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Effective strategies for optimizing the services marketing of Shahrazad restaurant OY

Master's thesis
Degree programme in International Business Management

2018

XAMK

South-Eastern Finland
University of Applied Sciences

Author (authors)	Degree	Time
Ali Alobaidi	Master of Business Administration	May 2018

Thesis title	
Effective strategies for optimizing the services marking of Shahrazad restaurant OY	87 pages 10 pages of appendices

Commissioned By
Shahrazad Oy

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Abstract
The main purpose of this study was to give the sponsor company and other potential startups possibilities to determine the main factors that affect the performance of service quality in the food industry field. One intent was to understand in-depth knowledge of customers' satisfaction from the current services quality of Shahrazad restaurant. It important to identify the key elements of internal and external marketing services of the company in order to improve the perceived service quality and minimize the main causes of the gap between customers' perception and expectation of service quality which reflects considerable on the customer loyalty, customer satisfaction, and increasing profitability.

The empirical study was executed based on data collected from the single case study to answer the phenomenon under the chosen case. The data collection was implemented on mixed methods through quantitative and qualitative methods of this study. The qualitative method has conducted with management and employees through employing semi-structured interview in order to gain the holistic views and explanation of what the outcomes from operational processes and HRM specification to deliver high service quality. Meanwhile, the quantitative has been gathering from non-probability and convenience samples of the questionnaire customers in order to comprehend the customers' perspective toward their perception and expectation of the service quality in the Shahrazad restaurant.

The analysis of the results and conclusion of the quantitative approach measured service quality through using the SERVQUAL instrument to recognize the gap between what customers experience and expect. The analyzing data of interviews has been revealed the interpretation of management and staffs according to results of operational process and the quality standard of the current services.

To conclusions, this thesis provided demonstrative views of customers' perceptions (satisfaction) and expectations of service quality in Shahrazad restaurant and it enables the commissionaire to estimate the gap between service providers and end customers through utilizing from SERVQUAL model in order to ensure customer satisfaction.

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1 INTRODUCTION

1.1 Background of the study

The sponsor company of this study is a small Finnish company which was founded in the early 2017. It is a foreign family-owned company. It is operated under the official trade name of the company is Shahrazad Oy in Helsinki. The company is concentrated on acquiring new customers by serving customers with wide ranges of activities and events besides the current services of ethnic cuisine. The company seeks to utilize from providing catering services to other customers, organizations, and parties to expand its share in the food industry. At the same time, the firm is also focusing on increasing the revenue from the regular customers by improving the operational process to provide excellent products, services, and support according to their needs in order to maintain in the competitive markets.

The Shahrazad restaurant claims as an upscale eatery and classically designed with decoration to emulate the atmosphere of the oriental and middle east culture. The services and products of the Shahrazad restaurant are varied.it service as a family restaurant and café shop with different kinds of desserts and Shisha lounge. The eatery organized various party and events during the weekend from professional Arabic and Finnish bands which play a set of modern and classical Arabic and English songs and accompany by oriental dancers. The company has been operating from multi-culture staffs and management in order to serve the customers with rang of tasty Turkish and Arabic cuisines which strengthen to distinguish company's position in the market.

This dissertation is essentially connecting with Helsinki restaurant to find out the perceived service quality from customers' perspective. The researcher was a regular customer for given company which has a significant impact to adopt the research approach and limitation to improve the service quality for the corporation.

1.2   Research objective, problems and questions

The aim of this thesis is to provide understandings of the current service performance and other related attributes of services of the company for enable the commissioner to ensure customer satisfaction and increase profitability for Shahrazad restaurant.

The research objective of this research is to identify the external factors of service marketing which responsible for evolving service quality and customers' satisfaction through measuring the gap between customers' expectations and perceptions of the provided service and examine the present performance level of internal service marketing which related to outcomes of operation processes and the quality specifications of human resource management practices. The study will help the commissioner to optimize the internal and external of service marketing by technical and functional improvements to close the gap customers' expectations and experiences, and other related gaps behind the company management, a performance of human resource management which support a high service designs and standards

The competitive environment of the food industries leads companies to differentiate their services and products' quality from other competitors by shaping their marketing services and business strategies. The Shahrazad eatery wishes to ensure customer satisfaction through improvement the current level of service performance and provide the services with a quality which could exceed the customer expectation, in which enables the company to achieve profitability. The commissioner seeks to understand how customers perceived toward the present service' features, and also investigate the employee's performances and other internal issues that impact on teamwork fluidity, efficient, and productivity. In addition, an aim was to study how could internal services interact with external services to ensure customers' satisfaction.

Shahrazad restaurant is specialized in ethnic cuisine within a wide range of oriental dishes Arabic and Turkish by servicing from the different capacities, skills, and experiences of the multi-culture teamwork, since all the kitchen staffs,

frontline-employees, and management are foreign. These capabilities of the multicultural teamwork company play a crucial role in delivery premium services. The commissioner tends to compare the performance of service quality from evaluation of employee's skills and experiences, tools, techniques, and core products with the service quality standards of the Finnish marketplace, and labors based on customers' satisfaction. Moreover, the company desires to explore what are the weak points and obstacles behind functional and technical services that hinder the perceived service quality.

The main research question is: How to improve the service quality and efficiency of the Shahrazad restaurant?
In order to find the answer to the main questions, several sub-questions are defined.

1. Which are dilemmas have a significant effect on the performance of the current service in customer satisfaction?
2. How do customers perceive the service quality from Shahrazad restaurant?
3. Which are strategies and measures that should be implemented by the company to deliver customer-oriented service?
4. What are the main gaps in service quality that produces customers dissatisfaction?

1.3   Structure of this study

Figure 1 below presents the framework of thesis structure. This conceptual framework provides the holistic view and understanding of the study processes. The figure classifies the research into five main chapters of the thesis. The first chapter begins with the introduction of case study company, which is followed by the presentation of research objective, research problems, and the main questions of the project. The study continues to the second chapter which comprises two basic concepts of the literature review. The first concept is relevant to service quality models and customers' perspective in terms of external services, while the second notion is associated with the strategic

management of internal services that needed to develop the performance of services quality.

1. Introduction
Background of the study.
Research objective, problems, and questions.

2. Litreture Review
• **External services management.**
•**Internal services management.**
•**SERVQUAL instrument .**

3. Methodology mixed methods
•**Quantitiative approach, data colection from questionaries sample through customers' views.**
•**Qualitative approach, data collection from staff and management interviews.**

4. Result:
A. SERVQUAL Attributies.
 B. from staffs and top management.

 5. Conclusions.
Summary of findings.
Strategic planning of administration.
Proposal for further study and Self-reflection.

Figure 1. Conceptual framework of thesis

The literature review is considered as a secondary data of this dissertation which aimed to ensure reliable sources, relevant theories and tacit knowledge to support the research developments and objectives, and to answer the research questions theoretically? The third chapter discusses the research methodology that relevant to collect data from mixed methods (quantitative and qualitative) approaches which include sampling, questionnaires, and interviews. In addition, this chapter explains how the variety of the data collection is dissected in mixed methods and describe the reliability and validity of the collected sources in depth.

Figure 1 above also presents that the fourth chapter which describes the outcomes of the empirical study of the data analyzation profundity. Chapter 5 summarizes the research findings of customers' satisfaction and discusses the interpretation of the management and employees. The researcher will suggest a specific plan and managerial recommendations for future study based on self-evaluation from the results study.

2   THE GAP MODEL OF SERVICE QUALITY (SERVQUAL) AND ITS FIVE DETERMINANTS.

2.1   Theoretical framework

The theoretical framework of this as explained in Figure 2, includes two main subjects: external service marking and internal service marketing.
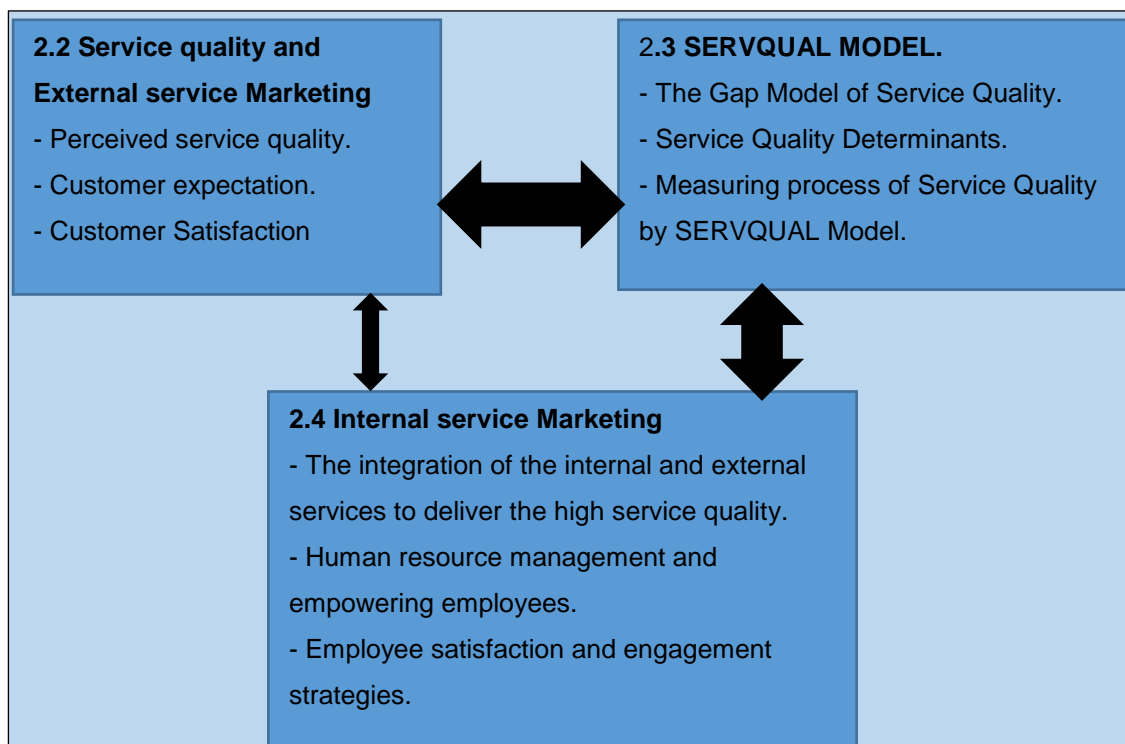
Figure 2. Theoretical framework

To begin with, internal service marketing which aims to highlight the main factors that effect on perceived service quality in the philosophy of customers' satisfaction and expectations and how the perceived services support customer value. Meanwhile, the internal service marketing topic was reviewed to focus on the role of organization and employees as key elements to improve and monitor

the perceived service quality standards, such as human resource management and empowering employees, and employees' satisfaction within the effective engagement of strategies, which are discussed in the literature chapter.

The SERVQUAL model is presented in the theoretical review to estimate the service quality performance and standard of internal and external services marketing. This subject was covered by the gap model of service quality, service quality determinants, and measuring process by SERVQUAL instrument, the SERVQUAL model determined the main influence that affects the total delivery of services across the organizational structure and HR pursuits and identified the crucial reasons behind the gap between customers' expectations and experience of the provided services.

2.2   Service quality and external service marketing

Nowadays, many of business companies have become more consciousness toward their customers and shifting their strategic planning from internal marketing to external marketing, as the customers' needs are the key drives of technical services and superiority to bring success (Grönroos. 2007, 31). External service or customer value is an important ingredient of successful marketing strategies and a core competency of large firms to ensure a competitive advantage and increase in market share or increased profits to companies (Walter, et al., 1994, 5).

The subject of service quality has been a considerable concern among business, people and academics, due to the increase of competitive markets for many services led costumers to become more selective of service choice and complex to define service from only tangible quality (Palmer 2008, 319). (Grönroos,1982 cited in Zeithmal, et al.1985, 42) suggests that the service quality is a comparison of customer expectations and actual service performance, which is a result of evaluation both the outcome of service and the performance of the process of service delivery. Furthermore, Grönroos (2007, 73) points out that customers perceive quality as much wider than the

techniques feature which dominates the quality experience, exactly the quality could define in the same way of what customers do.

Research recently carried out by Swan and Coombs (1967 cited in Palmer 2008, 320) found that the service quality could classified into two elements: An instrumental quality which is related to physical aspects of service, and expression quality which describes the intangible or psychological aspects based on which consumers judge their satisfaction according to products attributes or quality of performance of products. Grönroos (2007, 72) and Kang, et al. (2004) mention that service quality results from unseen production processes to consumers and what customer interact or encounter with traditional marketing activities.

2.2.1 Perceived service quality

Perceive service quality is a conceptual framework for comprehending the features of a service which comprises its outcomes, process, and image factors (Grönroos 2007, 89). Gronin and Taylor (1992, 59-60) suggest that the perception of the performance of the service is only criteria to measure the service quality, the service is mainly an antecedent of the customer expectation. Hence, the perceived of service quality is derived from customer experiences rather than expectations. Parasuraman, et al., (1985, 42) argue that customer perception of quality is determined by the differences between a customer's prior expectations and experience of actual service performance. Hence, when performance beats the expectation lead to increase service quality, as well as performance decreases relative to expectations result in decreasing of service quality.

Grönroos (2007, 73- 77) classifies the perceived quality that into two service quality dimensions includes: (1). A technical dimension or the outcome of the service production process, as what customers receive in their interaction with a service provider, (2). Functional or process-related dimensions, as of how customers receive and experience the simultaneous production and consumption process, and how the service provider ensures the functions and

techniques to consumers. Moreover, the two dimensions play a crucial role on an image of a company or local corporate when service providers highlight on two dimensions to deliver an excellent service quality which is likely to affect minds of customers positively (Grönroos. 2007, 74). See Figure 3.
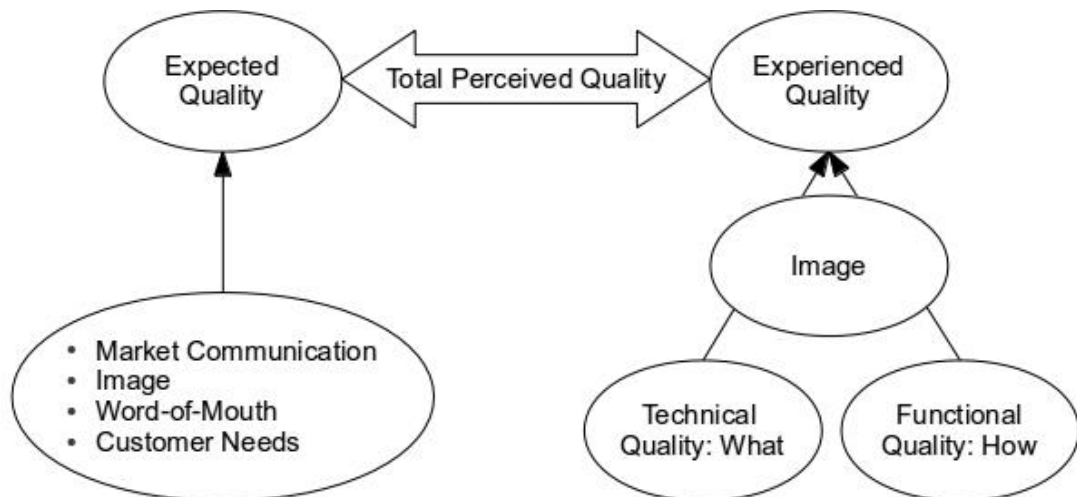
Figure 3. Total perceived quality and two service quality dimensions by Grönroos (2007, 76)

Rust and Oliver (1994) develop three dimensions of service quality perceptions including the technical perception? what customers receive, the functional perception? how customers receive, and the physical environment where the service quality perceptions can be involved in both functional and technical dimensions. The physical or service environment dimension is important to the integrity of customer perception quality development. For example, shabby décor could impact badly on the perceptions of the service process in a restaurant (Grönroos. 2007, 75).

2.2.2 Customer Expectations

Gronin and Taylor (1994) propose the customer satisfaction measure after consumption of services without any prior perceptions from customer' mind. Wilson et al. (2012, 51) define "Customer expectations are beliefs about service delivery that serve as standards of reference points against which performance is judged" customers often assess the service quality base on their perceptions of performance with reference points. Customer expectations are a crucial element for successful marketers as understanding to deliver a good- quality

service what customers exactly expect, within expectations standards rather than what customers' want which means losing a customer's business when a company beats the target exactly (Wilson et al. 2012, 51).
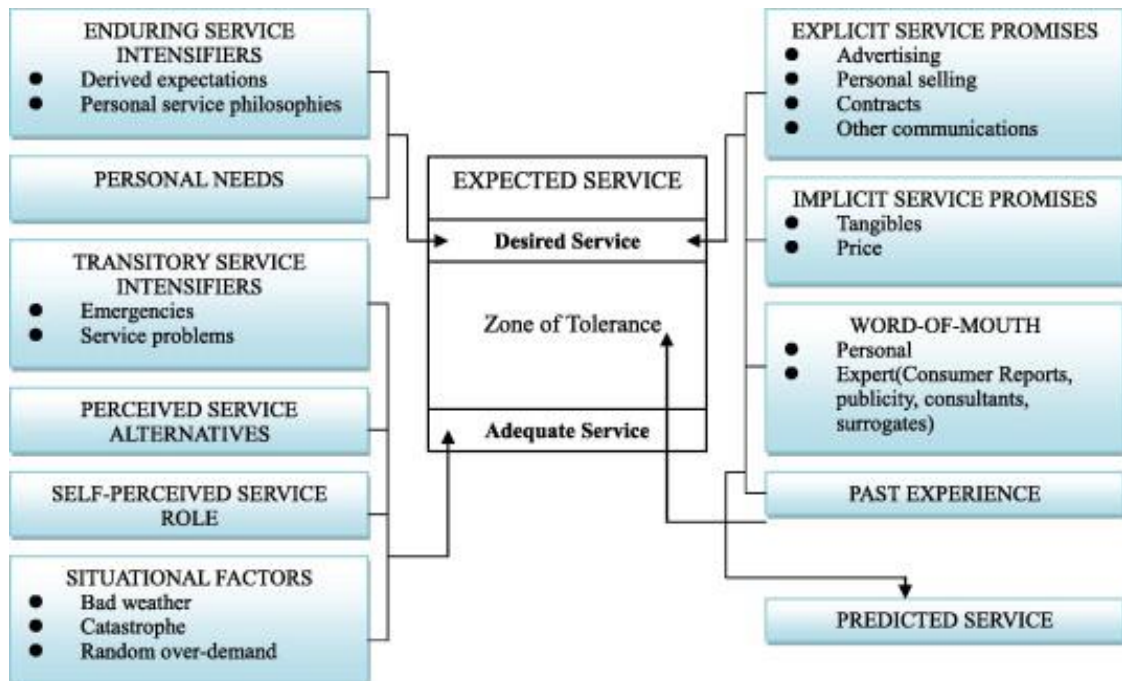
Figure 4. Nature and determinants of customer expectations by Zeithaml, et al. (1996, 91)

Figure 4 shows the classification levels of expectations standards where the customers evaluate service performance based on two levels or standers according to Zeithaml, et al. (1996, 77.). The first level or upper standards are desired service: where customers hope to receive-the 'wished for the level of performance. In short, the desired service is the highest customer's perceptions of the service performance that should be attained. The second level or lower standard is adequate service which is called a threshold level or low standards of service that customer will accept.

