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THE INFLUENCE OF INTERACTION ORIENTATION ON BEHAVIORAL INTENTIONS ON JAPANESE RESTAURANTS IN JAKARTA AND TANGERANG

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ABSTRACT

The restaurant business in Indonesia is a promising business in line with the increasing number of middle class in Indonesia. The number of restaurants in Indonesia in 2010 - 2015 is also increased. This study has a purpose to know the relation between interaction orientation, customer satisfaction, behavioral intention, trust, and commitment variables at Japanese restaurants. The data of this study were collected from 200 respondents who have eaten at XYZ Japanese restaurant in Jakarta or Tangerang area within the last three months. Using Likert five points scale, the sample design used in this study is non-probability sampling with a convenience sampling technique. The variables were then analyzed using Structural Equation Modeling with the help of the Analysis of Moment Structures program version 21.0. The results of this study suggest that interaction orientation has a direct positive and significant effect on customer satisfaction. Customer satisfaction has an immediate positive and significant impact to trust, commitment, and behavioral intention, and engagement has a direct positive and significant effect on the behavioral plan.

INTRODUCTION

The business of restaurants in Indonesia is a promising business in line with the increasing number of the middle class in Indonesia. Approximately 60% of Indonesia's population is a middle class with per capita income estimated at 3,850 US dollars (Investor Daily, 2017) in 2016. Since the market potential in Indonesia is very large and promising, the number of restaurants in Indonesia in 2010 - 2015 has been increased, amounting to 22.4 percent per year (Minister of Finance (MoF), 2016). The potential market in Indonesia is up-and-coming in the future, and this is the reason for the foreign country to open franchises in Indonesia (Investor Daily, 2013). According to DKI Jakarta Tourism Office, there are currently 1,451

restaurants spread in Jakarta, both in malls and hotels (Kulinologi, 2009). However, as many as 63% of restaurants in Indonesia are foreign restaurants, and the remaining 37% are Indonesian restaurants (Kulinologi, 2009).

There are many Japanese restaurants in Jakarta and Tangerang. XYZ restaurant was first established in Indonesia in 2003 as one of a Japanese franchise restaurant with a wide selection of food, ranging from appetizers, the house specialty, salads, main courses, desserts, drinks, sushi, and sashimi. Japanese restaurant ranks first based on the customers' reviews from OpenRice (2017), it can be seen from the many Japanese restaurant outlets scattered in the largest malls in Indonesia. To date, there are 36 Japanese restaurant outlets in Jakarta and Tangerang (Japanese restaurant, 2018).

The reason for the study is done on the XYZ restaurant because firstly, there is no cheap, tasty Sushi restaurant, and suit the local taste other than the Japanese restaurant. Second, XYZ restaurant is a successful and growing franchise restaurant. This can be seen from the number of XYZ restaurant outlets that continue to increase each year in Jakarta and Tangerang. Third, XYZ restaurant is a Japanese franchise restaurant that can be said to be successful, and it can be seen from the number of visitors who come to eat at XYZ restaurant every day.

The market potential in Indonesia is very promising in the future, is the reason for the entry of foreign franchises to Indonesia (Investor Daily, 2017). According to DKI Jakarta Tourism Office, there are currently 1,451 restaurants spread in Jakarta, both in malls and hotels (Kulinologi, 2009). However, as many as 63% of restaurants in Indonesia are foreign restaurants, and the remaining 37% are Indonesia restaurant (Kulinologi, 2009). Based on the exploratory studies and also on the phenomena in the field, it can be seen that XYZ restaurant has its greatness compared to other Japanese restaurants because XYZ restaurant dares to be present in high-end shopping malls even though the price of its food is low.

According to the exploratory study, the respondents stated that the taste of the food in XYZ restaurant is also adjusted to the local taste. Therefore, XYZ restaurant is no stranger to people living in Jakarta. Also, XYZ restaurant also provides a table and sushi bar that offers a wide selection of sushi and sashimi which are categorized based on the color of dishes at different prices (XYZ restaurant, 2018).

