} = \text{Rp. } 35,980$$

CONCLUSIONS & RECOMMENDATION

CONCLUSIONS

Based on the results, the conclusions can be safely derived as follows;

- 1) The relationship between food display and diners' satisfaction is strong and significant in Tutup Panci Bistro. As shown in Figure 6: Structure Equation Model, the relationship is as much as 83%. This means that it becomes vital to ensure the properness of the food display in restaurants as the value-added toward diners' satisfaction. The food display can certainly be regarded as one differentiation factor as well as the advantage of restaurants.
- 2) The relationship between food quality and diners' satisfaction is also strong and positive in Tutup Panci Bistro. As shown in Figure 6: Structure Equation Model, the relationship is as much as 49%. Though such a relationship did not show the necessary significance, however, the positiveness of the relationship suggested that restauranters need to note this as a booster toward diners' satisfaction level. This is particularly true for Tutup Panci Bistro as the majority of diners were repeat diners.
- 3) The relationship between customer satisfaction and customer loyalty is also strong and positive in Tutup Panci Bistro. As shown in Figure 6: Structure Equation Model, the relationship is as much as 79%. The positiveness of the relationship suggested that restauranters need to note this as a booster toward diners' loyalty level. This is particularly true for Tutup Panci Bistro as the majority of diners were repeat diners based on their behavioral dimensions. Touching the attitudinal behaviors is also beneficial, nonetheless

RECOMMENDATIONS

This research has revealed the relationships between food display, food quality, and the level of diners' satisfaction in a restaurant, Tutup Panci Bistro. Based on the findings

above, recommendations can be certainly formulated as follows;

- 1) This result is beneficial for people, who plan to start his or her restaurants or cafes about the roles of food display and food quality. This result is also beneficial for restauranteurs, who have opened and run their businesses, to consider the relationships between food display and food quality, while also ensuring the positive experience of diners and visitors to create the loyalty of diners. It is expected that this book adds value and inspirations to the practitioners in culinary business establishments. This result is useful also for the management team of Tutup Panci Bistro to continue its innovativeness journey while constantly attempting for maintaining the food display and food quality for diners and visitors.
- 2) The importance of cross-selling and up-selling should be noted by restauranteurs. This is vital to increase the average sales, including the returns on every single diner, who are visiting the establishment. The impact is relatively similar to the calculations on per table sales or return. Often times, this is relatively ignored, particularly when the restaurant is constantly relatively full.
- 3) Future research activities can attempt to consider the following; expanding into more variables and/or sub-variables while also incorporating more restaurants, expanding the time coverage, inclusion of more respondents, interviewing diners as to learn whether or not diners are connecting the dots between menu design, food display, food quality, ingredients, nutrition, expectation and dining experience. Broader questionnaire can also be considered. Alternatively, a more focused questionnaire becomes an option too.

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APPENDIX I: QUESTIONNAIRE

Background Information

Please provide your answer accordingly by putting X in the spaces provided.

Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Age	<input type="checkbox"/> 15-20 <input type="checkbox"/> 20-25 <input type="checkbox"/> 25-30 <input type="checkbox"/> 30-35 <input type="checkbox"/> > 35
Occupation	<input type="checkbox"/> Student <input type="checkbox"/> Employee <input type="checkbox"/> House Wife <input type="checkbox"/> Entrepreneur <input type="checkbox"/> Others
Spending per Visit	<input type="checkbox"/> < 50.000 <input type="checkbox"/> 50.000 – 100.000 <input type="checkbox"/> 100.000-150.000 <input type="checkbox"/> 150.000-200.000 <input type="checkbox"/> > 200.000

Evaluations on Food Display and Food Quality in Tutup Panci Bistro

For each of the statements below, please kindly provide your true answers accordingly by referring to the table of responses below;

1	2	3	4	5
Strongly Disagree	Disagree	Neutral/No Opinion	Agree	Strongly Agree

Statements	Responses				
	1	2	3	4	5
1. Food composition is in accordance with the food presentation on the restaurant's menu.					
2. The presented food component, such as; protein, carbohydrate and vegetables, appeared to be in balance					
3. The combination of colors displayed on the plate appeared to be visually attractive					
4. The selection of colors displayed on the plate improves my appetite					
5. Food textures were displayed well					
6. Food processing appeared to be displayed well in this restaurant					
7. Food display on the plate appeared to be in accordance with the appropriate shapes, forms, and sizes					
8. The shape and size of plates used were visually attractive to appropriately display the food ordered					