Wilson et al. (2012, 54.) suggest the zone of tolerance is the range of the customers' acceptance across variation of the service performance, the level customers' acceptance of service is where a customer like and accept the service performance which means the customer located in the zone of tolerance, as can be seen in Figure 4. It is evidence that service performance when drops below the zone of tolerance or adequate service could probably

lead to frustrated customers and the satisfaction with a company could be damaged by customers. In contrast, if the service outside the zone of tolerance at the top end where performance surpasses the desired service that could result in a happy customer and quite surprised (Wilson et al., 2012, 54). In general, the customers are likely to be less tolerant regarding broken promises or service errors when customers have higher expectations toward a company. For instance, the zone of tolerance is smaller in an expensive restaurant which definitely possesses a higher expectation in comparison to other fast food restaurants. Moreover, the customers probably become more sensitive toward provided service quality by the luxury restaurant with service aspects such as waiting time, the quality of food, physical surrounding and decent employees (Wilson et al., 2012).

Wilson et al. (2012, 56-62) in their research paper suggest that there are plenty of forces that play a crucial role in the customer expectations. As Figure 4 shows the main influenced factors that affect both desired service and adequate service. The desired service is influenced by personal needs factor and lasting service intensifiers. Meanwhile, the adequate service is impacted by four factors as shown above in Figure 4. In addition, the customer expectations manipulated by one internal factor which is past experience, and three other external factors which are explicit service promises, implicate service promises, and word-of-mouth communications and all these four factors effect on both desired service and adequate service. For instance, when customers are interested in purchasing services, they are probably seeking for information from different sources which could be received by either external factors such as advertising, hearing from friends, or an internal factor that derived from personal past experience (Wilson et al., 2012, 56-62).

Ojasalo (2001, 203-205.) explains the dynamic of a customer expectation which reveals in his recent research work which reveals that expectation could be identified into three types. Below Figure 5 illustrates the dynamics of expectation in more details.
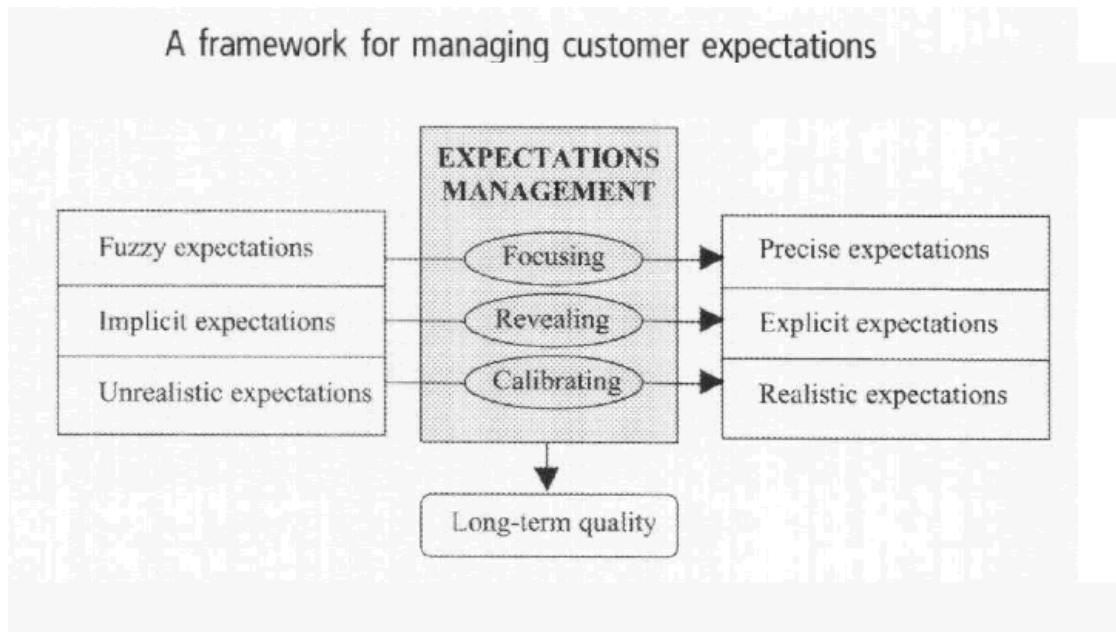
Figure 5. A framework for managing customer expectations by Ojasalo (2001, 206)

Fuzzy expectations define when a customer expects a service provider to dissolve problems but there is unclear understanding of what should be done. A manager should make such expectations clear.

Explicit expectations when the expectations are evident in customer's mind in advance of the service processes and could split into realistic and unrealistic expectations. A service provider should adjust unrealistic expectations into more realistic ones through being very careful in what promise it makes and overcomes the overpromise which might lead to unrealistic explicit customer expectations toward the offering services.

Implicit expectations are related to characteristics or elements of service that are so clear to customers but customers do not actively or consciously think about them. Also, implicit expectations become explicit if an organization does not fulfill customer expectations (Ojasalo 2001, 203-205).

2.2.3 Customer satisfactions

Richard and Oliver (2014, 8) define the customer satisfaction as a customer's fulfillment response and it is judgments on the performance of (products and service) itself or related features where could provide these performances a

pleasurable level to meet customers' needs. Service providers press to use terms satisfaction and quality interchangeably with terms causes and outcomes. Wilson et al. (2012, 73) propose that satisfaction is a holistic view of a wider concept than quality, whereas service quality focuses on its dimensions which impact on customer satisfaction.

Wilson et al. (2012, 75) explain that customer expectations are influenced by many different factors, Figure 6 shows that main factors of customer perceptions to quality which improve the customer satisfaction.

Figure 6. Customer perceptions of quality and customer satisfaction by Wilson et at, (2012,74)

Gronin, et al. (2000, 195) and Wilson, et al. (2012, 75) interpret these factors into personal factors or customer emotion which plays vital roles of customer's perception (satisfaction) with products and service which leads strengthen customer loyalty. For instance, a happy mood and positive frame in mind could influence on how the customer feels about the experience of services performed. In addition, the perception of equity or fairness have an effect on

customer satisfaction when customers receive excellent treatment or a fairly paid price for better service quality, whereas the situational factors which mean that other consumers (family members and co-workers) own individual feelings and beliefs toward a specific product or service that could impact directly to satisfaction of present customers (Wilson, et al., 2012, 76.).The forces of the product and service quality and attributes have a significant effect on the customer satisfaction when customers could make trade-off or evaluate among different service features. For example, price level versus quality versus the friendliness of personnel.

Gronin, et al. (2000, 195) define that customer satisfaction is the outcomes of customer's perceptions of the value perceived where is relative to the price. The price decisions affect the customer perceptions and satisfaction of the service quality and price could be used as measurements of customer perceptions when the service quality features are equal by other competitors (Palmer 2008, 359).

According to Brandy and Cronin (2001, 37), service quality is a critical element of customer perceptions and for dominating the customer evaluations of service quality. Customer satisfaction is generally influenced by three factors of service quality include outcome quality, interactions quality, and physical environment quality.

2.3   SERVQUAL Model

Palmer (2008, 328) drawing from (Parasuraman et al.,1988) propounds that the SERVQUAL instrument is a technique could be used by companies to better know the expectations and perceptions of their customers. According to Naik et al., (2010, 232) the SERVQUAL Scale is applied and adapted in a large number of empirical studies conducted across a broad range of services setting, cultural contexts and geographical location (e.g. the quality of service offered by food services, care services, banking and etc.). Grönroos (2007, 84) states that SERVQUAL is an instrument for evaluating how customers perceived the

service quality which assists companies to focus on meeting needs and specific requirements.

Parasuraman et al. (1985, 42-45) define the customers' perception of service quality is the gap between expected services quality and perceived services quality which mainly causes from (four gaps) as will discussed in detail in the gap model of service quality. Figure 6 below shows the five gaps of the service quality model According to Parasuraman et al. (1985, 45).

Wilson, et al. (2012, 121) propose that the collected data from SERVQUAL survey could be used for different purposes as listed below.

- To define the gap, score between customers' expectations and perceptions for each service attribute.

- To evaluate service quality of company along each of five SERVQUAL determinants.
- To control customers' perceptions and expectations through individual service attributes and on SERVQUAL determinants over time.
- To contrast SERVQUAL score with other competitors.
- To assess internal service quality that could offer by one division or departments of a company to others in the same company.
- To examine and recognize customer segments that differs considerably in their estimation of the firms' service performance.

2.3.1 The Gap Model of Service Quality

Zeithaml et al. (1985, 41-50) evolve the analysis model of five gaps which allows management to make an analytical assessment of the main causes of poor service quality and understand how service quality could be perfected. Lovelock and Christopher (2011, 406) illustrate the four potential gaps which related to the service providers that might lead to the fifth gap (customer gap), the gap 5 is a result from the discrepancy of what customers expected and what the perceived was delivered.

The descriptions of the full gaps model present in different views of authors as Grönroos (2007, 114-118), (Christopher and Lovelock. 2011, 406-408), (Wilson, et al., 2012, 96-103), and (Palmer 2008, 328-330) which basically adapted from

the initial research of (Zeithaml et al., 1985, 41-50). Figure 7 below presents the gap analysis model of service quality.

CONSUMER
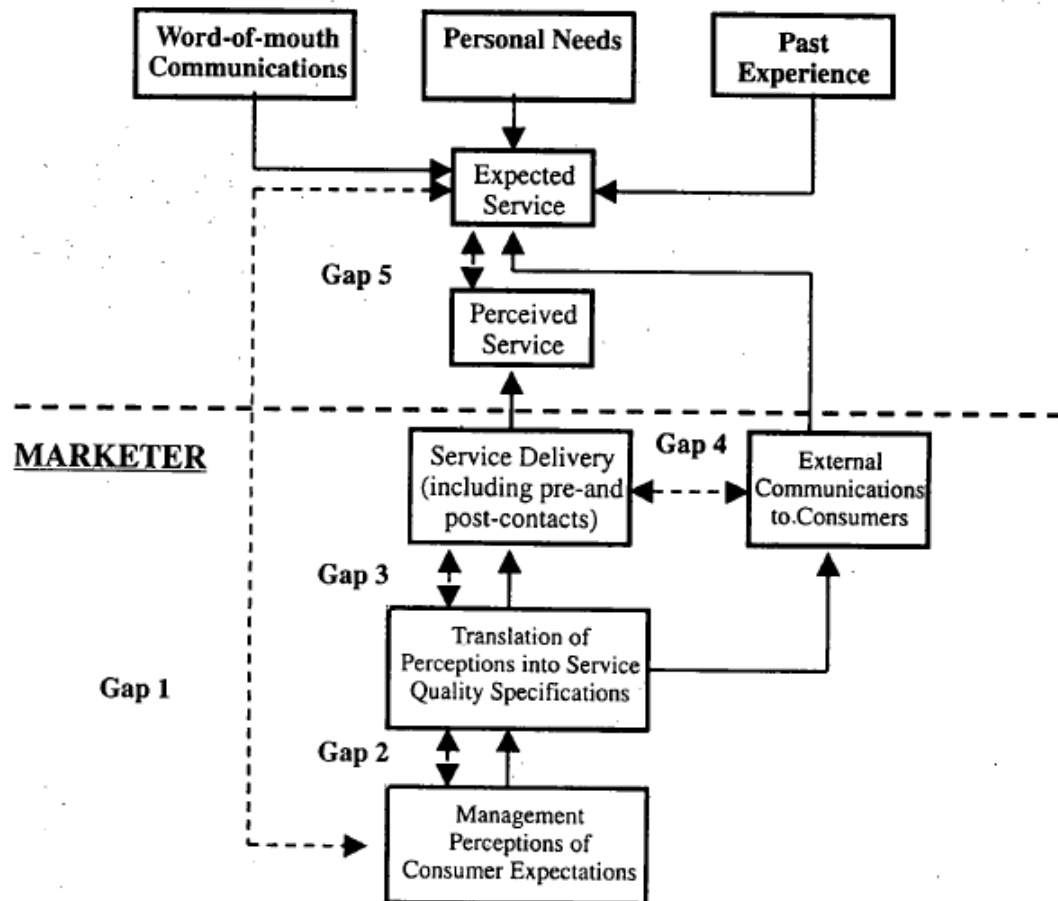
Figure 7. the gap analysis model of service quality by Parasuraman et al. (1985, 44)

1. Gap 1 (knowledge gap): management perceptions – customer expectations, it is the difference between what senior management thinks to customers' expectations and actual needs (Christopher and Lovelock. 2011, 406). Generally, company's perceptions fail to understand what a customer actually needs (Palmer 2008,328). Wilson, et al. (2012, 98) mention the main factors that lead to provider gap 1 are: Firstly, insufficient marketing research and not focus on service quality. Secondly, lack of interaction between management and customers, and insufficient communication between contact employees and top

management due to many layers between them. Finally, lack of a market segment and do focus on a new customer rather than a relationship with customers.

2. Gap 2 (quality specification) define as difference between management perception of customer' expectation and customer-driven service design and standards (Wilson et al. 2012, 99). According to (Christopher & Lovelock. 2011, 406), the gap is the distinction between management's understanding the customers' expectations and the quality standards resided for service delivery. This gap is derived from several aspects: Firstly, planning mistakes or insufficient planning procedures Grönroos (2007, 116). Secondly, lack of customer-driven service standards and the absences of formal process management for setting service quality goal and fulfilling customers' requirement. Finally, the physical environment or tangible service fail to meet customer and employees needs and inadequate maintenance and updating for tangible service (Wilson, et al., 2012, 99).

3. Gap 3 (service delivery): Customer-driven service designs and standards-service delivery (Wilson et al. 2012, 100). It is the variance between service quality specifications and actually service delivery, poor management might lead the service providers to fail to meet service quality specifications (Palmer 2008, 329). In agreement with Wilson et al. (2012, 101) the main causes which provide this gap are: Firstly, shortages of human resource policies as a result of ineffective recruitment, poor employees-technology job fit, ambiguity and conflict the role of employees, lack of authorization on perceived control and empowerment teamwork. Second, the role of customer effects badly on the quality service if they don't provide all necessary information or neglect to follow instructions. Third, it is difficult to control the service standards across intermediaries or agents. Finally, this occurs when there is scarcity of service recovery due to not understand what costumer's expectations and why they complain, also failed to ensure the service guarantee or way to compensate the customers for the unfulfilled promises.

4. Gap 4 (the market communication): external communications to customers -service delivery (Wilson et al., 2012, 102). It is discrepancy

between what the firm communicates and what it actually delivers to its customers, this gap is generated from two sub-gaps which firstly, the internal communications gap which is the distinction between what the firm's advertising and sales personnel think whether, the product's features, performance, and service quality level and what the company actually is capable of delivering. Second, the overpromise gap that could be produced from advertising and personnel to increasing the sale volume which is likely lead them to overpromise when customers become satisfactions less tolerance to the service provider in case of advertising fails to match or break the promises (Christopher and Lovelock. 2011, 407).

5. Gap 5 (perceived service quality): perceived service- expected service. It is the difference between what is service delivered in fact to customers and what customers perceive (Christopher and Lovelock. 2011, 407). A Customer assesses the perceived service based on comparing their experience with prior expectations (Wilson, et al., 2012, 96). The gap takes happens as a result of one or more of the four previous gaps (Palmer 2008, 330).

2.3.2 Service Quality Determinants.

In the 1980s Berry and his colleagues, Parasuraman and Zeithaml initiated to study service quality determinants and how customers assess the quality of service according to the perceived service quality concepts. Their initial study found that the ten determinants of perceived service quality that could summarize the dimensions of service quality. As a result of later study, the ten determinants of service quality have decreased and emerged into five dimensions (Grönroos. 2007, 84).

Zeithaml, et al. (1996, 119-122) explain each of the five dimensions of service quality and how customers judge them as follows:

1. Reliable (delivering on promises) is the ability to perform promised service dependably and accurately to customers without any mistake, the company maintains its promises about the service outcomes and core service attributes to customers (Zeithaml, et al., 1996, 119). The

reliability and trustworthiness aspect could be defined when customers trust completely a service provider since service provider could keep and perform service quality to the best of customers at heart (Grönroos. 2007, 89).

2. Responsiveness (being willing to help) as willing to help customers and provide to prompt service. This dimension focuses on attentiveness and promptness were concerned with customer questions complains, and requests, also it is the way of customizing the service to meet customer needs (Zeithaml, et al., 1996, 119).