This study has a purpose to know the relation between variables of interaction orientation, customer satisfaction, behavioral intention, trust, and commitment at the full-service restaurant, the Japanese restaurant. Researchers use journal replication as a reference from the previous study by Liang and Zhang (2011), conducted at full-service restaurants in Taiwan, where there are three variables to be used, namely, interaction orientation, customer satisfaction, and behavioral intention. Besides, two additional variables from supporting journals by Jani and Han (2011), they are, trust and commitment, will be added to the combined research model because trust variable has a positive influence on the engagement (Chaudhuri & Holbrook, 2001). The reason for adding the two variables, trust, and commitment, because according to the study by Bove and Johnson (2001), both variables have a positive influence on the customer satisfaction.

Based on the main journal research model by Liang and Zhang (2011), there are four dimensions of interaction orientation-concept of customer, interaction response capacity, customer empowerment, and customer value management variables. However, this study will only discuss two of the four dimensions of interaction orientation, namely the concept of customer and customer empowerment. Meanwhile, the other two aspects, namely interaction response capacity, and customer value management will not be discussed because it is not relevant with the existing phenomena and cannot be applied to the restaurant to be studied. Interaction Response Capacity is the dynamic ability to provide feedback from the consumer experience of eating at such restaurant in the Customer Relationship Management (CRM) system. Meanwhile, in Jakarta, it is rare for restaurants that use CRM systems to monitor the consumer experience when eating at the said restaurant. Customer value management is the extent to which a restaurant can identify and measure the value of individual consumers viewed regarding profits. For this study, the customer value management dimensions will not be used because it is not possible if respondents are asked to fill out a questionnaire that asks about profits of the said restaurant because in general, the ones who care of profits from the restaurant is the owner, manager, and employees of the restaurant. Besides, it is not possible for researchers to obtain the financial data of Japanese restaurant company because the data is confidential.

The second problem limitation lies in the first journal research model, whereas there is a first-time vs. frequent customers moderator that affect the three variables (interaction orientation, customer satisfaction, and behavioral intention). But for this study, the first time vs. numerous customers moderator will not be used because it is difficult for the researcher to distinguish between the first-time vs. frequent customers at XYZ restaurant. This is caused by the inconvenience factor that will arise if they answer that it is their first time to eat at the said restaurant.

LITERATURE REVIEW

Consumer behavior is the study of the process that involves individual or group in choosing, buying, using, up to the stage of disposing of the product to fulfill as well as satisfy their needs and desires, also the possibility to re-visit and provide positive word-of-mouth (WOM) (Solomon, 2013). The individual decides by using the available resources, such as money, time, and effort related to consumption (Schiffman & Kanuk, 2010).

According to Kumar and Ramani (2006), interaction orientation is the company's ability to interact with the customers while also obtaining customer information, suggestions and criticisms aimed at maintaining a long-term and mutually beneficial relationships. Interaction orientation is specific and can be applied by the company to achieve superior performance (Day & Bulte, 2002). Behavioral intention according to Zeithaml, Bitner and Gremler (2009) is the desire to recommend services to others and make repurchase intentions and can be seen as both positive and negative consequences of service quality.

Trust is defined as an attempt to create a trusting relationship between the customers and the company as a whole (Zeithaml et al., 2009).

Hausman and Johnston (2010) define trust as a belief in the integrity and reliability of others, rather than trusting in a partner's ability to perform specific actions. Lancastre and Lages (2006), believe that trust is a working relationship and has an impact on the company's activities, where there is a firm belief that the company's partner will take effective action for the company, and not risk the company. Commitment shows the loyalty to something, the power between the consumer and the brand or service (Ok, Back & Shanklin, 2005). Commitment reflects the consumer's willingness to make efforts in maintaining the relationships (Palmatier, Dant, Grewal & Evans, 2006).