Statements	Responses				
	1	2	3	4	5
9. The creativity in laying-out the food component on the plates were neat and attractive					
10. All food components were displayed appropriately and balanced on the plate					
11. The food is delicious					
12. The food taste of this restaurant is consistent					
13. The menu offered in this restaurant is varied					
14. I really like the variation of menu offered in this restaurant					
15. The nutritional values of food from this restaurant are good					
16. The nutrition ingredients of each of the cuisine offered were sufficiently informed on the menu					
17. Because of the pretty and interesting food display, my appetite has drastically increased					
18. I hope to return to this restaurant with the expectation of superb food display and food quality					
19. I am satisfied with the food display and food quality of this restaurant					
20. I am satisfied with the food display than the food quality					
21. On average, I have returned to Tutup Panci Bistro more than 4 times in a month					
22. I have purchased from Tutup Panci Bistro more than 10 different items in a month					
23. I have spent more than Rp 500,000 at Tutup Panci Bistro the last month					
24. If Tutup Panci Bistro offers product bundling, I will definitely buy them					
25. I have known Tutup Panci Bistro for more than 3 years					
26. I always have positive experience with the staff members of Tutup Panci Bistro					
27. Tutup Panci Bistro offers the variation of food and beverages according to my taste and preference					
28. The staff members of Tutup Panci Bistro always inform me about any periodic promotion					

APPENDIX II: INTERVIEW

The following is the profile for the food blogger, or food reviewer:

Name : Paulus Fernando
 Organization : Food in Hands
 Occupation : Food Blogger/Food Reviewer



No.	Questions	Responses
1.	In your opinion, why does the food display become an important element in building restaurants?	Food display can influence the emotional stage of individuals. Visually display food presentation influences one's psychology through one's eyes. Restaurants must ensure to always have the best food display as possible in every presentation. This is the differentiation factor from others
2.	In your opinion as the food blogger, what is the most important thing to be considered in ensuring the best-possible food display?	The balance of every food components on the plate is crucial. The food display must be clean, neat, visually attractive and enticing to the naked eyes of visitors
3.	In your opinion, indicators, such as; "component, color,	All of the mentioned indicators have important roles on the food display. In my personal opinion, the layout of all food components on the plate is the key

No.	Questions	Responses
	texture, layout, shape & size” can be considered as the complete element in food display?	as each of those components complement each other. This elevates the display perfection for diners.
4.	Would you agree that food display must be balanced with the food quality?	<p>Of course. I totally agree that food display must be balance with the food quality.</p> <p>If the food display only has the wonderful presentation, the diners’ satisfaction level may not be fulfilled. With the presence of good quality of food, then diners can form positive perceptions</p>
5.	Would you agree that food display can influence the level of customer dining satisfaction in restaurants?	<p>In today’s era, with the presence of technology and internet, food display will entice people to take pictures and uploading the pictures online into their social media.</p> <p>On the other hand, restaurant owners and managers need to understand the fact that people visit restaurants with certain expectation, particularly, they are looking for interesting product/food, affordable prices, convenient locations, attractive promotions that are different from other restaurants, for instance. The restaurants’ job is to ensure the real execution internally, while the diners are inside the restaurants. Such successful executions will turn into satisfaction. Repeated satisfaction leads into loyalty and positive word-of-mouth for the restaurants.</p>

APPENDIX III: PICTURES ON FOOD DISPLAY IN TUTUP PANCI BISTRO



Rendang Beef Taco



Iga Bakar Madu Sambal



Deconstructed Es Pisang Ijo



Salmon Dabu Dabu Aglio Olio

APPENDIX IV: PICTURES ON VARIATIONS OF MENU IN TUTUP PANCI BISTRO



Latip panci
RESTORAN

Dessert

▶ D1. MODERNIST ES PISANG (IG)	28
▶ D2. CREAMY PANNA COTTA	30
▶ D3. BUBUN SUKSUM	25
▶ D4. BANANA FLAMBE	32
▶ D5. BAKED CHOC MARSHMALLOW	28

Beverages

MIX DRINK
2 CHOICES (2PK) & 3 CHOICES (3PK)