3. Assurance (inspiring trust and confidence): employees' knowledge and courtesy to respond to customer' question, also, employees able to inspire trust and confidence to their customers and make customers feel safe (Zeithaml, et al., 1996, 119), (Grönroos. 2007, 84). It could be considered as attitudes and behavior when customers feel that services of employees are concerned about them and interested in solving their problems (Grönroos. 2007, 84).

4. Empathy (treating a customer as an individual) means that a service provider understands customer's problem and performs in their best interest as well as giving customer individual attention and having convenient operating hours. The empathy dimension could be accessibility and flexibility aspects according to Grönroos (2007, 84) when a customer feels that service provider, its location, employees, operating hour are designed and operate in order to easily get access to the service and prepared to customize to demands and wishes of customers.

5. Tangible (representing the service physically) is related to the appearance of physical facilities, equipment, written materials as well as the personal appearance of employees (Zeithaml, et al.,1996, 122). Grönroos (2007, 89) suggests that tangible dimension could be the Servicescape aspect when customers feel that physical surrounding and other criteria of the environment of a service encounter support a positive experience of the service operation.

2.3.3 Measuring process of Service quality by SERVQUAL Model

Palmer (2008, 328) and Grönroos (2007, 84) in their research which is adapted from Parasuraman et at. (1988) suggest that SERVQUAL instrument operated by the generic 22 items' questionnaire, which sketched to cover five broad attributes of service quality in order to a comparison between customers' perceptions and expectations of each generic items. According to Palmer (2008, 328), the five attributes have different descriptions and each one has the respective number of the 22 statements as follows:

1. Tangible (appearance of physical elements) 1 to 4.
2. Reliability (dependability, accurate performance) 5 to 9.
3. Responsiveness (promptness and helpfulness) 10 to 13.
4. Assurance (competence, courtesy, security, and credibility) 14 to 17.
5. Empathy (easy access, good communications, and customer understanding) 18 to 22.

The customers are required to value the 22 statements relating to their expectations and perceptions in every single instance (Palmer 2008, 328). Thus, each statement is evaluated by the customer's responding to two ratings of their expectations and perceptions. The customers' ratings of each statement on a Likert scale from 1(strongly agree) to 7 (strongly disagree). Furthermore, the survey required to customers' comments about their experiences of the service, and their overall impression of it. The respondents are asked for supplementary demographic data in order to enable company for identifying customer segments of service quality (Palmer 2008, 328) and (Grönroos. 2007, 84).

Adil et al. (2013) drawing from (Parasuraman et at., 1988) explain that service quality gap (Q) is, the calculation by subtracting the perceptions (P) from expectations (E) value to estimate the service (GAP 5) Thus, the service quality equation:

SQ (Service quality Gap) = P (Perceptions)- E (Expectations).

The results of this study will inform the companies whether its customers' perceptions are exceeded or not the expectations of customers, and these results help to identify the shortfalls and advantage of the performance service in order to close the (Gap 5) (Adil et al. 2013: Palmer 2008, 328).

The researcher has used the five dimensions of Service quality in the first part of the survey questionnaire which estimated by the 14 attributes questionnaire, since the research tend to decrees the total number of the attributes questionnaire from 22 to 14 items by emerging these attributes to avoid overlapping and repetition questions, also it streamlines the process of responding in the fast and feasible way. The researcher used 5 numbered scale to rate each attribute and dimension of questionnaires instead of seven numbered scales. The researcher has involved the additional statements to a total of 14 statements in the second part of the questionnaire. The additional statements include two statements which derived from the empirical study of (Bouranta et al., 2009, 282). The two additional statements aim to investigate product attributes and (safety and choice) attributes, through evaluation in the same way of the gap score customers' expectations and perceptions of the service quality.

2.4   Internal Service Marketing

The role of service quality is determined as being a critical factor for the success of an organization in a competitive environment. Customers have become more aware of rising standards in service and gain higher expectations consequence less tolerance if there is any declining of service quality which leads easily to customers' dissatisfactions. Marketers should focus on the main factors of internal marketing to raise its perceived service quality (Frederick & Kumar 2000, 358). The internal customer is the approach to service management which involves many of the techniques of internal marketing through focusing on the role of organization and its employees in order to implement the effective external marketing services (Kang et al., 2002, 279: Frederick & Kumar 2000, 389).

Walter, et al. (1994, 8) suggest that internal marketing is a way of applying the philosophy and pursuits of marketing to the people who serve the external customer, thus, the people or employees should be more trained and professional to ensure superior external service quality. Richard, et al. (1999, 42-43) define the internal marketing as an image or viewing that it is jobs in an organization as internal products and viewing employees as an internal customer. In short, the marketer or organization should concern the people (employees and consumers) in the same way as treating their end users. (Grönroos, 1981 cited in Frederick and Kumar, 2000, 359) state that internal marketing should *"create an internal environment which supports customer-consciousness . . . among the personnel in order to improve customer satisfaction via employee-customer interaction."*

Walter, et al. (1994, 8) determine that the internal marketing is the promoting of the company and its products or product lines to the company's employees so that to ensure external marketing success.

2.4.1 The integration of the internal and external services to deliver the high service quality.

The service business is consisting of different service operation where the input is processed and service delivery is the outcomes of an operational process. The service operation includes the front stage as visible services and direct interaction with customers and backstage which is invisible by customers and impact on quality output of the front stage (Christopher and Lovelock. 1991, 14, 262).

As Palmer (2008, 360) points out, the front-line contact personnel are important elements to costumers' perceptions of functional quality, also front-line employees have the best vantage point for monitoring quality standards and able to identify any problems. For instance, the operational business in restaurant industry consists of three functional units: external customers as referring to end consumers, Internal customers are waiters (front-line personnel), and support personnel engaged in the kitchens are internal suppliers (Bouranta et al. 2009, 280). All these functional units and individuals

of a chain are integrated together to ensure the objective of restaurants and meet the satisfaction of external customers (Bouranta et al. 2009, 280).

According to Wilson et al., (2012, 251), the customer' perception of service quality is influenced by the customer-oriented behaviors of employees, also the five dimension of service quality (reliability, responsiveness, assurance, empathy and tangible) could be impacted by service employees.
Palmer (2008, 374) states that service management should focus on personnel employed and human resource management to achieve the organizations' objective in the philosophy of customer satisfaction.

Internal Service ⟷ **Internal Capabilities** ⟷ **Customer satisfaction**

Service-Profit Chain
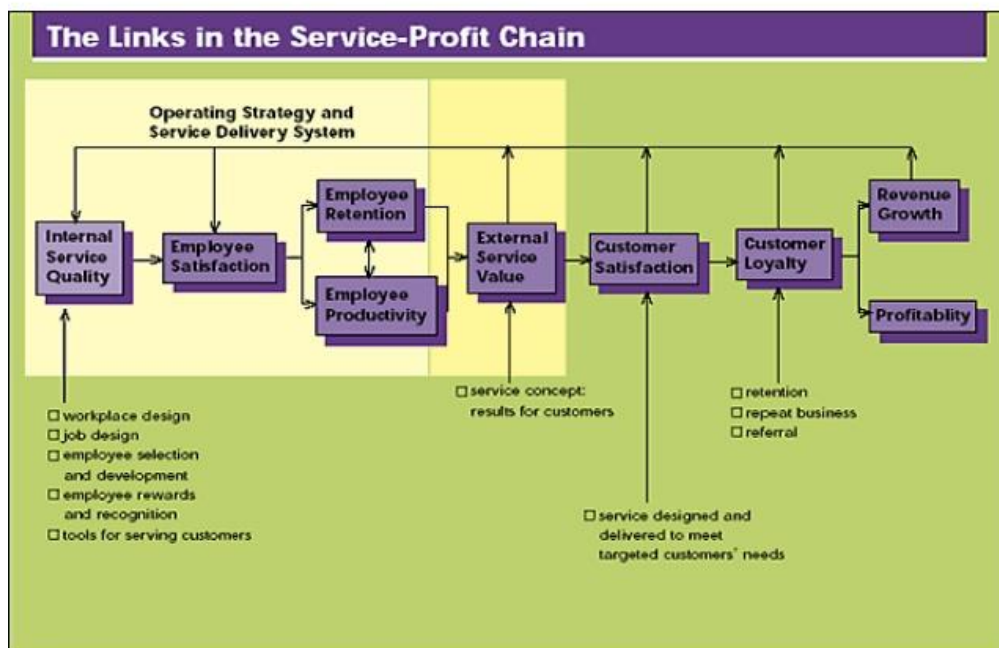

Figure 8. The service profit chain from Heskett et al (1994,166)

Heskett et al. (1994, 164-168.) in their research found the model of service profit chain which suggests that there are crucial relationships between internal and external service quality, as could be seen by Figure 8. The research was highlighted among the internal services quality (e.g. employees' satisfaction and

retentions/ productivity) which have significant reflections on the performance of provided services to customers, and the external service value, which contributes profitability from customers' satisfaction and loyalty.

2.4.2 Human resource management and empowering employees.

Palmer (2008, 373-274) knows the importance of employee management as a key factor to meet customers' quality expectations. A suitable labor by front-line employees and effective management of these employees could overcome many of the problems across the delivery process since employees are responsible for providing a good service encounter.

Palmer (2008, 374) describes the service management in three principles to improve the provided service by staff as follows: (1), marketing management means to analyze and respond to customer needs in a fast-food restaurant such as items' variety, cleanness, and speed. (2), operational management refers to schedule work in a way that reduces bottleneck and provides a flexible answer to demands. (3), human resource management seeks to select and motivate staff in order to maximize their capabilities to deliver a specific standard of service.

The input management and personnel employed by an organization are the important elements of the total service offering to customers. Further research (Wilson et al., 2012, 257) suggested the four basic themes of human resource strategies to better service standard quality.

1. Hire the right people includes three elements: Firstly, compete with other organization for hiring and identifying the best people. Secondly, hire for service competence and service desire. The service competence is a set of skills and pieces of knowledge which necessary to do a job. Meanwhile, service desire is personnel' interested in doing service-related work. Finally, be preferred employer which could achieve by extensive training, attractive incentives and quality goods and service that employees are proud to be associated with (Wilson et al., 2012, 258-259).

2. Develop people to deliver service quality through active strategies as firstly, train for technical and interactive skills Wilson et al., (2012, 259) and Palmer (2008, 394). Secondly, empower employees through giving employees the authority to make their decision, and desired skills, tools for serving customers (Wilson et al., 2012, 261.) and (Lashley 2000, 793-794). Finally, promote teamwork and healthy job environment where employees could feel supported and having a team to back up them so that maintain their enthusiasm and eliminate stresses and strains either.

3. Provide the needed support system which means to be efficient and effective in jobs, where service employees require internal supported systems to deliver service quality by measuring internal services quality and internal customers. Moreover, providing the supportive technology and equipment to facilitate the workflow (Wilson et al., 2012, 262).

4. Retain the best people. Wilson et al., (2012, 263) reckon that Organizations recruit the right staffs, train and develop them, therefore it tends to highlight the strategies which could provide a suitable work environment to retain their employees through including staffs in the company' vision or customer engagement strategies which mean that employees, Individuals, team, managers are involving and understanding the culture of organization to deliver organization's aims (Richard et al. 1993,939) adopted from (Thomson 1990). In addition, companies have an emphasis on the idea of employees are also customers of an organization, therefore its products and service should be met the quality of work life in the way of employee satisfaction and need (Wilson et al. 2012, 265).

2.4.3 Employee Satisfaction and Engagement strategies

Employee satisfaction and wellbeing are a terminology used to characterize whether employees are happy, pleased, and fulfilling their desire and needs at work since employees are performing to represent the organization' objectives and they impact directly on customer satisfaction and loyalty (Heathfield 2016). Satisfied employees effect on increasing a satisfied customer and it is one of the important elements of customer loyalty, in which satisfied customers reflect

to reinforce employees' sense of satisfaction at their jobs (Heskett et al.1994, 165-167: Wilson et al., 2012, 251).

Wilson et al., (2012, 253-255.) suggests that the emotional labor strategies that should be required in work environment to ensure job satisfaction or employees' wellbeing are as follows: (1), the physical work environment which has the impact on employees' emotions, behavior. For example, an airy decoration with windows allows employees to see the weather. (2), allow employees to air their view as having outdoor that helps to eliminate their frustrations. (3), give employees a break, and rotate employees which probably assist for customer contact employees to refreshed and re-energized during work time. In addition, Palmer (2008, 397) purpose that the rewarding system is a key driver to improve the standard of staff performance when giving something that appreciates their value of the good performance.

Palmer (2008, 384-387) and the synthesis of Hallowell et al (1996) found that successful strategies of human resource management derived from employees' individuals how they feel, an effective engagement to organizations and how they treat which could be achieved through the internal services strategy and employees' engagement as describes below:

1. Moral involvement is a mechanism whereby employees can voice their concerns over company' decision that could affect them (Palmer 2008, 387).

2. Motivation is the concern to meet the individuals' desire of employees to the satisfied various level of need. The financial incentive considers the key drivers for employee's motivation and recognition of the good performance (Palmer 2008, 387: Hallowell et al. 1996, 23).

3. Participate in giving employees the authorization of making their decision with organizations (Palmer 2008, 387).

4. Communication is important to ensure communication both in vertically and horizontally across organization and employees. Listening to feedback from employees and understanding what they need before making a decision, in short, communication considers as goal alignment

of the front-line with those of senior management (Palmer 2008, 387: Hallowell et al. 1996, 23).

3   METHODOLOGY

Methodology and methods will be part of this study and the foundation on the findings of the research processes and empirical study. The methodology has been used in this study to demonstrate the research approach, and it brings into fore data collection which includes a survey questionnaire, interviews, then data analyzing methods which comprise quantitative, qualitative, and mixed methods. Finally, reliability and validity of quantitative and qualitative methods which justified in details.

3.1   Qualitative single- Case study

Boris et al. (2011, 256) define the case study is an experimental study of quantitative research that investigates a contemporary phenomenon in the real-life context and used multiple sources of evidence to identify the boundaries between phenomenon and natural context. In agreement with Daymon et al. (2011), the case study is used to increase knowledge about contemporary or historical events and examines the process of holistic explanations of multiple aspects, influence, communication events, and processes, and how those factors are related to each other within the practical context.

Bryman et al. (2015, 70) categorize case study into different types of cases which are including:

- The critical case is a better understanding of the circumstance in the philosophy of the specified hypothesis.
- The revelatory case is where an investigator could make observation and analyzation of the phenomenon which is probably inaccessible to scientific investigation.
- The reprehensive or typical case which strives to explore a case that represents every day.
- The longitudinal is related to who a situation change over time.

Daymon et al. (2011, 119) split the designing of case study research into a single case study and collective or multiple case study. The single case study is carried out a deep exploration of particular phenomenon where a researcher could investigate in-depth at the single purpose for short or long time, whereas multiple cases are used to utilize from more than two case studies which allow recognizing special features by exploring the contrast between cases and similarities (Daymon et al., 2011, 119).

The single case study is a useful tacit information and sources where enable a researcher to obtain the permission for collecting data through interviewing, document and archives reviewing, and observation which is relevant to particular case study or culture of organization Boris et al., (2011, 259).

3.2 Research process of quantitative, qualitative, and mixed methods

Walliman (2005, 245) states that quantitative and qualitative are completely opposed research approaches as they differ in the nature of data collection and subsequent methods of data analysis as well as it varies in philosophical rationale.

In further paper of Walliman (2005, 246) quoted from (Bryman 1998, 94) suggests that qualitative research is used to interpret the attitudes, beliefs and motivations with a subject of study and enable a researcher to get an inside view of the event to collect a prolific data in order to develop the social construct, and tend to be unstructured, sharing concepts and theories, whereas, the quantitative research tends to remain distant as outsider and collecting data is hard and reliable in the way of present reality and constant. Also, the quantitative approach could be found as a result of theories of a quantitative approach.

Bryman et al. (2015, 160) describe that quantitative research as entailing the collection of numerical data which measurable in a systematic way of investigation of a phenomenon and the relationship between theory and

research as deductive. The analysis of quantitative data is used to transfer to statistics tools through employing computer statistic software (Bryman et al. 2015, 365). The purpose of applying the statistic is to recap precisely the data collection into easily explainable few numbers as describing data into average, range, and the mean deviation data (Sachdeva 2008, 195).

Boris et al., (2011, 144) suggest that quantitative research is a positivist tradition which concerns with how a researcher could acquire knowledge in the prospect of a quantitative epistemological method, generally, the positivistic researchers where gaining of knowledge process include deductive of hypothesis and examine these explanations by assessing the reality.

Sachdeva (2008, 165) claims that qualitative research processes are likely to enable a researcher to understand how (process) and why(meaning) thing happen and delve more deeply into people's hidden interpretation, understanding, and motivations. The qualitative research is used to collect data from different techniques include focus group, individual in-depth interview, case study, grounded theory, ethnography, and observations (Sachdeva 2008, 165) and (Bryman et al. 2015, 393-394).

Table 1, Some common contrasts between quantitative and qualitative research by Bryman et al. (2015, 416)

Quantitative	Qualitative
Number.	Words.
Point of view of researcher.	Point of view of participants.
Research distant.	Research close.
Theory testing.	Theory emergent.
Structured.	Unstructured.
Generalization.	Contextual understanding.
Hard, reliable data.	Rich, deep data.
Behavior.	Meaning.

In the theory of (Boris et al. 2011, 144) define the qualitative research is "*an interpretivistic approach where acquire knowledge more by developing an*

understanding of phenomena through a deep-level investigation and analysis of these phenomena".

Bryman et al. (2015, 416) summarize the difference between quantitative and qualitative research as could be seen above in Table 1.