In the study by Liang and Zhang (2011), it can be concluded that there is a positive influence of the interaction orientation variable on the customer satisfaction variable both for first-time and frequent customers. The interaction orientation also positively affects the behavioral intentions for regular customers. Customer satisfaction positively affects the behavioral plans of both first-time and frequent customers. Customer satisfaction variable is a mediator of interaction orientation and behavioral intentions variables.

From the results of Jani and Han (2011), it is found that service encounter performance has a positive influence on the service value. Service value is the exchange of what is obtained from the service compared with the sacrifice in getting of such service. In addition, study issues such as the importance of the service-encounter performance, perceived price, affect, satisfaction, and interaction orientation forming behavioral intention have been emphasized in previous studies, however, no successful research effort has integrated these concepts into a framework which provides a clear understanding concerning the formation of behavioral intention within the restaurant industry.

The study conducted by Prahalad and Ramaswamy (2004) shows that empowerment of the customers to improve their eating experience is believed to increase the customer satisfaction. Therefore, to be able to identify the consumer and organizational values, the analysis and dissemination of information to the consumer were carried out, because those are important factors to maintain and improve good relationships with consumers (Zablah, Bellenger & Wesley, 2004).

According to Wu and Liang (2009), it can be concluded that with the existence of social interaction and excellent service provided by the employees will give a positive influence on the customer satisfaction. Therefore, the first hypothesis to be tested is as follows:

H1: Interaction Orientation has a positive impact on Customer Satisfaction

Employees with high on customer orientation will tend to develop positive interactions with customers compared to the employees with low on customer orientation. Excellent communication with customers will affect customer perceptions of service quality and overall affect the customer satisfaction for the services provided.

Behavioral intention involves several things, among others, recommending the company to others, giving positive word-of-mouth (WOM), the ability to behave as a partner with the company and remain

loyal to the company. With the existence of the interaction orientation, it can improve positive WOM by supporting and encouraging the customers to provide company recommendations to other new customers (Ramani and Kumar, 2008). Therefore, the second hypothesis to be tested is as follows:

H2: Interaction Orientation has a positive influence on Behavioral Intention

Customer satisfaction is an essential factor for behavioral intentions variable. Whereas, customer satisfaction tends to lead to repeat purchase factor as well as positive WOM, which is a crucial indicator of loyalty (Oliver, 1999). If the customers are satisfied with the provided product or service, they are likely to make repeat purchase and will be more willing to give testimonials or even favorable recommendation. Thus, the third hypothesis to be tested is as follows:

H3: Customer Satisfaction has a positive influence on Behavioral Intention

The results of the study by Kim and Han (2008), it is concluded that trust and customer satisfaction have the same foothold. Meanwhile, according to Ozdemir and Hewett (2010), relationship quality and service quality become the antecedents of behavioral intention. Thus, the fourth hypothesis to be tested is as follows:
H4: Customer Satisfaction has a positive influence on Trust

Consumer satisfaction is believed to influence the consumers in assessing previous experience and explain the experience after buying a product or service. Then the fifth hypothesis to be tested is as follows:

H5: Customer Satisfaction has a positive influence on Commitment

The effect of the service encounters and customer satisfaction is the behavior of future customers and the predictable actions of their behavioral intentions. Therefore, the sixth hypothesis to be tested is as follows:

H6: Trust has a positive influence on Behavioral Intentions

Commitment is the basis of the ongoing processes, as well as maintaining the good relationships based on trust factor (Chaudhuri & Holbrook, 2001). If a consumer believes in a particular brand, a commitment will be directly formed as a consequence of consumer belief in such brand itself (Gurviez & Korchia, 2002). Therefore, the seventh hypothesis to be tested is as follows:

H7: Trust has a positive influence on Commitment

According to Ok et al., (2005) commitment has a positive impact on behavioral intention. Besides, the study by Fullerton (2005), stated that engagement has a positive influence on the behavioral plan. Thus, the eighth hypothesis to be tested is as follows:

H8: Commitment has a positive impact on Behavioral Intentions

Based on the theory of development, this study uses reference and replication model from the first journal, without using first time vs. frequent customers moderator because such moderator is challenging to apply to the to-be-studied restaurant. Also, the researchers also added two variables from the supporting journals, namely trust, and commitment. Therefore, the research model used in this study can be seen in Figure 1.
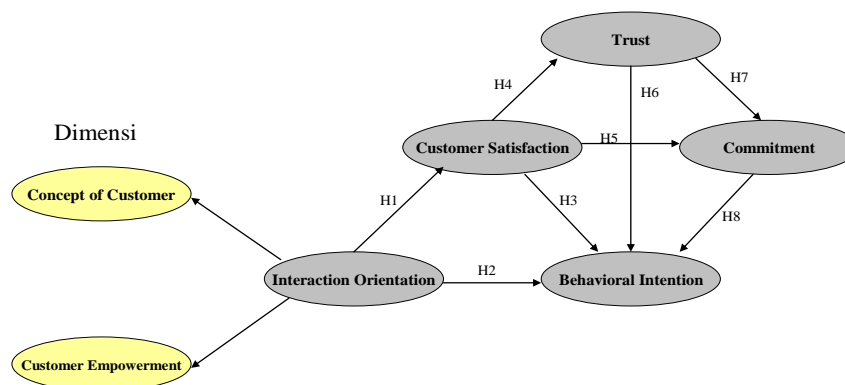

Figure 1. Combined Model

Source: Liang and Zhang (2011), Jani and Han (2011)

MATERIALS AND METHODS

This study is conducted on Japanese restaurant full-service restaurant. For this study, the respondents who were the subject of the study were restricted to respondents are 18 years old and over and have had eaten at XYZ restaurants in Jakarta or Tangerang because they already have passive income, in the form of pocket money supported by their parents as well as fixed income for those who are already working. For the data collection techniques in this study, it will be using the questionnaire.

The sampling technique to be used for this study is nonprobability sampling with a convenience sampling technique. In this study, the number of samples to be used are as many as 200 respondents, as well as to anticipate if there is an incomplete and invalid questionnaire. This study will only use five goodness-of-fit measurements, namely, Chi-square (χ^2), Root Mean Square Error of Approximation (RMSEA), Goodness-of-Fit (GFI), Normed Chi-square, and Comparative Fit Index CFI)). Validity testing will be done to 30 respondents (n=30).

The respondents used in this study were individuals who are 18 years old and over and have had eaten at XYZ restaurant within the last three months, whether in Jakarta or Tangerang. Table 1.1 shows the demographic characteristics of respondents in this study.

Table 1. *Respondents' Profile*

Category	Characteristics	Respondents	Percentage
Sex	Male	96	48
	Female	**104**	**52**
Age	18 – 25 years old	66	33

	26 – 30 years old	**69**	**34.5**
	31 – 35 years old	32	16
	36 – 40 years old	21	10.5
	> 40 years old	12	6
Latest Education	Senior High School/equal	2	1
	Diploma/College	10	5
	Bachelor (S1)	**175**	**87.5**
	Post-Graduate	10	5
	Others	3	1.5
Current employment	Student/Freshman	23	11.5
	Employee	**167**	**83.5**
	Entrepreneur	3	1.5
	Housewife	7	3.5
Average spending on eating outside per week	< Rp 500.000	46	23
	Rp 500.001 – Rp 750.000	**76**	**38**
	Rp 750.001 – Rp 1.000.000	25	12.5
	> Rp 1.000.000	53	26.5
"Within the past month, how many times have you eaten at XYZ restaurant?"	**< 2 times**	**146**	**73**
	2 - 3 times	42	21
	> 3 times	12	6

Source: Results of SPSS Data Processing (n=200) (2017)

Data for the actual study were obtained from a total of 200 respondents who have had eaten at XYZ restaurant in Jakarta or Tangerang.