SEA SUNSET
(PINEAPPLE & STRAWBERRY) ①

PASSION IS PATIENCE
(PASSION FRUIT, MELON, TUNA) ②

SEA SUNRISE
(ORANGE & BLUE COCONUT) ③

FRESH BLUE HAWAIIAN
(BLUE COCONUT, PINEAPPLE, TUNA) ④

SAMBURIA
(APPLE & GRAPE JUICE) ⑤

MELON STRAWBERRY COOLER
(MELON, STRAWBERRY, TUNA) ⑥

STRAWBURY
(STRAWBERRY, BLUEBERRY, LEMONADE) ⑦

SUNSHINE TROPICAL
(MANGO, PINEAPPLE, TUNA) ⑧

MOJITO FAMILY (2PK)
GINGER LEMONGRASS
PEACH
VIRGIN APPLE
STRAWBERRY
DRAAGONFRUIT






Latip panci
RESTORAN

BLENDED SHAKE		FRAPPE CHOICE (Hot/Ice)	
MANGO SMOOTHIES	25	GREEN TEA FRAPPE	35
STRAWBERRY BANANA SMOOTHIES	25	RED VELVET FRAPPE	25
PINA COLADA (PINEAPPLE SMOOTHIES)	25	TARO FRAPPE	25
HULILLA FRAPPE	25	CHOCOLATE FRAPPE	25
ORZO BLUEBERRY CARAMEL	30	CHOCOLATE MARSHMALLOW	30
WAFER CHOCOLATE SMOOTHIES	30		









Coffee

ESPRESSO	10	VANILLA COPPER LATTE	35
DOUBLE ESPRESSO	20	HAZELNUT COFFEE LATTE	35
AMERICANO	23	CARAMEL COFFEE LATTE	35
COFFEE LATTE	20	YAO / AEROPRESS	27
CAPPUCCINO	23	VIETNAM DRIP	27
MOCHA/CINO	30	ARFOUATO	30
		MR. FRESZA COFFEE	28
		ES KOP! SUTU	22

BIR PLETOK	22
LEMON SQUASH	30
ORANGE SQUASH	30
ICE TEA	8
ICE LEMON TEA	18
ICE LYCHEE TEA	18
ICE PEACH TEA	18
ICE APPLE TEA	18
ICE PASSION FRUIT	18

Others

ENGLISH BREAKFAST	15
CAMOMILE TEA	15
JASMINE TEA	15
MINERAL WATER	10



APPENDIX V: PICTURES OF TUTUP PANCI BISTRO





APPENDIX VI: DATA

Respondents	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
1	3	4	4	5	5	4	5	3	4	4	5	4	4	4	3	4	4	3	5	4
2	5	4	4	4	5	4	4	5	5	5	5	4	3	4	5	5	5	4	5	5
3	5	4	4	4	4	4	4	3	5	5	5	3	4	4	3	5	4	3	4	5
4	3	3	4	2	3	3	4	2	3	2	3	5	3	4	4	5	3	3	3	4
5	4	5	5	5	5	5	5	4	4	4	5	5	5	5	5	5	4	5	5	5
6	3	5	5	5	4	4	5	4	4	4	4	4	4	5	5	5	3	5	5	4
7	2	3	2	2	2	3	2	2	3	2	4	3	4	2	2	3	2	2	3	3
8	3	4	4	3	5	4	4	5	5	3	5	3	5	5	4	5	4	5	3	4
9	5	5	3	4	4	5	4	4	5	5	4	4	4	4	5	4	5	4	4	5
10	4	5	3	4	4	4	3	4	5	4	5	4	3	5	4	5	3	4	4	4
11	4	3	4	4	5	4	3	4	3	5	4	3	3	4	5	5	3	3	4	4
12	5	4	4	3	5	4	5	5	5	5	5	4	4	5	3	3	4	4	5	5
13	5	5	3	4	3	4	4	4	4	4	5	5	4	4	5	5	5	3	4	5
14	3	2	3	2	3	2	3	1	1	3	2	3	3	3	2	1	2	2	3	3
15	5	4	4	4	4	4	5	5	5	3	4	4	4	5	4	4	5	4	5	5
16	3	4	5	4	5	4	4	3	4	4	5	4	4	3	4	4	4	4	5	4
17	2	2	2	2	2	2	1	1	3	2	3	2	3	4	4	4	3	2	1	3
18	5	4	5	5	5	5	5	3	5	4	5	5	4	5	4	4	5	5	4	5
19	2	2	4	3	3	2	3	2	4	3	3	4	4	2	4	3	3	3	3	3
20	3	4	5	5	4	4	4	4	3	4	4	5	4	4	3	3	3	4	4	4
21	3	2	3	4	3	4	4	2	2	3	3	4	3	5	5	4	3	3	4	4
22	4	4	4	5	4	5	3	4	4	4	3	4	2	2	4	3	4	5	3	3
23	4	3	3	5	3	4	3	4	3	3	3	4	4	4	3	5	3	4	5	3
24	4	3	5	4	5	4	5	3	4	5	4	5	4	5	4	4	4	4	4	5
25	4	5	4	4	4	3	4	3	5	3	4	4	5	4	3	5	5	4	4	3
26	4	4	5	4	3	4	3	4	4	4	5	5	5	5	5	4	5	5	4	5
27	5	5	5	5	4	4	5	5	4	5	4	5	5	5	5	5	5	4	5	5
28	4	3	4	5	3	5	4	3	5	4	3	4	5	4	4	5	4	4	5	3
29	5	4	5	4	3	5	3	5	4	5	3	5	4	5	5	4	5	5	4	4
30	4	5	4	5	4	3	4	5	5	3	5	5	3	5	4	4	3	5	4	5
31	3	4	4	5	5	5	4	3	5	5	5	3	5	5	3	4	5	4	5	3
32	4	4	4	4	3	4	4	4	5	5	4	5	3	4	5	5	5	5	4	5
33	3	4	5	4	3	5	3	4	3	5	1	2	2	3	2	3	3	4	4	2
34	4	4	4	4	5	3	3	5	4	4	3	4	2	4	2	3	3	3	5	3
35	4	5	5	4	5	3	5	5	4	5	3	4	5	5	3	5	5	5	3	5
36	3	3	4	4	5	5	5	5	5	5	3	5	5	4	4	5	4	5	5	4
37	5	4	4	3	3	3	4	5	5	4	4	4	5	5	3	3	5	4	5	4
38	4	4	5	4	3	5	4	4	4	5	5	3	4	4	3	5	4	4	5	4
39	4	4	4	4	4	3	3	5	4	4	4	4	5	4	4	4	4	4	4	4