According to Daymon et al., (2011, 349-352), the mixed methods research is a combination of qualitative and quantitative approaches within a single study, mixed methods have increasingly become applied, preferred in the business management research. Also, mixed methods are a complex process which involves several approaches to different philosophical foundations and strategies to clarify the major importance of research. For instance, integrates structured interviewing with structured observation or ethnography with semi-structured interviewing as two strategies of research are associated with just one research strategy (Bryman et al., 2015, 641).

The definition of using mixed methods is could be considered as multi-dimensional nature, where capable of discovering a wide range of different aspects and level of single research, furthermore, it is probably enabled researchers to answer a research question in confirmatory and exploratory at the same time in order to produce the theory in the same study. Finally, it is probable to overcome some limitations of one methods research by engaging wider contextual or structural aspects (Daymon et al., 2011, 351).

As suggested by (Daymon et al. 2011, 354) who defined the mixed research into two types: sequential explanatory design and concurrent design, the concurrent design has been carried out by the researcher in this study in process of collecting and analyzing data of quantitative and qualitative methods which two methods occurred at the same time as using one distinct research strategy to validate or confirm another one in order to provide a sufficient understanding of the phenomenon.

The mixed method has been used in this study to enable the research to evaluate and optimize the internal and external factors of service marketing to improve the perceived service quality of the chosen company. The mixed

methods conducted to collect data from survey and semi-structured interview so that enable the researcher to find the answer of the research' questions from opinions of participants and management of the single case study. The quantitative approach has been conducted in survey questionnaire technique to measure the gap carefully between what customers' perceptions and expectations in the prospect of external service marketing by using for that SEVRQUAL instrument, this instrument of SERVQUAL will provide an insight knowledge of customers' view regarding estimate the variables of SERVQUAL attributes. Meanwhile, the qualitative method has been conducted in the semi-structured interview with the management and employees of the company. The semi-structured interview was used to explore in depth the knowledge of hidden interpreting and opinions of employees in terms of internal service marketing which have an effect on the service quality of what customers' experience, and to understand what the critical issues and limitations of the strategic management for the chosen company are.

3.3   Data collection

The collection data sources include primary and secondary sources. These sources are used to enable researchers to explore and back up the research development theoretical as well as empirical. The secondary data is collected and represented by persons or agencies to generalization theory or solving problems of a specific phenomenon and it is available to researchers to use it in order to support their relevant research (Sachdeva 2008, 109). The forms of secondary data are including different sources: writing in books, newspaper, articles, observations, other publications, online articles, publication of case study, research scholar Researcher collected secondary data from these sources and used in the theoretical and empirical research (Walliman 2005, 242).

Primary sources are collected from direct detached observations, interviews, survey or measurement of the research, primary data is a reliable way of the collected data, since the primary sources could prove for where it comes and how was analyzed and collected (Sachdeva 2008, 109). The researcher has

proved the reliability and authenticity of written sources by presenting the original sources and references with page number and published data in order to make easy access to readers (Walliman 2005, 242).

3.3.1 Self-completion questionnaire and sampling

Sampling is one source of the primary data which concern representatives the collected information from the population, the population is a collective code used to describe the total number of cases related to the chosen subject, and the population term which comprises objects, people, or events (Walliman 2005, 276).

The non-probability samples have been used in this research to utilized from the judgment of the researcher or on an accident where typically disable to make generalizations about the whole population (Walliman 2005, 276). Boris et al. (2011, 198-199) suggest that non-probability sample requires implementing a technique of post-stratification which provides the demographic information from a population (e.g. personal age, gender) or firm (size, industry) in order to overcome the bias information of non-probability.

The convenience or opportunistic sample is utilized in the research to collect data form direct customers according to availability to a researcher by virtue of its accessibility and has freedom to choose whoever participants can find within less time consuming and cost in interaction with informants (Boris et al., 2011, 194: Bryman et al., 2015, 200). The researcher collected data from direct communication with customers who had visit the restaurant as conducted before delivering orders or after eating during their free times.

The self-completion or self-administered questionnaire is used during the collected data of this study as an easy way to allow customers self-completing the answer of the questionnaire and ask to return the completed questionnaire on top a cashier's desk in the restaurant. According to Bryman et al. (2015, 239), the self-completion questionnaire is a convenience method when it allows respondents to complete a questionnaire whenever they want. In the

comparison of self -administering by customers to answer with interview technique where participants could be guided to remove anything ambiguous. Thus, the researcher has designed the survey questionnaire carefully both in the Finnish and English language in order to make easy to answer the questions and again a relevant information from all customers who either the Finnish language is native or non- native. Since the researcher tended to cover the study with the wide range of respondents when foreigner customers were mainly occupying a large segment of total visitors and their Finnish language skills are poor or non-speaking in comparison with the English language.

The survey questionnaire was conducted in the way of closed questions, also it has easy-to-follow designed in order to minimize the risk of inadvertently omit question or participants' fatigue (Bryman et al., 2015, 240, 246). Therefore, the researcher has engineered a clear and excellent layout of the questionnaire through using different print styles (fronts, print size, italic, bold, and colorful prints) in order to make easy to the eyes.

The researcher with the commissioner has discussed to motivating the customers to increase their participation for answering the survey questions and agreed upon that all respondents will be entered into a draw for winning one of the three prize (menus) which value for 20 euro. The winners of the prize have been selected randomly from all respondents and send them an invitation to their Email address to gain their reward.

The sample of the survey questionnaire in this research is consists of mainly three parts, where the first part has been used the Likert scale in order to make easy answers to 14 questions, the informants required to cycle the chosen number from (1 to 5) which related to their scope of experiences and expectations of service quality. According to Bryman et al. (2015, 247), the Likert scale has used open end question by answering one of five scales which are: 1=very Poor or totally disagree, 2 =Disagree, 3= Neutral or moderate, 4= agree, and 5= excellent or totally agree. These questions of Likert model used to evaluate the five attributes of the SERVQUAL model. As the researcher mentioned in the literature review that the total number of 22 statements of

SERVQUAL instrument has been reduced to 14 statements to estimate the customers' expectations and perceptions. Since the researcher agreed with commissions upon shrinking the sample size according to ensure conveniences and feasibility respond.

The survey question is structured basing on 14 statements of SERVQUAL instruments. The 14 statements are subdivided into five dimensions namely: Tangibles, reliably, Responsiveness, assurance and empathy (Palmer 2008, 328) and Grönroos (2007, 84) draw from (Parasuraman et at.,1988).

The survey questionnaire of part 1 consists of 14 statements which are classified into five determinants of SERVQUAL model. The questions or statements of questionnaire numbers are presents as 1 to 4 to estimate Tangible determinants, from 5 to 7 are connected to reliably dimension, 8 to 9 are concerned with responsiveness dimensions, 10 to 12 measure assurance, then 13 to 14 which demonstrated empathy dimensions.

The second part of the survey questionnaire includes the seven different questions, where question 1 was designed in contingency question to receive the overall view of satisfied customers regarding the provided service quality of the restaurant, respondents asked to answer either (Yes or No) customers how respond with No would be followed up to open question in order to give their feedback, opinions and specifications toward service quality. The question 2 of the second part is connected to products' attributes in order to assess the customers' expectations with the products' diversity, meanwhile question 3 is presented to estimate the customers' perceptions of the products' diversity and features as presented in the recent research of (Bouranta et al., 2009, 282).

The questions 4 and 5 of survey questionnaire are both measures the respondents' expectations and perceptions of the products' price respectively base on the safety and choice attribute according to theory of (Bouranta et al., 2009, 282).

The purpose of question 6 was to evaluate customers' opinions toward the company image, whereas question number 7 is related to customers' rating their recommendations or moment of the mouth from the restaurant to others. The Likert scale used to estimate all questions number in part 2 of the survey questionnaires that numbered from 2 to 7 in five scales which 1= totally disagree, 2= disagree, 3= neutral, 4= agree, and 5= totally agree. The purpose of the Likert scale was mainly to assess the gap between what customers' expectations and perceptions of services.

The questions of the part 3 in the survey questionnaire are the personal factual requests which have been designed in order to collect the demographic data of the population which includes a personal information of gender, age, and frequency of visiting so that enable the research to understand the customers' behaviors (Bryman et al., 2015, 262).

3.3.2 Semi-Structured interview

In-depth interviews are the most common source of data collection in quantitative methods. The interviews are a valuable technique to collect data as answers given by interviewees inform the developing conversation and interviewers have the freedom to prompt more information in case of interesting things or novel arises (Daymon et al. 2011, 220-221).

Semi-structured interview or focused interview is often used qualitative research, the questions are including an interview guide that allows researchers more focused on covering the issues and specific topics, also interviewees have opportunities to respond questions flexible not follow exactly the outlined schedule (Daymon et al. 2011, 220-221: Bryman et al. 2015, 481).

Boris et al. (2011, 258) point out, that researcher schedule interviews with people who possess relevant information with practical structure (open questions) in order to enable a researcher dig deeper into mind of the respondents for collecting information, the purpose of semi-structured interviews is that researcher requires to know the respondent's perspective on a

certain event and issues, which could confirm insights and information of researcher or conforming views of interviewees with other views.

According to (Daymon et al. 2011, 223, 284), interview could be formal and informal, where informal or face-to-face interview could be carried out in spontaneous and flexible at variety of situations in home, at work, which could be developed the understanding and collaborative explanation form the past, experiences, and feelings of participants, informal interview allows a researcher to be flexible choices of different wording, and sequence question among the interviewees.

Daymon et al. (2011, 223) in the recent paper found that during a conversation of an interview, the researcher should possess some of the social skills to prompts and probing questions which enable a research to reduce ambiguity both for a researcher and interviewees. Therefore, the researcher has allowed the interviewees to be flexible to answer the interview' question, as the researcher was less concerning the question presented rather than more appreciate the variety in the responses of the interviewees (Daymon et al., 2011, 223).

The semi-structured interview was conducted in the flexible and informal manner between the researcher and (management and staffs). The schedule of interview organized between the researcher and the commissioner and agreed upon the available free time of the staff members and management in the restaurant.

The interview questions were interviewed face-to-face with open questions, and sketching in the English language, since the most of the interviewees are foreigners and their English proficiency is better than the Finnish language. The researcher has conducted the interview with high ethical standards by ensuring the right of involved employees are not infringed to researcher's action and promising confidentiality that the sufficient information from the staffs could not be identified by the management (Boris et al., 2011, 264).

The interviews dates and setting timeline have agreed with management and the staffs' members. The collected data of interviews has been assembled from six participants (n=6) of the staff members and one of the management members, in total the responding of seven (n=7) interviewees. The length of the interviews was varied depending on the participant' interest and availability. Generally, the time consumed of each interview was proximate 30 minutes and took for three days from the researcher.

3.4   Reliability and validity

D O'Gorman and MacIntosh (2015, 171) stress the concept of reliability and validity that possess a significant influence upon researchers' consideration about their work, where reliability highlights on how research able to repeat study and expect the same findings, meanwhile the validity concept concerned with a quantitative study which consists of internal validity and external validity.

Kothari (2004, 111) claims that reliability of data can be evaluated based on the findings of the secondary data which indicates the collection sources as a date of publication, references, who collected the data, and the justification of using data. The researcher has carefully collected the relevant sources and information from reliable books, famous academic researchers, and publishers. The researcher managed to easy access to academic books and articles by assuring the precisely presenting of references style in texts as well as in the table of reference.

Bryman et al. (2015, 400-403.) mention an alternative criterion for evaluating the reliability concepts which found as (1), Dependability that related to establishing some criteria of trustworthiness by a researcher to audit methods through recording all phases of research, selection of participants, fieldwork notes, interview transcript, and accessible to data analysis-decision. (2), Confirmability that concerns acting of research in good faith and personal value, in which reflect findings and research.

As suggested by (Walliman 2005, 294-294) who found that validity is the quality of data collection which should truly reflect the impact of the controlled variables and enable a study to make generalizations more relevant to experimental situation, "the *internal validity is a level of sophistication of design and the extent of control determine of experimental design, and external validity is the extent of legitimate generalizability of the results giving a rating of design".* Bryman et al. (2015, 403) claim the authenticity is one of the influential criteria of the validity concept when a researcher administers fully clarify different viewpoints from members of the social setting in the way of fairness aspect, and researcher able to empower participants for involving action as tactical authenticity.

D O'Gorman and MacIntosh (2015, 171) suppose that survey questionnaire could be implemented by carefully asserting the cause and effect of creating the sample in terms of external validity. Meanwhile, internal validity could achieve from assuring the coherent of questions and measurements through testing questionnaire wording and layout and question sequencing, be familiar with participants, examine an arrangement of fieldwork, evaluating to interview time and rate of responding.

3.5 Data Analysis

The data analysis was obtained from mixed methods the qualitative approach semi-structured interview and the quantitative approach of the survey questionnaire as the researcher mention recently in detail the process of gathering data. The qualitative approach of data analysis used method of interpreting and understanding the phenomenon form the participants in order to transcript data and reflection to research.

D O'Gorman and MacIntosh (2015, 150) define the Hermeneutics method of data analysis is an interpretation or understanding a wide range of interpretation and clarification which include speech, commentary, and translation.

D O'Gorman, and MacIntosh (2015, 152) adapted from (O'Gorman and Gillespie 2010) that Hermeneutic approach to data analyzation consists of three stages as follows: Firstly, the Thematic level where common themes used by researchers to generate corporate culture within organization, Secondly, the first level reflective is where interviews and storytelling are clear, identified and verified by an investigator so that could ensure the emergent presentation of outcomes that could reflect data. Finally, the second reflective level is where interviews analyzed by interviewers to record and provide the holistic picture from interviewees.

The researcher has created the three themes to understanding the employees and manager thoughts and opinions in the way of improving the internal service marketing. The three themes were illustrating the importance of the human resource management (e.g. job satisfaction, training employees, and the organizational culture and its procedures) to ensure healthy work environment.

The data analysis of quantitative approach technique implemented by using sophisticated computer software as known the IBM SPSS software package. The aim of using the SPSS software is to transfer the numerical data into statistical methods so that could measure variables of collected data. The execution of the SPSS software, require to naming and coding of the respondents in a questionnaire before input data and then verified the type variables into nominal, ordinal, and interval variable corresponding to question number (Bryman et al., 2015, 340-346).

4 RESULTS AND ANALYSIS

In this chapter, the results of the empirical study are explained. As the research approach was based on mixed methods, therefore the researcher will analyze the customers' experience (perceptions) and expectations to estimate the gap between the customers and the service provider in quantitative research. In the qualitative study, the researcher tends to provide interpretative and synthesis result from staffs and management correspond the research questions.

4.1 The demographic information from informants

The demographical information of respondents has been gathered by the survey questionnaire were presented in third part of the question sample. Using the SPSS software for analyzing the collected data in order to ensure the descriptive statistical analysis. The result of statistical analysis provides the descriptive of information data which is including respondents' gender, age, and the frequency of visiting the restaurant.

4.2 Gender data

Table 2 below exhibits the frequency distribution of male and female who participated in the survey. The research analysis was conducted from total 51 respondents in the Shahrazad restaurant, by observing from Table, it seen that male respondents rate (frequency) was 27 respondents which equal of (52.9) % of a total 51 (100) %, whilst the rate of female (frequency) accounted for 24 respondents in the percentage of (47.1). The result presents a little difference among gender respondents and approved unbalance level of gender participation since the male has exceeded female respondents by margin difference of (2%).

Table 2. presents the gender distribution of respondents (N=51)

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Male	27	52.9	52.9	52.9
Female	24	47.1	47.1	100.0
Total	51	100.0	100.0	

4.3 Ages information of respondents

Figure 9 below shows the difference percentage in the age of respondents who involved in the survey. It can be observed from Figure 9 that the average respondents' age group from 20 to 31 years were recorded the highest rate of the total respondents which accounted for (33.3%), it followed by the second

large group of respondents' ages between 32 to 42 years were estimated by (31.3) %. To compare with, the group of customers' ages who were less than 20 years is accounted for 23.5% of the total respondents. The smallest percentage respondents' age for groups above 42 years were equal (11.7%) of the total 51 participants' age.
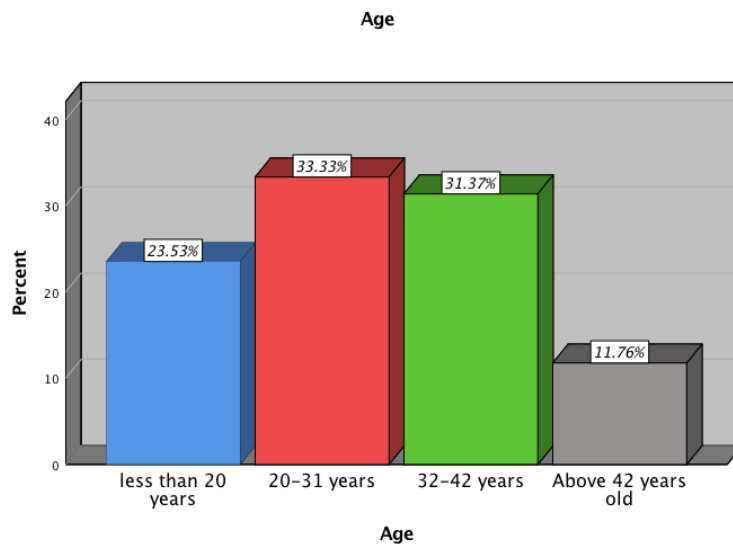
Figure 9. Bar chart exhibits the percentage of the respondents' age (N=51).

4.4   The Frequency information regarding visiting restaurant

Table 3. customer visiting habits of restaurant (N=51).