Table 2. *Hypothesis Test Results*

| Hypothesis	Path	Estimate	C.R.	P	Significance	Conclusion
H₁	*Interaction→ Customer*	0.390	4.077	0.000	Significant	Accepted
H₂	*Interaction→ Behavioral*	-0.036	-0.390	0.696	Insignificant	Denied
H₃	*Customer→ Behavioral*	0.632	3.593	0.000	Significant	Accepted
H₄	*Customer→ Trust*	0.757	10.295	0.000	Significant	Accepted
H₅	*Customer→ Commitment*	0.710	4.731	0.000	Significant	Accepted
H₆	*Trust→ Behavioral*	-0.069	-0.505	0.614	Insignificant	Denied
H₇	*Trust→ Commitment*	0.104	0.736	0.462	Insignificant	Denied
H₈	*Commitment →Behavioral*	0.560	4.226	0.000	Significant	Accepted
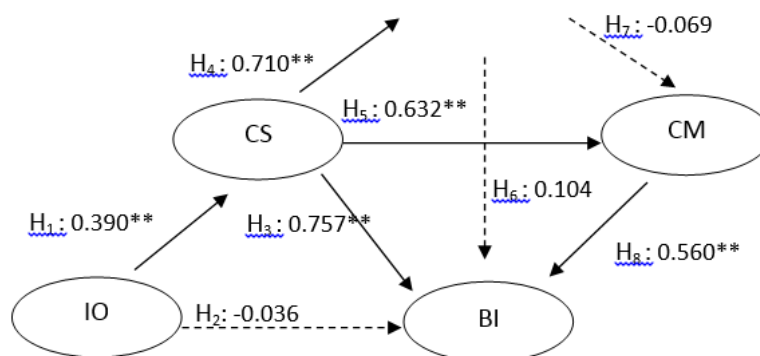
Figure 2. *Hypothesis Model*
Source: Result of AMOS Data Processing (n=200) (2017)

Remarks: **$p = 0.01$
Accepted ⟶
Denied ⤏

Hypothesis test results accept hypothesis H_1 which stated that interaction orientation has a positive influence on customer satisfaction. Based on the results of the exploratory study, it can be concluded that the respondents believe that XYZ restaurant has managed to make the respondents feel satisfied with the variety of food, quality of food, and excellent service in fulfilling the needs of the respondents. According to Wu and Liang (2009), it was found that with the pleasant interaction and excellent service provided by the employees, it gave a positive influence on customer satisfaction.

Hypothesis test results reject the H_2 hypothesis which stated that interaction orientation has a positive influence on behavioral intention. It can be concluded that although the XYZ restaurant asks their customers to fill in customer's comments and suggestions, it does not encourage the customers to participate in designing products and services in XYZ restaurant, nor does it affect the respondents to make XYZ restaurant as their first choice. This is because of the many other Japanese restaurant choices in Jakarta and Tangerang.

Hypothesis test results accept hypothesis H_3 which stated that customer satisfaction has a positive influence on behavioral intention. It can be concluded that due to the success of XYZ restaurant in providing a varied food menu selection and excellent service, the respondents who express their satisfaction with XYZ restaurant will come back to eat at XYZ restaurant while giving positive recommendations to family and friends.

The results of the exploratory study on three respondents support the findings of hypothesis testing, whereas the three respondents stated that they were satisfied with the service at XYZ restaurant and will come back to eat, as well as giving positive WOM to their friends and family.

Hypothesis test results accept hypothesis H_4 which stated that customer satisfaction has a positive influence on trust. It can be concluded that the

respondents feel confident in the restaurant and make XYZ restaurant as a restaurant that has integrity and reliable.

Based on the results of the exploratory study, it can be concluded that the respondents believe the brand of the XYZ restaurant, because the restaurant has many outlets, especially in malls, such as Plaza Indonesia, Grand Indonesia, Emporium Pluit Mall, Kota Kasablanka, Central Park, Kelapa Gading Mall, Gandaria City, Lotte Shopping Avenue, Plaza Senayan, Senayan City, Pondok Indah Mal 2, Supermall Karawaci, Flavor Bliss, and others.