Respondents	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
40	3	5	3	4	5	5	4	5	3	3	5	3	4	4	3	4	3	5	4	3
41	4	3	2	2	4	3	3	4	4	2	3	5	3	5	5	5	3	3	3	3
42	5	5	4	5	4	3	5	4	5	5	4	5	4	3	4	4	5	5	5	5
43	2	1	1	3	3	2	2	3	1	2	2	1	1	3	3	2	2	3	1	2
44	4	4	3	4	3	5	4	3	4	5	4	4	4	4	3	5	4	5	3	4
45	4	4	3	4	5	4	5	5	3	5	4	3	4	5	4	4	4	4	5	5
46	4	4	5	4	3	5	4	3	4	4	2	3	4	2	4	2	3	4	4	3
47	3	3	4	4	3	4	5	5	4	4	4	2	4	4	2	3	5	4	3	4
48	4	3	5	5	5	4	3	4	3	5	5	4	4	3	5	5	4	4	5	4
49	4	5	5	4	5	5	3	5	5	4	5	4	5	4	3	5	5	4	5	4
50	1	3	2	2	3	3	3	2	1	1	3	3	3	3	3	1	1	2	3	1
51	4	4	4	5	4	4	3	5	3	4	5	5	4	3	4	5	4	5	4	5
52	4	4	4	4	4	4	3	4	3	5	3	4	3	3	3	5	4	5	4	3
53	3	4	4	3	3	3	4	2	2	3	4	3	5	3	3	3	4	3	3	3
54	5	4	3	3	5	4	5	3	4	4	5	5	5	3	4	5	3	5	5	5
55	2	2	3	2	2	1	2	2	2	3	3	3	4	2	2	3	2	3	2	3
56	4	4	3	5	3	3	5	5	5	4	4	5	5	4	4	4	5	3	4	5
57	4	4	4	5	3	5	4	3	3	5	4	4	4	4	5	4	4	5	3	4
58	4	4	4	5	4	5	3	3	5	4	5	5	3	5	4	4	4	4	5	5
59	4	4	3	4	4	4	5	5	4	5	4	3	5	3	4	4	4	4	5	3
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61	5	4	5	4	4	4	4	4	5	5	3	4	5	4	4	4	5	4	5	4
62	5	5	5	5	3	5	3	4	3	5	4	5	4	5	4	3	4	4	5	5
63	3	3	5	5	4	5	5	3	4	4	5	4	4	3	5	3	3	5	5	4
64	4	5	4	4	4	3	3	5	3	4	5	4	4	3	4	3	5	3	3	4
65	5	5	4	4	4	4	5	5	3	4	5	4	5	5	4	3	5	5	5	5
66	3	3	3	3	4	4	3	4	2	3	5	5	4	3	5	5	3	2	3	4
67	5	3	3	5	4	5	5	3	4	3	3	5	4	3	5	5	3	4	4	5
68	5	3	4	4	4	4	5	5	4	4	4	3	5	4	3	4	5	4	5	5
69	3	4	4	5	4	5	4	4	5	3	3	4	4	4	4	2	3	3	5	5
70	5	5	5	3	4	3	5	5	4	5	4	5	4	5	3	3	5	5	5	5
71	4	5	5	3	5	4	3	4	5	5	4	3	5	4	3	3	4	5	4	4
72	4	3	4	3	4	2	4	4	4	3	4	5	3	3	4	3	4	4	4	3
73	3	4	2	4	3	3	4	4	2	3	3	4	4	4	3	4	3	3	3	3
74	3	4	4	4	4	5	5	4	5	5	4	5	3	5	3	3	5	5	4	4
75	4	5	3	5	4	4	5	4	3	5	3	5	5	4	5	4	3	4	5	4
76	4	5	5	4	4	4	4	5	5	4	4	4	3	5	4	4	5	5	4	4
77	4	5	5	5	4	4	4	4	4	3	4	3	5	5	3	3	4	5	3	5
78	5	5	4	5	5	5	5	3	4	4	5	5	3	5	4	4	5	5	4	5
79	1	2	1	2	2	1	2	1	1	1	1	3	2	1	2	1	2	2	1	2
80	3	5	4	5	5	3	4	3	4	4	5	5	5	5	3	4	5	3	4	5