Restaurant customer visit habits	Frequency	Percent
More than three times a week	5	9.8
1-2 times a week	19	37.3
More than 2 times a month	8	15.7
1-2 times a month	8	15.7
Less than one time a month	11	21.7
Total	51	100.0

The respondents' information for visit the restaurant was from a differed period of time-based on customers' behavior daily, weekly and monthly. Figure 9 below presents the respondents' proportions which obviously observed that the percentage of customers who visited the restaurant either (one or two times a

week) are the highest rate of respondents for 37.2%, it followed by the customers who rarely visited the restaurant based on less or one time a month which represented a percentage of 21.5. In contrast with, the two groups of the customers who visited the restaurant for (more than two times per month) and between (1-2 times per month) are both demonstrate the same in the percentage of (15.6). Meanwhile, the respondents who visit (more than three times per week) recorded the lowest rate of total customers, estimates by just (9.8%). For more information Table 3 and Figure 10 illustrate additional information according to frequency (rate) and percentage of the respondent.
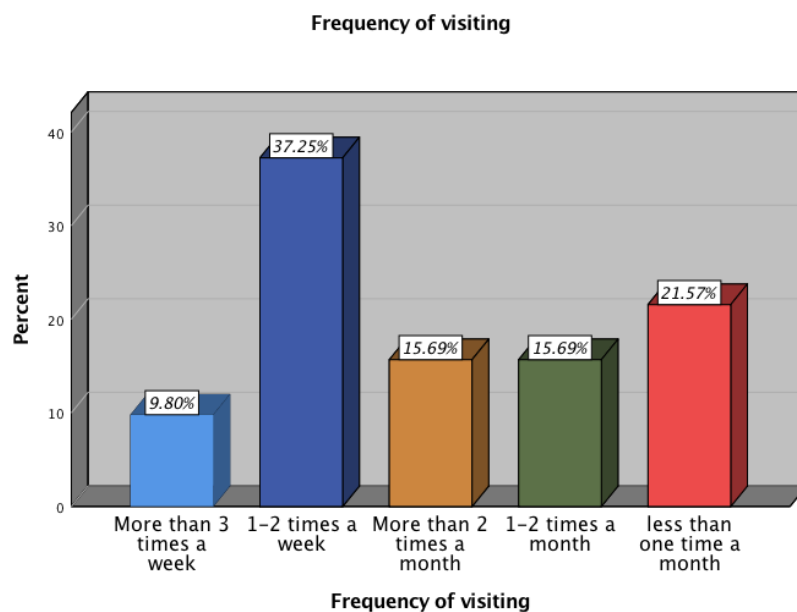
Figure 10. Bar chart illustrates the percentage of visiting restaurant (N=51).

Table 4 below illustrates the difference between genders based on the frequency of visiting the restaurant. Having a glimpse from the table, it can be seen that the rate for both male and female who visit (1- 2 times per week) has the highest rate of respondents, meanwhile, the table shows the lowest rate of both genders who visited the restaurant based on (more than 3 times per week).

Table 4. illustration the rate of frequency visiting by genders.

Gender	Male	Female	Total
More than 3 times a week	2	3	5
1-2 times a week	11	8	19
More than 2 times a month	6	2	8
1-2 times a month	3	5	8
Less than one time a month	5	6	11
Total	27	24	51

4.5 Assessment of the five dimensions of SERVQUAL instrument

The SEVRQUAL model of Parasuraman et at. (1988) has been used in this study to estimate the five gaps in perceived service quality. The SERVQUAL model has utilized the research to measure the customers' expectations and their perceptions (experience) of the service quality in the company.

The customers' experience and expectation of service quality have evaluated by employing five standards of the Likert scale (see Appendix 1). Each statement of SERVQUAL has calculated in mean (see Appendix 4 for raw data), in which assist the researcher to estimate the average gap among these statements. The gap score of each statement has been graded through measuring the variance of customers' perceptions (experience) and expectations as follows equation: SQ= P- E.

4.5.1 Tangible dimension

The empirical result of tangible dimension has been tested in using SERVQUAL instrument. Tangible (representing the service physically) is related to an appearance of physical facilities (Zeithaml, et al.,1996, 122).
Grönroos (2007, 74) classified the perceived service quality into technical and functional dimensions, where the technical dimension related to outcomes of a service process, meanwhile the functional dimension concerns process criteria

of how customers receive and consume the service. The tangible factor can be associated with the functional quality dimension, as of how a process of a service provider could be delivered services to customers.

Customers feel that physical surroundings and other criteria of the environment of the service encounter encourage a positive experience of the service operation (process-related criteria). (Grönroos 2007, 90).
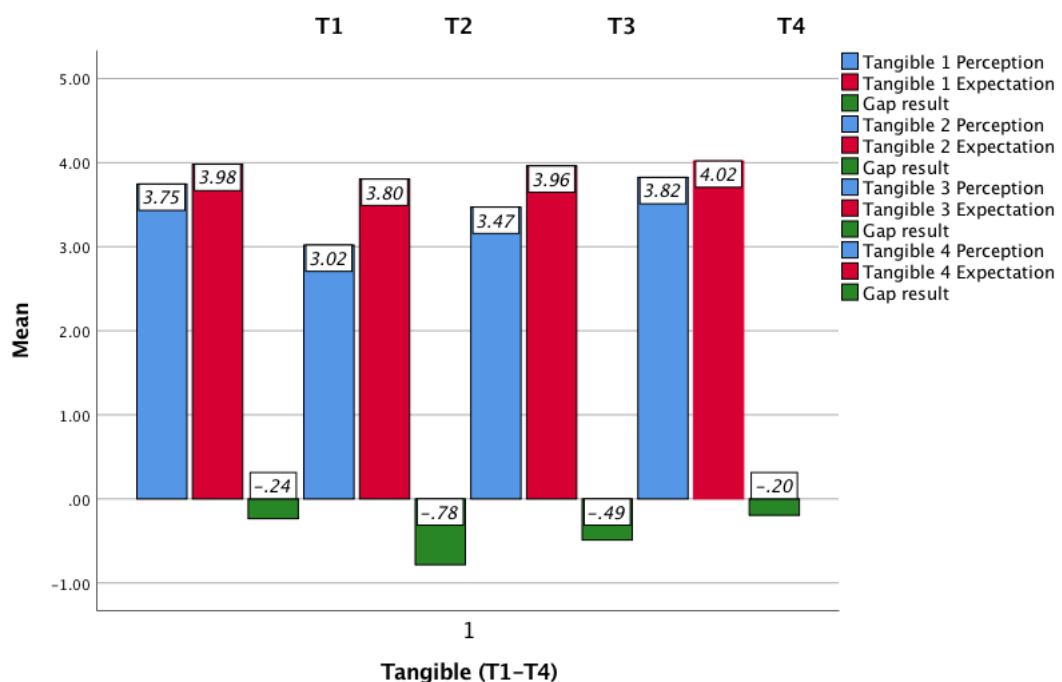
Figure 11. Tangible dimensions of SERVQUAL and gaps result.

Figure 11 above shows the average score of the customers' perceptions and expectations within the average variance between them as indicated by the gap result. Having a glance at the figure, it can be seen that the average results of tangible (T1) for customers' perception and expectation are 3.75 and 3.98 respectively. Meanwhile, the estimation of the average gap result of (T1) indicates in a negative sign of (- 0.24) which means that the result of customer' expectation is higher than their perception of the provided service quality by the restaurant.

Figure 11 and table (Appendix 3, 4) show that customers classified that decoration of physical elements and equipment of the restaurant in moderate level of satisfaction. In comparison with tangible (T2), the mean gap results from the difference between customers' perception and expectation in the eatery which related to staff appearance of the restaurant had the highest average of what customer perceived service quality within the negative result of (- 0.78). In other words, the customers of the restaurant have strongly claimed that the personal appearance of staffs and waiters was not elegant enough to present the image of the company.

Figure 11 and table (see Appendix 3, 4) illustrate the average gap score of tangible dimension (T3) which refers to the cleanness and well-appeared of the physical services (e.g. tables, chair, cutleries, and bathroom). From observing the figure' outcome could we concluded that the average score of the customers' expectations has exceeded their perceptions of service quality in the restaurant since the gap score registers in a negative degree of (- 0.49).

With regard to the last tangible dimension (T4) which related to the layout and description of the food menu, as shown in Figure 11, it could be observed that the average gap score indicates the lowest average variance in what the customer perceived and expected services from the restaurant compared with the three other tangible statements, for more details see (Appendix 3, 4). Figure 11 represents the average gap score of this tangible (T4) within the negative score of (- 0.2) which means that the customers of the restaurant are satisfied with the layout, and the descriptive information of the food menus despite the fact, there is a little variance since the rate of customers 'expectation slightly surpassed the rating of experience.

4.5.2 Reliable dimension

Reliability and trustworthiness are the ability to perform promised service dependably and accurately to a customer without any mistake, company maintain its promises about the service outcomes and core service attributes to customers (Zeithaml, et al., 1996, 119).

Grönroos (2007, 89-90) points out that reliable dimension is related to the functional quality dimension when customers are trust and completely rely on the service provider as could keep and perform with the best of customers at heart promises (process-related criteria).

Figure 12 illustrates the variance between what the customers experienced and expected among the three statements (R1-R3) of the reliable dimension. As the figure results show that the gap scores of reliable statements (R1) which concerned to fulfill to promises and service delivery by the restaurant are account for (-0.51). The negative result of the mean gap is a consequence of the high rate of customers' expectation to compared with their perceptions, as the customers though that service provider of the restaurant delay or disable to meet his external communication and promotion of new products for customers, more information (see Appendix 3, 4).
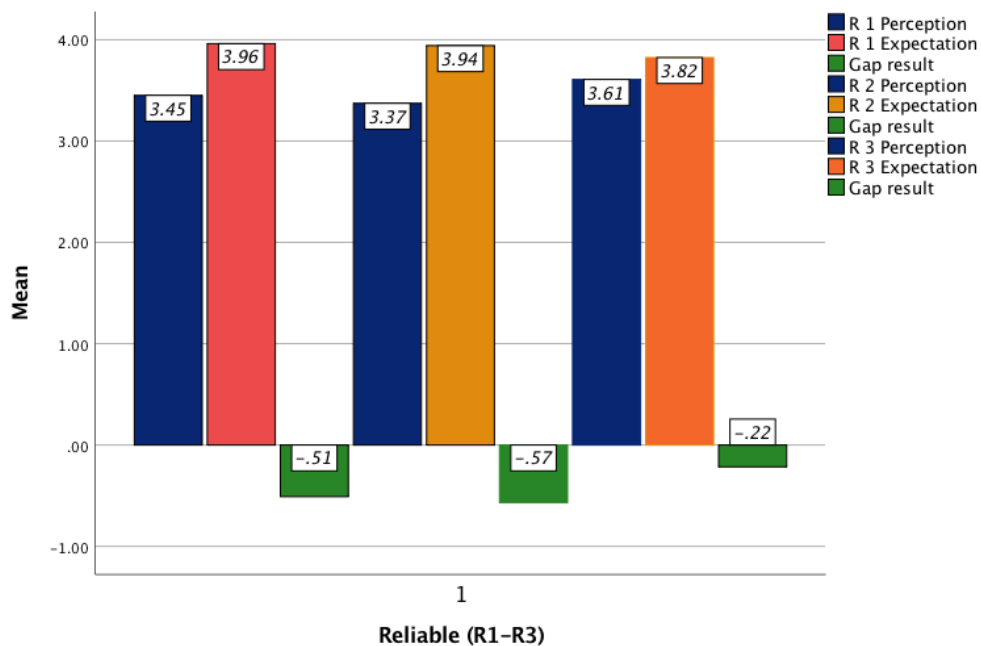

Figure 12. Reliable dimensions of SERVQUAL and gaps result.

As we can observe from the figure the gap result of reliable (R2) was estimated the highest difference score between customers' perceptions and expectations with the negative sign of (-0.57) compared with (R1 and R3). This gap result of

(R2) means that customers are suffering from the ability of waiters to solve their complaints and requirements (see Appendix 3, 4).

Figure 12 above gives a graphical analysis of the reliable (R3) which refers to that the restaurant' insisting on providing service with free-error records. As observed from the results, that the average gap score was registered the lowest score between the variance of customer' perceptions (experience) and expectations with just (-0.22) among the other dimensions of reliable results. Hence, we conclude from this gap that the customers were fairly dissatisfied with the total restaurant' procurement and commitment to providing the service with free-error records (see Appendix 3, 4).

4.5.3 Responsiveness dimension
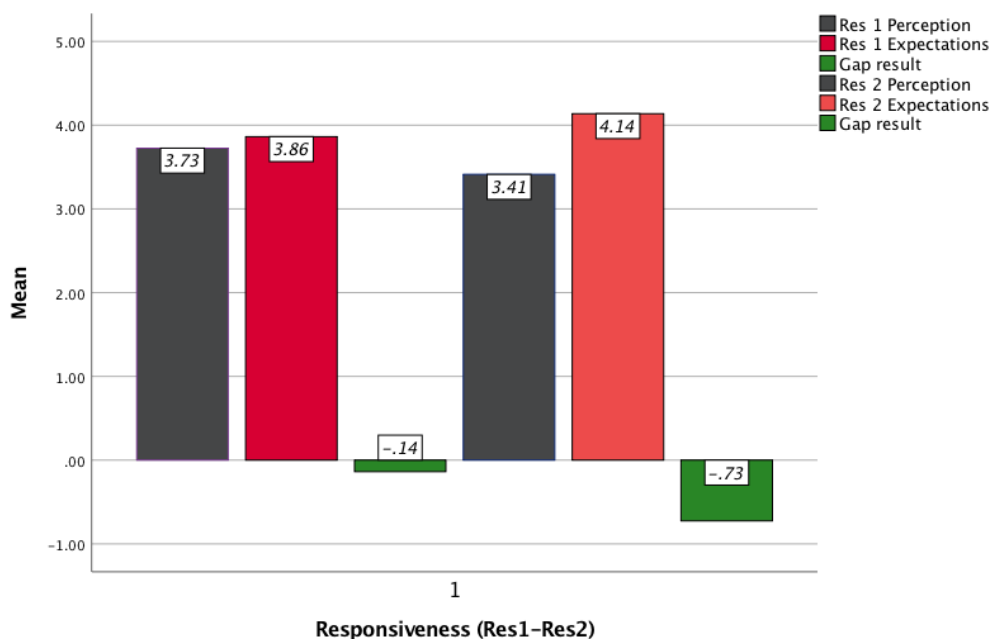

Figure 13. Responsiveness dimension of SERVQUAL and result of the gaps.

The responsiveness dimension is defined as being willing to help customers and provide to promote service. This dimension focuses on attentiveness and promptness are concerning customers' needs, also it is the way of customizing the service to customer needs (Zeithaml, et al. 1996,119). The Customer thinks

that service employees are concerned about them and interested in solving their problems (process-related criteria), thus the responsiveness dimension could be considered as the functional service dimension (Grönroos 2007, 89).

Figure 13 above shows the mean score of the responsiveness (Res1) that is related to dealing the staff behaviors and experiences with customers. From the figure can be observed that the mean difference scores of what customers experienced and expected are almost similar, and the average gap result of (Res1) indicates in the negative degree with just for (-0.14). This result leads us to conclude that the customers' perceptions of the restaurant could be equal to the total level service of what they have expected since the interactions between customers and waiters present the customers' satisfaction toward the perceived service, for additional information (see Appendix 3, 4).

In contrast with the result of the responsiveness statement (Res2) which shows the average gap score in the highest variation between customer' perceptions and expectations with accounting for (-0.73).

Tables of (Appendix 3, 4) and Figure 13 provide descriptive information regarding customers' expectations which present the higher scored of (Res2) than (Res1) in perceived service according to the promoting service and timely fool delivery. The overall results indicate the willingness of the staffs to help customers and provision of prompt service to customers don't increase customers' loyalty since the respondents at the restaurant expressed that the speed of food delivery of the perceived was dissatisfied when the customers were bothered constantly about the services delaying.

4.5.4 Assurance dimensions

The assurance factor is associated with employees' knowledge and courtesy to respond to customer' needs, also employees are able to inspire trust and confidence to the customer and make customers feel safe (Zeithaml, et al. 1996, 119), (Grönroos. 2007, 84). According to Grönroos (2007, 89), the customers realize that service provider includes employees, operational system

and physical resource services have sufficient knowledge and skills and capabilities to solve customer's problems (outcome-related criteria). In other words, the assurance aspects are linked to the technical service dimension.

Figure 14 illustrates the difference result of the average value between customers' perceptions and expectations for the three assurance statements (A1, A2, and A3). As observed from the figure, it can be visible that the middle scores of customers' perceptions and expectations (A1) are calculated of (4.0) and (3.43) respectively, which have the gap score of (-0.57). The negative average gap result of dimension (A1) refers to all respondents have expected the service quality higher than what they actually perceived in the prospect of waiters and employees of the restaurant could be more professional and fully understand to answer their customers' inquiries (see Appendix 3,4).
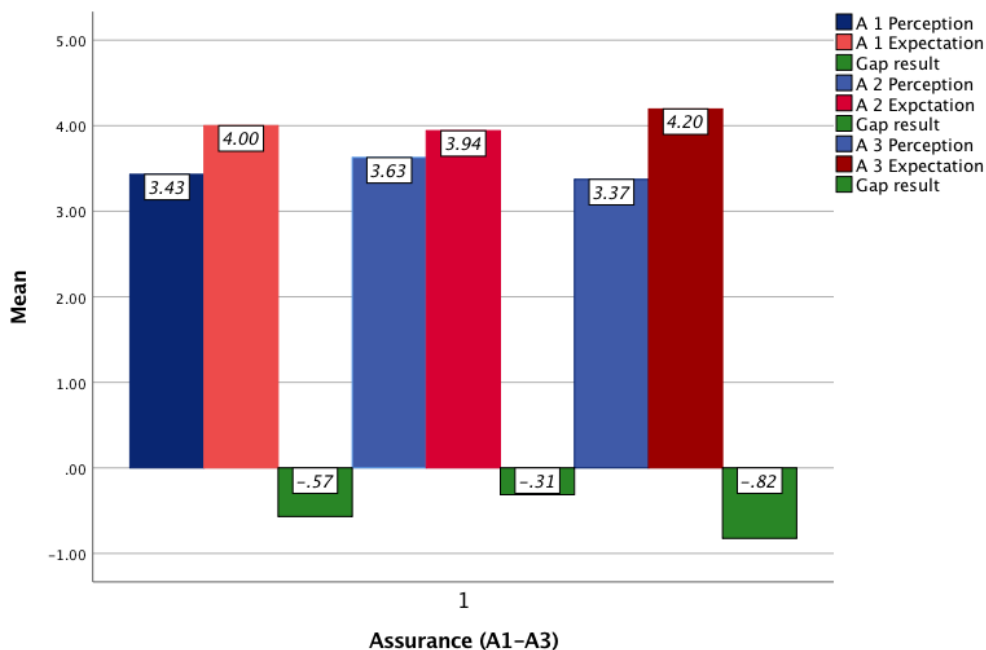

Figure 14. Assurance dimension of SERVQUAL model and average result of the gaps.