Hypothesis test results showed that customer satisfaction has a positive influence on commitment. It can be concluded that the respondents stated that XYZ restaurant is a successful Japanese restaurant and they will commit as well as maintaining an excellent long-term relationship with the restaurant. According to Chaudhuri and Holbrook (2001), brands that make consumers happy or happy will make behavioral (purchase) loyalty and commitment.

Hypothesis test results reject hypothesis H_6 which stated that trust has a positive influence on behavioral intention. It can be concluded that the respondents tend to believe in the quality of food at XYZ restaurant, but they do not consider XYZ restaurant as their first choice. This is due to the existence of various decisions of Japanese restaurants in Jakarta and Tangerang.

Based on the results of the exploratory study, the respondents stated that in certain circumstances, especially during lunch and dinner, the speed of the services provided at XYZ restaurant can be slightly decreased, for example when asking to refill their drinks or when asking for the bill, the customers have to wait awhile just to be served by the waiter. Also, the customers should be more active to call for the restaurant waiter to order a meal or ask for a refill of the drink.

Hypothesis test results reject H_7 hypothesis which stated that trust has a positive influence on commitment. It can be concluded that although the respondents tend to believe in the quality of food in XYZ restaurants, it does not make the respondents easy to commit to the restaurant.

Indonesian society has a culture of collectivism, where people tend to follow the trend or lifestyle that exists. Other factors that can decrease the commitment of the customers that is, by the lively ramen restaurants, it can make people bored to eat sushi and prefer to eat ramen.

Hypothesis test results showed that there is a positive influence between commitment on behavioral intention. It can be concluded that the respondents who maintain good relations with the restaurant will come back to eat at XYZ restaurant.

RESULTS AND DISCUSSIONS

From the results of the study, it can be concluded that the factors that influence the customer satisfaction are interaction orientation. With a variety of food choices that can fulfill the needs of the customers, it can increase the customer satisfaction of the restaurant. Variation of food factor included in the interaction orientation is the primary supporting element in improving the interaction orientation as the effort to improve the satisfaction of the restaurant's customers. Therefore, the restaurant can

provide more variety of food, satisfactory service, and increase the interaction with the customers.

The results of this study also can be concluded that the factor that influences the most of the behavioral intention is customer satisfaction. Therefore, the restaurant can consider more to strengthen the elements that can provide comfort to the customers, such as Customer Relationship Management (CRM) program that has been done by XYZ restaurant through free sushi birthday cake.

Although the customers trust the restaurant, this does not affect the customers to commit to XYZ restaurant. It also does not make the customers give positive feedback and response to others regarding XYZ restaurant. This shows that customers' trust does not make the customers have a commitment and positive behavior towards the restaurant.

The limitations of this study are the scope of the review is only at XYZ restaurant in Jakarta and Tangerang area so that it only represents the urban area and does not represent other regions of Indonesia. Thus, the results of this study can only be explicitly applied to full-service restaurants in urban areas only. In this study, it just used 200 samples, and the majority of the respondents are 26-30 years old, so, it is less representing of all XYZ restaurant visitors as a whole. The limitation problem of the study where the focus of the studied variables is limited to five variables, namely, interaction orientation, customer satisfaction, behavioral intention, trust, and commitment.

Based on the limitations of the study and the results of this study, the researchers provide suggestions for further research. For the next research, it is suggested to expand the scope of the study so that it can represent other regions in Indonesia. Besides, for the future research, it is advisable to use study objects from other industries, such as the fashion store and salon industry. The second limitation is to increase a large number of samples, to obtain the more representative character of the respondents. The minimum and the maximum sample size are 200 to 400 respondents that are required for the study using SEM (Hair, Black, Babin, Anderson & Tatham, 2006). Further research should add perceived price variable because the observed price is an interesting variable to be studied, especially for restaurants that have a collective market share.

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