Respondents	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
81	4	4	3	5	4	4	5	3	4	4	4	4	5	4	3	5	3	4	4	5
82	5	3	4	5	4	5	3	3	5	5	4	3	4	5	4	5	3	3	5	5
83	4	4	4	5	4	4	4	4	3	5	4	2	4	2	2	3	3	4	4	3
84	4	2	4	4	2	3	4	4	3	3	4	3	3	4	3	2	3	4	2	3
85	4	4	3	4	3	4	4	4	4	3	3	5	5	4	3	4	4	3	5	5
86	4	5	5	4	5	4	4	3	5	5	3	4	5	4	4	3	4	5	5	5
87	2	3	3	3	1	3	2	2	2	2	1	3	1	1	3	3	1	3	2	3
88	5	3	5	5	3	4	4	5	4	4	4	3	4	4	3	3	4	3	3	5
89	3	2	3	4	4	4	4	3	3	3	3	5	4	5	4	4	4	3	3	4
90	4	4	3	5	4	3	5	4	5	4	5	5	4	5	5	5	4	4	4	5
91	3	4	3	2	3	3	3	4	4	3	1	2	3	2	2	2	3	2	3	3
92	5	3	4	4	4	4	5	5	5	3	5	4	4	3	4	3	5	3	4	4
93	4	4	4	3	3	3	4	4	4	4	4	4	4	5	5	5	4	4	3	5
94	4	3	3	3	3	3	3	4	3	4	4	5	3	4	3	5	3	5	3	3
95	4	5	4	3	4	3	5	4	4	4	2	3	3	2	1	2	3	3	3	3
96	5	5	5	4	5	5	3	4	4	4	4	3	4	5	4	4	4	5	4	3
97	4	4	4	5	5	3	4	4	5	4	5	3	4	4	5	4	4	5	3	5
98	4	4	5	3	5	3	4	5	4	4	4	4	3	3	5	5	3	3	5	5
99	4	3	4	4	5	4	4	4	4	4	3	3	3	4	2	4	3	5	4	3
100	5	5	3	5	5	4	5	4	3	4	4	3	5	3	4	5	5	5	4	3

Respondents	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28
1	4	5	4	4	3	4	5	3
2	3	1	1	3	3	1	4	5
3	3	4	4	3	3	4	4	3
4	5	4	5	4	4	4	4	2
5	4	5	5	5	5	5	5	4
6	3	5	5	5	4	4	5	4
7	2	3	2	2	2	3	2	2
8	3	4	5	4	4	3	4	5
9	5	3	1	1	3	3	1	4
10	4	3	4	4	3	3	4	4
11	4	5	4	5	4	4	4	4
12	5	4	4	3	5	4	5	5
13	5	5	3	4	3	4	4	4
14	3	2	3	2	3	2	3	1
15	5	4	4	4	4	4	5	5
16	3	4	5	4	5	4	4	3