The outcomes of the figure show that the average value of all respondents' perceptions (experience) of the assurance statement (A2) is being estimated by (3.63), whilst the mean score of the respondents' expectation has of (3.94) from the same statement (A2).

The diversity of the average result between customer perception and expectation has created the gap score in provided service at the restaurant which accounted the negative sign for (-0.31). For this negative gap value of (A2) lead to deduce that all respondents have expected that the role of employees' behavior to support confidence and inspiration to them was not sufficient to compare with their experiences.

Figure 14 exhibits that the rating score of customers' perceptions (experience) and expectation were both accounted for (3.36) and (4.2) respectively in the assurance statement (A3) which that have the biggest gap score compared with the two other assurance statements (A1, A2). It can be evident from the outcomes that the rating gap score(A3) records in the negative mark as estimated by (-0.82). Hence, we can conclude that the level ratio of customers' expectation is much higher than their perception according to the external communication to fulfill products with advertising. All respondents of the survey questions expressed that food and drinks of the restaurant did not match with the advertisements of the company and its promises, for more details (see Appendix 4).

4.5.5 Empathy dimension

The empathy dimension refers to the treatment of customers as an individual when a service provider understands customers' problems and capable of ensuring a personal attention to them (Grönroos 2007, 84). The empathy aspect could be considered as accessibility and flexibility factors when customers feel that service provider, its location, employees, operating hour are designed and operate in order to easily access to the service and fulfill to demands and wishes of customers (process-related criteria) (Grönroos 2007, 89).

Figure 15 below shows that the assessment of the mean value of what customers experienced and expected by the company in the empathy statement (E1) are (3.73) and (3.37) respectively, where had a difference (gap) mean score between them for just (0.35). It is obvious from the figure result that

average score gap of (E1) was indicated by the positive sign which means that the respondents have a satisfactory experienced with waiters' performance and treatment of them as individual than what they had expected.
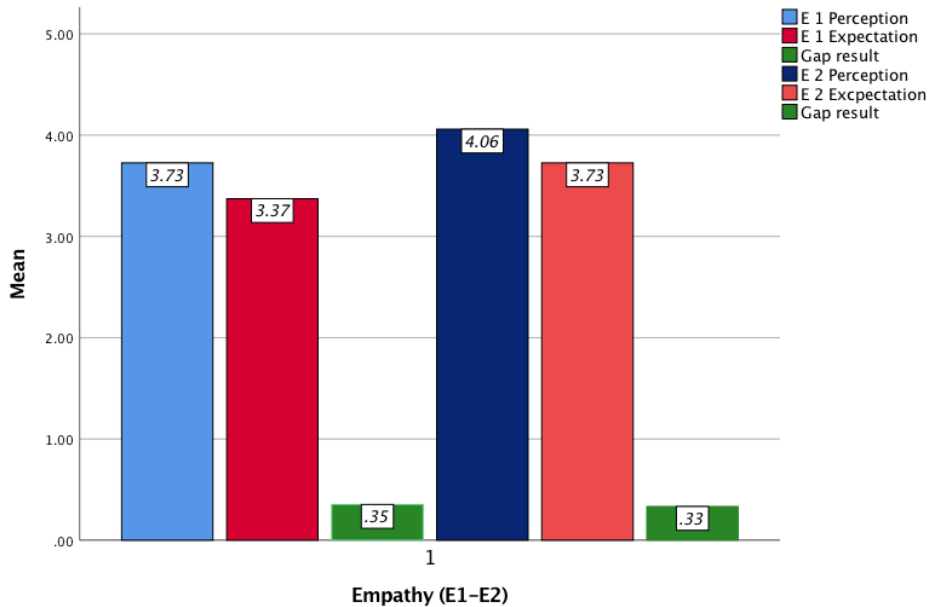
Figure 15. Empathy dimension and average score gaps.

According to Figure 15 above, the average results from customers' perceptions and expectation are (4.06) and (3.73) of the empathy statement (E2) and the distinction result (gap) between them equal to (0.33) which gives a proof that the average value of customers experiences is higher than their expectations. In short, the overall results demonstrate a positive relationship between the service provider and customers' loyalty when the customers of the restaurant expressed strongly satisfied their experience toward the convenient operating hour of the restaurant in comparison what they had expected, for more descriptive data (see Appendix 4).

4.5.6 Five dimensions of SERVQUAL

The service quality of the restaurant has been measured by employing the five dimensions of SERVQAUL parameter which concerned with two variables the customers' perceptions and expectations. The five different results of two

variables have been generated the five score gaps from all respondents (N=51). Figure 16 and Table 5 below illustrate in details the five gaps score of the five dimensions of SERVQUAL model include Tangible, Reliable, Responsiveness, Assurance, and Empathy dimensions.

Table 5. SERVQUAL five dimensions and average gap score from perceptions (experience) and expectation of all customers (N-51).

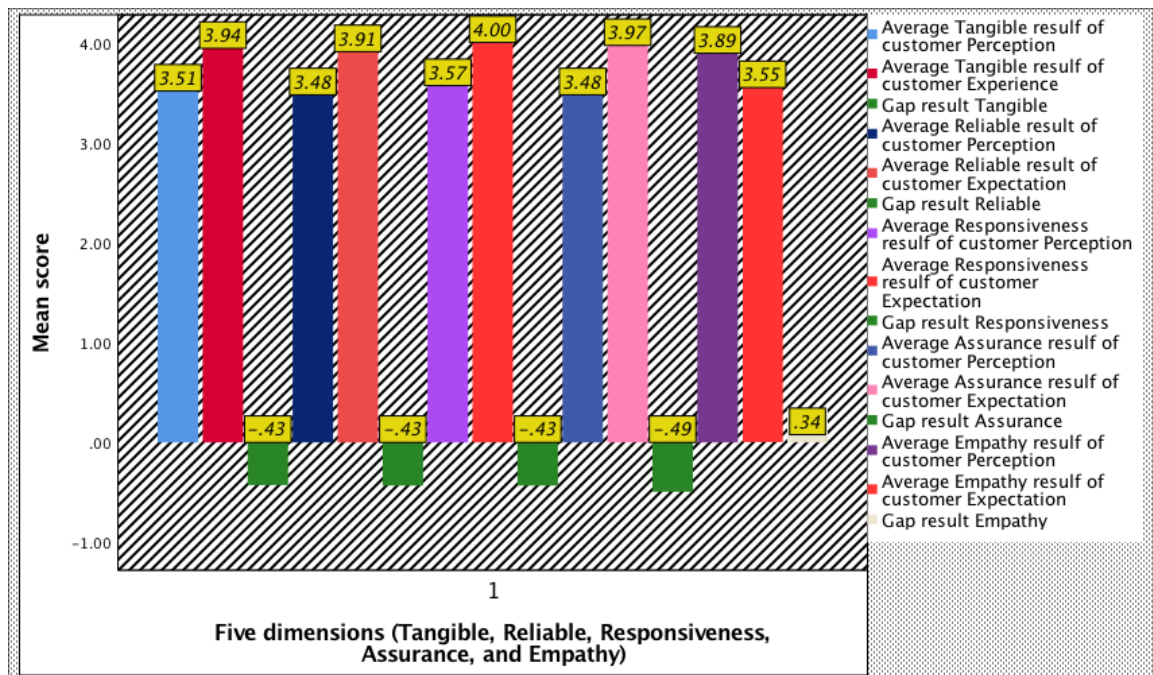| SERVQUAL Five Dimensions	Average result of customers perception		Average result of customers' expectations		Average gap result	
	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Tangible (T)	3.5147	0,64694	3.9412	0.4170	-0.4265	0.53454
Reliable (R)	3.4771	0.74313	3.9085	0.62921	-0.4314	0.52194
Responsiveness (Res)	3.5686	0.80635	4.000	0.72801	-0.4314	0.61660
Assurance (A)	3.4771	0.64723	3.9706	0.77725	-0.4935	0.64890
Empathy (E)	3.8922	0.65813	3.5490	0.75667	0.3431	0.65185

Figure 16. SERVQUAL five dimensions, average gaps score from Perceptions and Expectations of all respondents (N=51).

It can be clear from Figure 16 and Table 5 that assessment of the five dimensions has been varied within two scales: mean and standard deviation of customers' perceptions, expectations and gap result. It is observing that the

mean scores of the average tangible factors for perceptions expectations and gab results are (3.5), (3.9) and (-0.426) respectively, whilst the calculations of the standard deviation for the same three variables found as follows the order (0.64), (0.41) and (0.53). All given results for Figure 15 and Table 5 above show that the average gap score was registered in a negative sign. In other words, it can be concluded that the average result of customers' experience of the restaurant was lower than their expectations toward all tangible services from the company.

To compare with the reliable dimension, Figure 16 and Table 5 exhibit the evaluation of the mean scores for the three variables: perceptions, expectations, and gap result which found as (3.4), (3.9), and (-0.43). Whereas, the calculation of the standard deviation for the three variables could be presented by (0.74), (0.62), and (0.52) respectively. It can be seen from the results that the gap score resulted in the negative mark which concludes that the expectation level of the customer was exceeded their perceptions in the prospect of assurance and reliable services.

To respect with the responsiveness dimension, Figure 16 above illustrates the mean score and standard deviation of this dimension according to estimation of the respondents' result from three variables (perceptions, expectations, and gap score) which found that the mean score in (3.5), (4.0), and (-0.43) respectively. Table 4 above provides numerical details regarding the standard deviation of customers perception (experience), expectation and gap score are (0.8), (0.72) and (0.6). The outcomes from the respondents explain that experiences of customers at the restaurant are disappointed and the company disables to meet their expectations as presented the gap score by the negative sign, more details (see Appendix 4).

Figure 16 and Table 5 explain the estimation of the mean and standard deviation of the three variables (perceptions, expectations, and gap score) about the assurance dimension which indicates as (3.4), (3.9), and (-0.49) respectively for mean scores, and (0,64), (0,77), and (0,64) for standard deviation. It is clear the mean gap value is existing in the negative sign which

expresses that customers' perceptions are sensitive toward the company' advertisements are not matching fully of the products, and the performance of waiters to inspire customers' confidence.

In comparison with the empathy dimension that indicates the average gap score in the positive sign of (0.34) which estimated from the difference of the mean customer perceptions (3.89) and their expectations (3.54). The average gap score of the empathy aspect presents that the respondents feel that they received an individual attention from the employees of the restaurant and strongly satisfied with operation hour.

To compare the mean gaps of the five dimensions of SERVQUAL instrument, it can be concluded that the average gap score of the assurance dimension was recorded as the largest difference between two variables (Perception and Expectation) within the negative sign, means that the customers were bothered by the provided service, therefore, the restaurant should have focused on improving the quality service of this dimension, then followed by second largest variance scores of reliable and responsiveness dimension which both in similar rate score of (-0.43). The mean gap score of the tangible aspect calculates by (-0.42) which found nearly closed by the average gaps of the reliable and responsiveness factors. Meanwhile, the mean gap scores of empathy dimension estimates by just (0,34) score this refers that customer are definitely satisfied with the relevant service quality of this dimension, (see Figure 16 and Table 5).

4.6 Difference between male and female of the average of the five gaps of SERVQUAL dimensions

Table 6 below exhibits the difference between male and female based on average of the five gaps' score of SERVQUAL (customer perception – customer expectations). It is clear from this table that the number of respondents of the female are 24, whereas the number of the male respondents has accounted for 27 in total 51 respondents at the restaurant.

The mean gap scores of the two dimensions (assurance and reliable) show a significant difference between what customers' perceptions and expectation in the result of female gender, as accounted both dimensions in the negative sign for (-0.52). Whilst the average gaps value of the male gender for the same two dimensions is in (-0.46) and (-0.34) for assurance and reliable dimensions respectively. In short, these gaps between male and female explain that the females are more sensitive and dissatisfied with the provided services (e.g. meeting of the products to advertising, employees' capabilities for solving clients' complaints, and behavior of waiters to support customers' confidence) than the males.

Table 6. difference between genders in average of five gaps score (N=51).

Gender	Tangible Gap score	Reliable Gap score	Responsiveness Gap score	Assurance Gap score	Empathy Gap score
Male valid	27	27	27	27	27
Mean	-0.37	-0.345	-0.37	-0.463	0.29
Std. Deviation	0.4721	0.6025	0.5979	0.63605	0.76283
Female	24	24	24	24	24
Mean	-0.48	-0.52	-0.50	-0.52	0.39
Std. Deviation	0.60108	0.40428	0.64268	0.67507	0.51031

To compare with, the mean gap value of the females in tangible dimension as given by Table 6 estimated for the negative mark of (-0,48), whereas the average gap score from the male was registered in (-037). Both average results of female and male have indicated in a negative which refers that the two genders had expected higher toward the delivered services (e.g. appearance of physical facilities, equipment, written materials and staff appearance) than what they perceived in the eatery.

Table 6 above illustrates that the average gap results of the responsiveness factor among male and female, it can be seen from the table that the mean gap

score for the female is higher than male where calculates by (-0.50) female and (-0.37) male. It is obvious that both genders have experienced from the delivery food on time was substandard as a comparison with their expectations.

In contrast, the average gaps for both gender in empathy dimension are in positive sign (0.39) female and (0.29) male which means that male and female respond with satisfaction since they think that the operating hour of the restaurant was convenient for them and the ability of employees to treat their needs with a special attention and best interest in heart for them.

4.7   Assessment of customers' expectations and perception of products' diversity.

The average rating of the products' diversity by the restaurant was implemented based on what customers' expectations and experience. The Likert scale was used to measure the mean score of customers' experience and expectation in five scales as presented in the second part of the survey question (see Appendix 1) ranging from very poor or totally disagree to very good or totally agree scale.

Table (7, 8) below present the distinction percentage of respondents according to products' diversity (food, and drinks) in the restaurant. As the percentage results of customers' expectation of products assortment present that majority of the respondents have been responded with the agreed scale in products' diversity of the restaurant of (52.9%), which follows by the second largest scored of the clients who answered with the totally agreed scale toward the variety of the products that indicates for (29.4 %). The group of respondents who expressed their expectations in the neutral scale is measured by (13.7) percentage. Meanwhile, the smallest scored of customers who have responded in the disagreed scale with the current output assortment at the restaurant estimates by (3.9) %. As Table 7 below shows that there is no responding of customers who evaluated the product variety within the totally disagree weight. When it compares with customer experience of the products' variety as shown below in Table 8, the highest number of customers have experienced within the agree scale on a percentage of (49.0) which was clearly lower than what they

expected in the same scale. The second largest scored of customers who have rated their experience with the neutral weight was of (33.3) % of the total respondents which has an obvious considerable difference with what they expected in the same neutral scale. The rating percentage of what the customers perceived of products' diversity for the two scales (totally agree and disagree) were estimated by a percentage of (13) and (3.9) respectively. In contrast with the totally disagree scale with what customers experienced that there are no respondents of this scale in the same trend of what they expected. All in all, the result presents the majority of customers are satisfied with food and drinks varieties that provided by the restaurant in a prospect of the rating of their expectations and perceptions.

Table 7. customer Expectations of products' diversity (N=51).

Valid	Frequency	Percent	Cumulative percent
Totally disagree	0	0	0
Disagree	2	3.9	3.9
Neutral	7	13.7	17.6
Agree	27	52.9	70.6
Totally Agree	15	29.4	100.0
Total	51	100.0	

Table 8. Customer experience of products' diversity (N=51).

Valid	Frequency	Percent	Cumulative percent
Totally disagree	0	0	0
Disagree	2	3.9	3.9
Neutral	17	33.3	37.3
Agree	25	49.0	86.3
Totally Agree	7	13.7	100.0
Total	51	100.0	

4.8 Customers' expectations and perception of products' value

The Likert scale has been used to estimate the rating percentage of the products' price in the five scales includes very cheap, cheap, moderate, expensive and very expensive based on what customers expected and experienced. Both table 9 and 10 below illustrate percentages of the number of respondents according to products' price of the restaurant. It can be seen from the tables that the majority of respondents who evaluate the products' price according to the two variables expectation and perceptions have been ranked the expensive scale as indicated the percentage of expectation (56.9) and perception of (45.1). Meanwhile, the respondents who ranked their expectation and experience of products price in very expensive scale was just of (25.5) % and (15.7) % respectively, and the percentage of customers' expectations considers the second largest group of total informants.

Table 9. customer expectations of products' value (N=51).

Valid	Frequency	Percent	Cumulative percent
Very Cheap	0	0	0
Cheap	2	3.9	3.9
Moderate	7	13.7	17.6
Expensive	29	56.9	74.5
Very expensive	13	25.5	100.0
Total	51	100.0	

To compare with the other group of customers who were ranked the products' price by the restaurant based on fairly or moderate scale, as estimated the percentages of customers' expectation and experience of (13.7) (35.3) respectively.

Table (9,10) show that similarity of the rating of customers' expectation and perception in the cheap scale was (3.9) %.

It is clear from both tables that neither of customers' expectations nor experience have responded in the scale of very cheap according to the product price.

Table 10. customer experienced of products' value (N=51).

Valid	Frequency	Percent	Cumulative percent
Very Cheap	0	0	0
Cheap	2	3.9	3.9
Moderate	18	35.3	39.2
Expensive	23	45.1	84.3
Very expensive	8	15.7	100.0
Total	51	100.0	

To sum up, could we conclude that the most of the customers thought that food and drinks price which served by Shahrazad restaurant is expensive and they are willing to pay more unless they receive a good product quality

4.9 Customers' views and feedback of overall service quality

The survey question in part 2 has been assessed the overall service quality of the restaurant from collecting the customers' views and feedback based on two scales: YES or NO (see question 1 in second part from Appendix 1). The respondents expressed their opinions and feedback in order to help the company to determine the weak point of its service quality. Figure 17 and Table 11 below show the percentage and number of the respondents toward overall satisfaction with service quality at the restaurant. As can be seen from Table 11 and figure 17 that the majority of customers respond to positively in (Yes) scale with the percentage of (80,4) which mean that they are totally satisfied with the overall service quality. Whilst the rest number of customers who answered (No) scale, they reacted negatively or totally dissatisfied with the overall service quality is equal to (19,6) %.

The customers who respond negatively have expressed their reason and opinions within details specifications regarding their dissatisfaction.

Table 11. Customers' views of overall service quality (N=51).

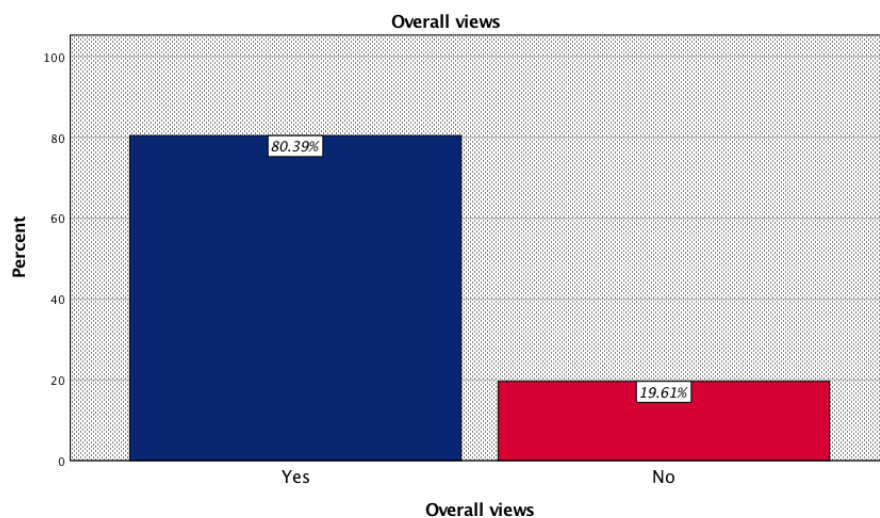| Valid	Frequency	Percent
Yes	41	80,4
No	10	19,6
Total	51	100,0

Figure 17. Customers' views of overall service quality (N=51).

Table 11 illustrates the number of customers who responded with (No) answer is accounted for 10 respondents from a total of 51 participants. The two customers of this group have not provided with specific details (opinions or feedback) according to their dissatisfied experiences, these kinds of respondents could be considered as the fuzzy expectation customer who expects a service provider to dissolve problems but there is no clear understanding of what should be done. A manager should make such expectations clear to them (Ojasalo 2001, 203-205). In the other word, it could be difficult for the company to understand customer expectations about required improvements in service quality. Meanwhile, the eight customers of the same group have given the specific details within reasons for their dissatisfaction with the overall service quality. These types of customers could be defined to an

explicit expectation when the expectations are evident in customer's mind in advance of the service processes and could split into realistic and unrealistic expectations. This expectation helps the corporation to adjust unrealistic expectations into more realistic ones through being very careful in what promise it makes and overcomes the overpromise which might lead to unrealistic explicit customer expectations toward the offering services (Ojasalo 2001, 203-205). Furthermore, the explicit expectation is likely to help the firm to make improvements in order to fulfill what customer's needs.

The specification of the explicit customer expectations could be found as follows below:

- One respondent has expressed that the food quality of open buffet should be more treated and compensated constantly with food, and the food served incorrect temperature (cold food). As further suggested that physical facilities (bathroom) should be integrated with the restaurant since it locates far away from the restaurant hall at the main entrance to the restaurant.

- Another respondent suggested that restaurant should decrease the number of tables in order to be spacious enough to customers, where to ensure more comfortable for customers.

- One respondent thought that restaurant should be increased the number of staff throughout the rush hour or weekend, Also, the respondent mentioned that suffer from a long time waiting for food.

- Another customer has struggled from waiting too long to be seated and waiting for food either. Furthermore, she noted that the food did not look or tasted as described the menu.

- One customer complained from poor external communication as the restaurant doesn't inform their customers about the time and date of the open buffet when it was unavailable during the workdays.

- Another respondent states that the management of the eatery did not apologize to their customers who experienced from closed restaurant due to reservation it for other activities or customers.

- One respondent has recognized that bathroom was not at the same level of the internal design of the restaurant. In addition, he added that is

difficult to access to the restaurant from car-park or walking to the main entrance.

- Another customer has claimed that the fruits were unripe and the waiters didn't take prompt measures to rectify the problem.

To summarize, the above results from the customers' feedback could assist the service provider to draw up a map to improve the current service quality in order to meet what customer needs. In addition, with these specifications of customers' complaints could probably detect what the fuzzy and implicit expectations of customers are and become the customer expectation less fuzzy and more obvious where could ensure the realistic expectations.

4.10 Customers' opinion about company image
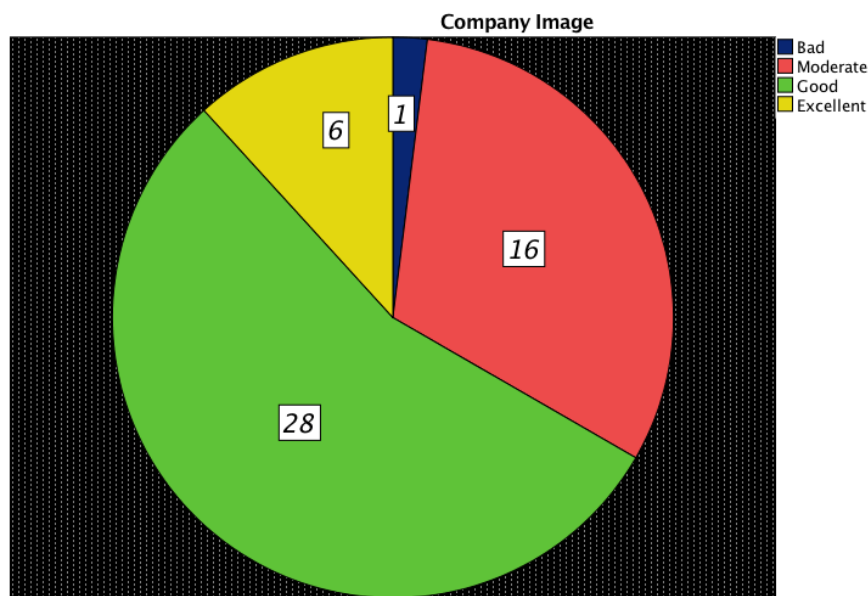
Figure 18. Customers' opinions about company image (N=51).

From Figure 18 shows the respondents rated of the overall company image in the mind of customers. It can be seen from the result that the polarity of respondents has ranked the overall company image at the excellent level which accounts for 28% of total respondents. The second largest group of customers who considered the company image in the good level estimates by 16%. Meanwhile, other customers rated their experience in the moderate level of the

total company image in mind was just (6) %, and customers' opinions were only for 1% in the rating of the bad level.

To sum up, the searcher could conclude that the restaurant has an excellent overview of customers' mind since the biggest of the customers' segment has ranked the company image in a positive mind.

4.11 Recommendations (Word of mouth communication) of customers

The customers' recommendation (word-of-mouth) the company to other people has been estimated based on the four scales of the Likert approach include bad, moderate, good and excellent from the total respondents (N=51) at the Shahrazad restaurant. Figure 19 below shows that the most of the respondents have rated the company at the moderate level to recommend others (friends, family) for visiting Shahrazad restaurant as shown in a percentage of (41,1). Meanwhile, the second largest score of the respondents will recommend the company image to their friends or family in the positive picture as they evaluated the company in the good weigh within a percentage of (31,3).
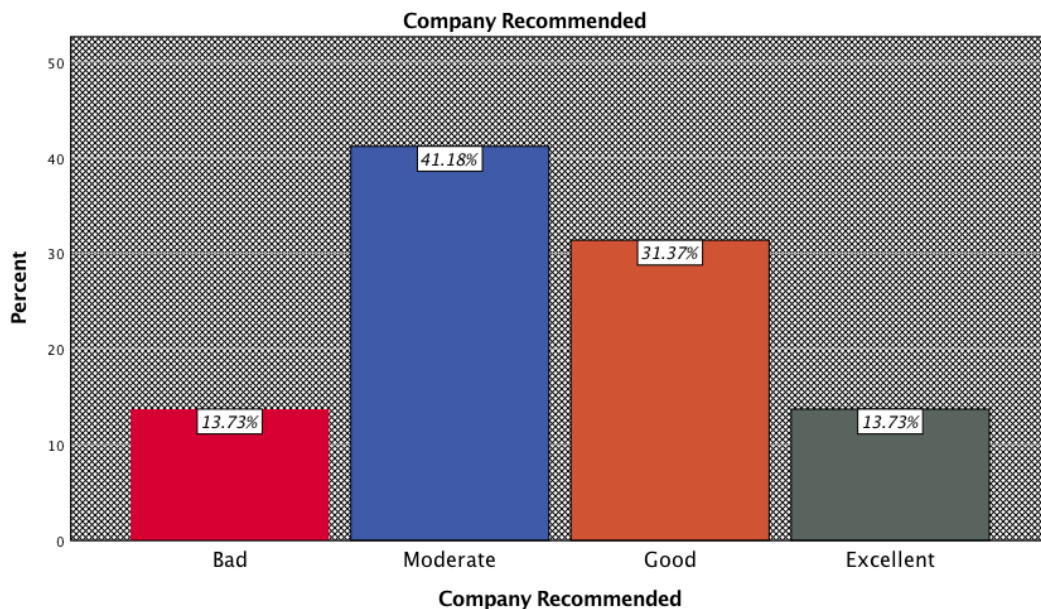

Figure 19. Customers recommendation of company to other (N=51).

As can be seen from the results that the percentage of customers who ranked their experience of the Shahrazad restaurant to recommend others to visit was

just (13,7) for both bad and excellent scales. In short, the result of the respondents of the Shahrazad restaurant has been demonstrated that the most of the customers are reacted positively to the company image and therefore they probably play a vital role to boost the external marketing of the corporation in a philosophy of good words of mouth advertising.

4.12 Discussion result from employees and management

The researcher has mentioned in the methodology part in collected and analyzed data of the mixed methods that the quantitative approach has utilized by employing a descriptive statistic of SPSS software package to analyze the customers' survey question. Meanwhile, the qualitative research has analyzed the interpreting of management and staff opinions in order to evaluate the performance of internal marketing strategies.

Table 12. list of respondents participated in interview (N=7).

Respondents	Position role	Interview type	Date
Interviewee A	Waiter (front-line employee).	Face to face	13.03.2018
Interviewee B	Waiter (front-line employee).	Face to face	13.03.2018
Interviewee C	Kitchen staff (back-line employee).	Face to face	14.03.2018
Interviewee D	Kitchen staff (back-line employee).	Face to face	14.03.2018
Interviewee E	Kitchen staff (back-line employee).	Face to face	14.03.2018
Interviewee F	Kitchen staff (back-line employee).	Face to face	16.03.2018
Interviewee G	Manager	Face to face	16.03.2018

The analysis of qualitative approaches was conducted by collecting data from the semi-structured interview with employees and management. The number of interviewees who engaged in the research was a total of six staffs (N=6) and

one of interviewee of the management (supervisor). The process of the interview took place based on agreed with interviewees upon schedule. Table 12 above illustrates the list of employees and management who participated in the interview.

4.13 Dissection interview themes from staffs and management

The analyzing interview result from employees and management has been classified into three themes include job satisfaction, training employees, and the policy and procedures of the corporation.

4.13.1 Job satisfactions and motivation of employees

The interview was conducted to analyze the staff opinions and thoughts according to the main aspect of job satisfaction and employee's motivation. The respondents have expressed their opinion about the job satisfaction and what the major factors that could motivate them, which could improve the service performance. The interviewees believe that the satisfied or happy employees usually demonstrate a positive attitude to serving customers. According to Wilson et al., (2012, 251), the customer experience of service quality (five dimensions of service quality) could be impacted by customer-oriented behaviors of employees.

The staffs have claimed that healthy work environment in the eatery has a significant influence on the workers to improve their desire task and performance when bad behavior or temper of one worker might badly affect other co-workers, they explain that the personal well-being of employees impacted directly to a healthy work environment, for example, the problems and trouble related to personal life should be left at home during work times. From the result, interviewees showed that the two of the respondents are new in Finland and they moved to the country through gaining the permit residence according to work permission from the Finnish immigration service. Also, they are living aboard of their family and relatives, and challenging of the new language and culture, all these personal problems and challenges related to

employees could hinder the performance of service quality and affect badly on their work environment.

The employees of the restaurant believed that the financial incentive considers the key drivers for employee's motivation and recognition of the good performance. They expressed that the company should be adopted the motivation system to rewards the good job performance of employees and extra bonus for long working hours or overtime on a holiday. They thought that these financial measures would appreciate manifests their efforts and gives feelings as of be part of the company.

In additions, the interview with workers found out that the most of the employees were complaining from work schedules compressed and working a long shift. They suggest that management should improve the work condition of its employees by giving employees a break during the work and flexible work schedules. Also, hiring a new staff member could be one solution to help to reduce long shift-work and workload by a rotation system in staff shift-work.

4.13.2 Communications and organizational culture

The interviews carried out with the staffs and management based on the opinions of interviewees about internal communication (staffs and management) and external communication (staffs and management with external customers). The respondents believe that communications skills and management are responsible to reduce the gap between company's objectives, and goal alignment with employees to improve the performance of service. In addition, the respondents think that openness of the communication management impact directly on customer satisfaction and it contributes to receiving the customers' feedback more effectively which could easily deliver service that meets their needs and close the gaps between customers and company.

The interviewees claimed that the role of internal communication between top management and employees should be clear and transparent, where is possible to ensure the flow information between company objectives and its

employees by coordinate the internal marketing services efficient (tasks assigned, employees duties) with external marketing strategies.

The result information from the staffs' opinions suggested that the internal communication of the company' commitment should have expanded the responsibilities and authorities to its employees through make decision, goal alignment, and share thoughts with senior management. In addition, the respondents think the importance of the information flow between staffs and management through let the staffs know all details and issues related to the restaurant and engagement to solve it so that ensure to improve work performance promptly.

The respondents of the staff highlight that corporation committed a rigid hierarchy and inflexible rules and procedures with its staff which had the direct effect on conveniently and open communication between employees and customers. The staffs felt the difficulties of interacting with customers' needs in the way of solving the customer's problems spontaneously, due to the significant role of the supervisor who responsible for the customers' requirement. This kind of service management could create the gap 1 between management perceptions – customer expectations, when the company's perceptions fail to understand what customers actually need due to insufficient communication between contact employees and top management, (Wilson, et al., 2012, 98).

The interview with the management of the Shahrazad Oy has shown that the manager or supervisor has a strong authority to interfere with its staffs when the important concerns of customers arise. The manager has justified that due to the lack of the Finnish language competence of the frontline-line employees (waiters) to grasp the specific needs of customers, thus the manager claimed to oblige to interferes with the conversation when waiters are disabled to understand what customers complain or need.

The interview with the management has also covered the direct feedback and specification from the explicit customer expectations. The management

admitted that insufficient external communications are the result from what customers complain regarding firm' advertising and products promise, this consequence of creating the gap (4) which concerns with external communications to customers -service delivery. It is a discrepancy between what the firm communicates and what it actually delivers to its customers (Wilson, et al., 2012, 102).

The interview conclusion from management' prospects demonstrated that the company has been using ineffective marketing channels (social media) with external customers. All advertising campaigns or promotion of new products or events are launched mainly on Facebook site which seems that is an insufficient way to update customers with sufficient information since the most of the customers were fewer participating of the social media platform of the restaurant (Shahrazad Facebook page).

4.13.3 Training of employees and fluidity of teamwork

The respondents of interviews emphasized the main factors of training employees and human resource management to maximize the input management capabilities to deliver a specific standard of service for customers. They concentrated on the function of front-line employees (Waiters) and personal skills encounter in the restaurant to develop the service performance.

The respondents believe that their responsibility for ensuring customers satisfied and good word-of-mouth when the waiters treat their customers well (e.g. polite behavior with a smile, being friendly). They proposed that company should be improved the way of interaction between waiters and customers through increasing the staffs' knowledge of the menu (e.g. potential allergens in the recipes) and employees be more trained and educated so that could act with bad behaviors of customers (angry or unsatisfied). Furthermore, the interpersonal skills have to constantly evolved and staffs' appearance and uniform should be highly consideration when hire a new employee.

The respondents mentioned that work environment, tools, and interested personnel in doing service-related work are the key drivers to facilitate the workflow and improve the performance of the service, they clarified that good or bad staff behavior can affect service delivery standards. In addition, they claimed that employees feel supported from management (positive verbal feedback) to motivate employees, also the importance of excellent teamwork to boost them and help to preserve their enthusiasm and remove their stresses and strains.