Respondents	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28
17	2	4	5	4	4	3	4	1
18	5	3	1	1	3	3	1	3
19	2	3	4	4	3	3	4	2
20	3	5	4	5	4	4	4	4
21	3	2	3	4	3	4	4	2
22	4	4	4	5	4	5	3	4
23	4	3	3	5	3	4	3	4
24	4	3	5	4	5	4	5	3
25	4	5	4	4	4	3	4	3
26	4	4	5	4	3	4	3	4
27	5	5	5	5	4	4	5	5
28	4	3	4	5	4	4	3	4
29	5	4	3	1	1	3	3	1
30	4	5	3	4	4	3	3	4
31	3	4	5	4	5	4	4	4
32	4	4	4	4	3	4	4	4
33	3	4	5	4	3	5	3	4
34	4	4	4	4	5	3	3	5
35	4	5	4	4	3	4	5	5
36	3	1	1	3	3	1	5	5
37	3	4	4	3	3	4	4	5
38	5	4	5	4	4	4	4	4
39	4	4	4	4	4	3	3	5
40	3	5	3	4	5	5	4	5
41	4	3	2	2	4	3	3	4
42	5	5	4	5	4	3	5	4
43	2	1	1	3	3	2	2	3
44	4	4	3	4	3	5	4	3
45	4	4	3	4	5	4	5	5
46	4	4	5	4	3	5	4	3
47	3	3	4	4	3	4	5	5
48	4	3	5	5	5	4	3	4
49	4	5	5	4	5	5	3	5
50	1	3	2	2	3	3	3	2
51	4	4	4	5	4	4	3	5
52	4	4	4	4	4	4	3	4
53	3	4	4	3	3	3	4	2
54	5	4	3	3	5	4	5	3
55	2	2	3	2	2	1	2	2
56	4	4	3	5	3	3	5	5
57	4	4	4	5	3	5	4	3

Respondents	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28
58	4	4	4	5	4	5	3	3
59	4	4	3	4	4	4	5	5
60	4	5	3	5	3	5	4	3
61	5	4	4	5	4	4	3	4
62	5	5	3	1	1	3	3	1
63	3	3	3	4	4	3	3	4
64	4	5	5	4	5	4	4	4
65	5	5	4	4	4	4	5	5
66	4	5	4	4	3	4	3	4
67	3	1	1	3	3	1	5	3
68	3	4	4	3	3	4	5	5
69	5	4	5	4	4	4	4	4
70	5	5	5	3	4	3	5	5
71	4	5	5	3	5	4	3	4
72	4	3	4	3	4	2	4	4
73	3	4	2	4	3	3	4	4
74	3	4	4	4	4	5	5	4
75	4	5	3	4	5	4	4	3
76	4	5	5	3	1	1	3	3
77	4	5	5	3	4	4	3	3
78	4	5	4	5	4	5	4	4
79	3	1	1	3	3	1	2	1
80	3	4	4	3	3	4	4	3
81	5	4	5	4	4	4	5	3
82	5	3	4	5	4	5	3	3
83	4	4	4	5	4	4	4	4
84	4	2	4	4	2	3	4	4
85	4	4	3	4	3	4	4	4
86	4	5	5	4	5	4	4	3
87	2	3	3	3	1	3	2	2
88	5	3	5	5	3	4	4	5
89	3	2	3	4	4	4	4	3
90	4	4	4	5	4	4	3	4
91	3	4	3	1	1	3	3	1
92	5	3	3	4	4	3	3	4
93	4	4	5	4	5	4	4	4
94	4	3	3	3	3	3	3	4
95	4	5	4	3	4	3	5	4
96	5	5	5	4	5	5	3	4
97	4	4	4	5	5	3	4	4
98	4	4	5	3	5	3	4	5

Respondents	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28
99	4	3	3	3	5	4	3	4
100	5	5	4	5	5	4	5	4

APPENDIX VII: AMOS OUTPUTS

CMIN

Model	NPART	CMIN	DF	P	CMIN/DF
Default model	30	159,331	36	,002	4,426
Saturated model	55	,000	0		
Independence model	10	635,959	45	,000	14,132

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,184	,705	,683	,479
Saturated model	,000	1,000		
Independence model	,406	,205	,028	,168

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,713	,650	,501
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,195	,145	,203	,000
Independence model	,419	,394	,444	,000

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	,771	,684	,732	,695	,702
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000