The result of interviews with respondents produced that the most of the eatery' staffs are dissatisfied with their heavy duties and multi-tasking, they expressed that the waiters and kitchen' staff are sometimes involved together for serving tables and taking orders from customers during the rush times, which leads to overlap the main tasks and increase the risk of losing control for delivering services on time.

To sum up, all mentioned issues and concerns obviously contributed to create the gap 3 or service delivery gap as could define Customer-driven service designs and standards-service delivery (Wilson et al., 2012, 100). It is the variance between specific service delivery, poor management might lead to a service provider fail to meet service quality specifications (Palmer 2008, 329). Due to the shortages of human resource policies as resulted from ineffective recruitment, a poor employees-technology job fit, rigid hierarchy management, the ambiguous role of employees and teamwork, and lack of self-authorization, since the front-line employees have the best vantage point for monitoring quality standards and able to identify any problems (Palmer 2008, 360).

4.13.4 The discussion of the interview in the prospect of customers' feedback

The interview has discussed to staffs and management regarding the result of customers' survey to provide a clear view of the existing gap between customers and service provider. The discussion was conducted based on the gaps result of the survey question which presents that customers' expectation

was higher than what they perceived. The collection outcomes from customers'
feedbacks were important to understand the customers' expectations and
perception and how could these feedbacks and reclamations from the
customers to define the bottlenecks and weak points of the performance of
service quality and bring a new idea to top management.

The data collected by customers was utilized from estimating the customers'
satisfaction with the provided services from Shahrazad restaurant. The
customers shown their satisfaction with the appearance of physical facilities of
the restaurant and they were satisfied with neatness, equipment, furniture,
decorate, menu layout. Meanwhile, they responded negatively with the
personnel' appearance which was justified from the staffs' interviews that the
management was fewer concerned with the aesthetic appeal and the elegant of
its staffs such as uniforms of waiters and waitresses.

The results of the customers' experience according to the speed of delivery
services were considering under substandard to perform prompt services,
where the interview with staffs confirmed that the reason for issues were
overlapping duties and ineffective multitasking among the waiters and kitchen
staffs throughout the rush hours. Despite the fact, the management has
supported with tools and modern equipment for promptly serve food to
consumers.

The customers' satisfaction standard was rated in low for the reliable and
responsiveness dimensions in a philosophy of employees' skills and knowledge
to inspire customer' confidence and ability to perform the promised service. The
management thinks these concerns of customers might consequence of the
poor communication between customers and staffs. In addition, the customers
felt the external communication of the company has raised their initial
expectations when the advertising message did not match with products.
Hence, the management thought that direct communication with its customers
through the Facebook platform which targets to promote the new and variety of
products has ignored to inform customers with the price of products. This was
obviously concluded for the external marketing and overpromises, which shows

the customers' valuation of the product price (foods and drinks) are expensive in mindful of the customers' experiences.

The restaurant staffs and management claimed that they have been committing a high level of service quality to their customers. However, the outcomes from the customers' survey indicate that most of the customers are dissatisfied with existing provided services in four of a total of five attributes in SERVQUAL. These negative experiences of the quality specification of customers are definitely linked to the gap between management perception of customer' expectation – customer-driven service design and standards. This gap could be derived from many implications: Firstly, planning mistakes or insufficient planning procedures. Secondly, the physical environment or tangible service fails to meet customer and employees needs and inadequate maintenance and updating for tangible service. Finally, the absences of formal process management for setting service quality goal and customer requirement

5   CONCLUSION AND RECOMMENDATIONS

This chapter will clarify the summary of findings of the data analyzation in details. The outcomes of the collected data related to external service marketing and internal service marketing are weighted by the case study Shahrazad Restaurant Oy and managerial implications to provide a solution so that could enable the management to close the gaps between customers and service provider. The study process is evaluated and the researcher gave the suggestions for further study.

5.1   Summary of findings

The thesis begins with the main research question: *How to improve the service quality and efficiency of Shahrazad restaurant?*

The data analysis of this research was carried out to enable the researcher to answer the main research questions and sub-questions, in order to evaluate the current level of external service quality of what customers expected and

experienced through SERVQUAL instrument and found out the performance of the internal service quality based on the management interprets and staffs' opinions.

The researcher concluded from the outcomes of the data analyzation of the internal and external service quality that found the gaps between customers' expectation and perception, also between management and employees.

5.2 The results analysis of customers perspective

The analyzed data of the customers' survey questions provided the answer to the two research sub-questions:
How perceived customers the service quality from Shahrazad restaurant?
What are the main gaps in service quality that produces customers unsatisfied?

Through the estimation of the gap (5) between expectation and experiences of customers

The results of the gap 5 show that the mean score of assurance dimensions has considerable differences between what customers perceived and expected to compare with the four dimensions of the SERVQUAL instrument. The customers had expected the level of service quality is higher than they experienced as just recorded in a negative sign of (-0.4935), this leads us to conclude that customers are strongly dissatisfied with the role of the employees to inspire their confidence and they thought that the external communication didn't fulfil the advertising message of the company as the management disable to update its customer with products' price, availability for open buffet, and reservation hours of restaurant through using ineffective social media platforms (Facebook site).

The researcher has found form the average gap score of the tangible dimension that customers' expectations overwhelmed their perception when the calculation of the mean gap was of (-0.4265). This obviously refers that customers were highly concerned with the physical services surrounding and the appearance of

staffs. The same applies to the reliable and responsiveness factors which indicate in a negative sign in the same average score for both (-0.4314). As a result of these negative signs it is clear that customer experienced in service quality lower than what they expected in reliable and responsiveness factors, the customers expressed that the speed of food delivery was slow and long waiting for seated, the staffs disable to prompt the services, also they confirmed that the ability of staffs or waiters to solve the customers' complaints was dissatisfied in terms of poor Finnish language to understand what customers' needs.

In contrast with empathy aspect, the researcher found that customers of the restaurant were strongly satisfied with the delivered service base on the accounting of the average gap result for (0.343). The customers of the restaurant felt that the operating hour of the restaurant was convenient, and the service performance of the staffs to treat and provide individual attention to customers was contented, in comparison with what they had expected.

The result findings from the data analyzing about the satisfaction of the products' diversity presented the majority of the customers who experienced and expected the product variety with satisfied or agreed rate in the highest percentage of (49.0) of total respondents, whilst the smallest group of the customers have expected that products feature with more variety than what they actually received. To compared with the mean gap of customers about the products' price aspect, it is clearly showed that the highest percentage of customers thought the product price was expensive, meanwhile, the second largest rating of the customers felt that the product price was acceptable.

The Result findings from the analyzed data regarding the overall rating of customers' satisfaction to the perceived service quality exhibited that the majority of customers with a high percentage of (80.4) who were satisfied with the total provided service by Shahrazad restaurant, whilst the other customers were dissatisfied with the service delivered with the percentage of (19.6). The result of dissatisfactions customers has specified that customers were concerned with the service quality of the delivery services which mainly derive

from specific issues: open buffet, cold food, the cleanness of the bathroom, increase employees, the availability of information, long waiting for food, reduce the number of tables, accessibility to the restaurant from car park, and unripe fruits.

The rate variation between males' and females' expectations and experiences has detected from the analyzed data which illustrated that females and males have a varied result of the service quality expectations. The result clarified that female have higher expected of good service quality from the five dimensions of service quality than what they experienced and the result of gaps of SERVQUAL model were much bigger when it compares with their opposite gender. Both genders responded negatively toward the service quality of SERVQUAL dimensions except the empathy dimension which shows that both genders have rated their expectation of the service quality less than their experience, where they were satisfied with this dimension of SERVQUAL.

The researcher has found that more than half of the respondents have expressed their mental picture of the restaurant in the excellent image of the company. The result of customers' survey illustrated that the most of the respondents have mentioned that their word-of-mouth communication to recommend friends and family to visit the Shahrazad restaurant should be rated in the moderate degree.

5.3 The analysis results from the prospective of staffs and management

The findings result of the analyzed data from interviewing the employees and management of the restaurant was conducted to provide the answer of one of the sub-questions research: *Which are dilemmas have a significant effect on the performance of the current service in customer satisfaction?*

The finding results of the interviews from the employees' opinion and management interpretation showed that healthy work environment, staff well-being, and financial incentives play a vital role to motivate them so that improve the performance of delivering services. The employees claimed that company

should be adopted the motivation system to reward a good job performance of employees and extra bonus for working long hours or overtime hours on a weekend. Furthermore, the interviews result has found out that the two of the staffs have a problem personal life since they are living away from their family and this could badly affect the healthy work environment and other co-workers too. The results of interviews showed that the most staff are complaining from compressed work schedules and long shift-work. Hence, these issues of the work environment and employee's wellbeing had the influence directly on the delivery of reliable and responsiveness services quality to final customers.

The researcher concluded from the interviews' finding that most of the employees have stressed that the top management should have expanded responsibilities and authorities of its employees for making a decision and align the goal with senior management. They thought that the company committed to strict procedures and policies with its staff which affects convenient and open communication between employees and their customers. The staffs struggled from the difficulties of interacting with customers' needs and solve customer's problems spontaneously. In addition, the employees claimed that the process of internal communication between top management and employees should be more clear and transparency which could improve the service delivery. The researcher has deduced from above the communications obstacles and boundaries within the company' policy that generates gap 1 between management perceptions – customer expectation when the company's perceptions fail to understand what customers actually needs due to insufficient communication between contact employees and top management.

The analysis result from the interviews and customers' survey questions clarified that the pledges of the external communication from the restaurant were poor and disable to fulfill the service promises since the customers of restaurant thought that the advertising of the company has increased their expectation when over-promising was existing and the advertisement did not match the actual service delivery about the promotion of new products. The researcher found that there is also gap 4 which derived from the external communications and service delivery by the firm which fundamentally causes

the difference between customers' expectation and perceptions in the assurance dimensions of SERVQUAL instrument.
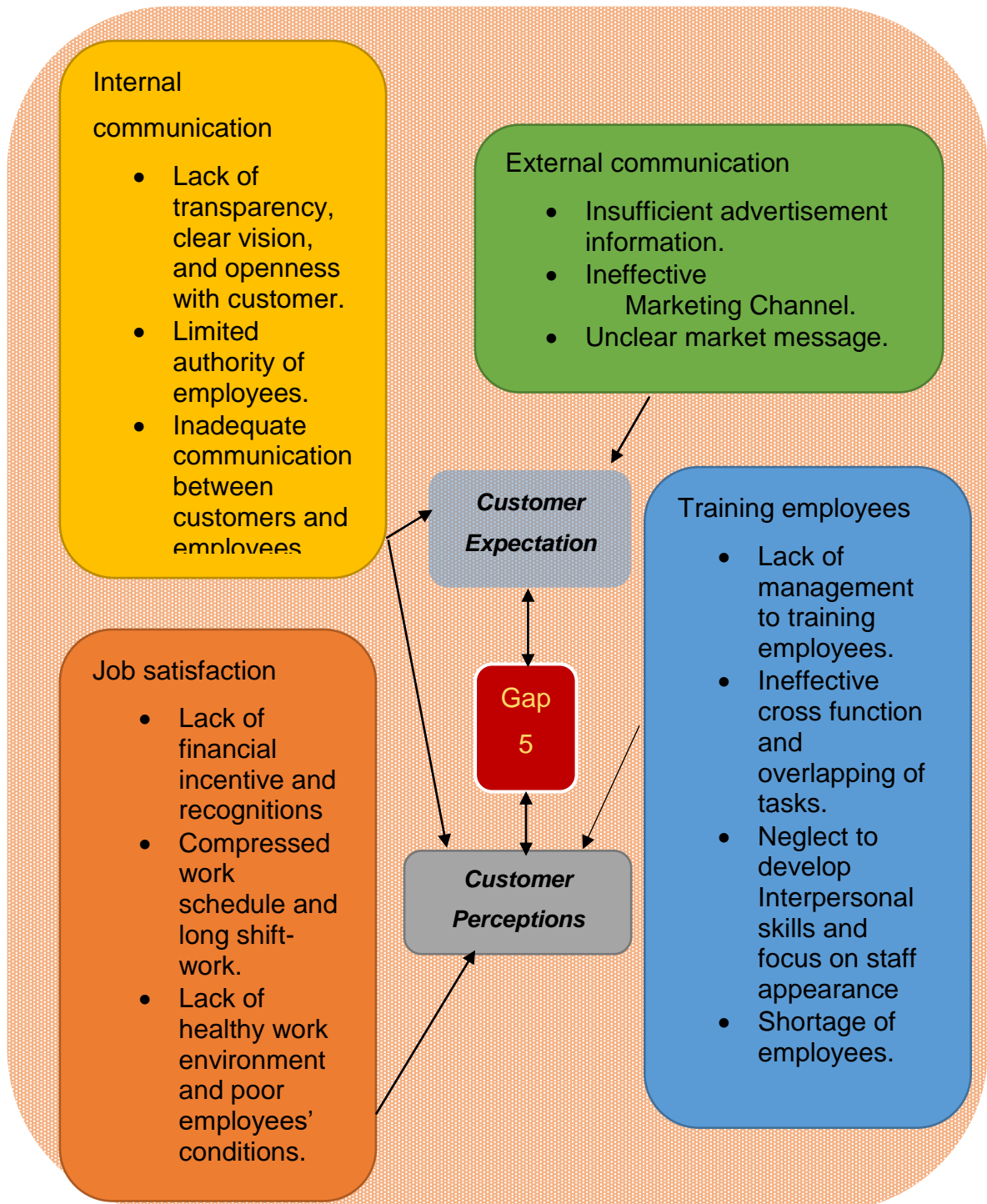

Figure 20. the summery of finding of the study

The result findings have demonstrated that most of the restaurant' employees have suffered from an ineffective role of the multi-tasks process and teamwork

fluidity among (waiters and kitchen staffs), and they thought that these lean management of the cross functions could effect on the performance of workflow, adequate services, and prompt services, which increases the risk of losing control. All in all, the poor organizing of human resource policies and lack of cohesive teams and the inability to deliver high-quality service are the fundamentals of the creation of gap 3 (Service Quality Specification and Service Delivery). Figure 20 above shows the summary of the findings of the analyzed data from the case study research in view point of employees and management.

5.4   Strategic planning of administration

The aim of this study was to comprehend the customers' expectations and perceptions of the service quality and identify the main factors that cause the gap between customer expectations and perceptions. The summary of the study has responded to the sub-question of the research: *Which are strategies and measures that should be implemented by the company to deliver customer-oriented service?*

The researcher provides the strategic plans and recommendations to the management of Shahrazad restaurant base on the summary of the research findings to improve the current service quality.

The company required to give more attention to develop its communication management externally as well as internally. The external communications were found as the significant issues from the most customers experience where Shahrazad should align its advertising campaigns with resources and capabilities. The aim of implementing the communication strategy for increase the customers' awareness toward the company' services by improving the current Facebook site and creating another social media site such as Instagram where enables company regular posts and update information to customers through launching picture and blogs of the products and utilizing form customer engagement Like or Hashtag symbol for increasing the awareness of the restaurant' advertisement. The effective communication of social media should

be carried out to inform customers with sufficient information regarding products' price, opening hour, and dates of events and others activities in order to close the related issues to this gap. In addition, the advertising message of Shahrazad restaurant should carry out more carefully and provided reliable information when it launched to customers in which it matches the products promised and availability in the restaurant with the company' advertisement so that could fulfill the customers' perceptions.

The internal marking of the company which mainly responsible for communication between top management and employees to produce the service quality. The researcher suggests to implementing effective structural changes to improve the internal communication which includes ensuring the clear vision, transparency, flexible hierarchy management, eliminate boundaries between the organization and their customers, authorization of making decisions by employees. All these measures are likely to coordinate the internal and external marketing services and facilitate the flow information between staff and management where enable staffs to identify the company' objectives through sharing opinions and responsibilities to achieve the company target.

The successful external marking strategy of the restaurant with customers is based on the internal organizational culture. The organization culture requires to evolving the internal communication for maintaining a close relationship between management and staffs which could streamline to provide a sufficient information with employees regarding advertisement campaigns before to be announced, also eliminate boundaries across organization management so that could ensure that customers' feedbacks go directly to the management and staffs.

The company demands to focuses on the important role of the customer relationship management to direct interaction with its customers easily. The customer relationship management could utilize from employing the online platform such as social media tools of the company (Facebook) to collect customers' survey in future through direct sending the proposed survey to them. The Facebook site of the eatery could be designed to encourage customers'

engagement with the survey questions to receive their insights feasibility. The opportunity of using social media tools enable the corporation to implement its customers' survey on a convenient and effective method as this process does not consume time and effort from management and customers to complete it when the survey launches on social media.

The company has another opportunity to establish a convenience sample of the feedback system in order to realize customers' expectations and perceptions accurately and frequently. The feedback system could be implemented by collecting customers' feedback and opinions daily through placing survey questionnaires on the tables of the restaurant where customers could reply to survey in an easy and convenient way. This measure of the feedback system will help the company to respond more effectively to customers' requirements and take action quickly according to customers' feedback.

The gap between the management perceptions and service quality specification could be closed through effective commitments from management in setting service standard, controlling staffs' performance, training, and teamwork fluidity. The management has to improve the workplace environment and staff wellbeing condition. It is important the company consider the people change strategy by training and empowering staffs as evolving the communication skills with customers through improving language skill especially for front-line employees (Waiters), increasing the engagement with customers to resolve customers' complaints and providing the rewarding for motivating employees. In addition, hiring a new staff to perfect the work performance of teamwork productivity, smooth workflow, prompt service, and eliminate the strain and stress from workplace environment.

It is important to take consideration for listening to customers' expectations and perceptions related to tangible services of the Shahrazad restaurant. The physical services (e.g. cleanness of the bathroom, excellent staff uniform and proper arrangement of furniture) should be in tidy and clean, the managerial implication and suggestion for future are summarised in Table 13 below.

Table 13. Managerial implication and develop recommendation

Guideline for developing services standards in Shahrazad Restaurant Oy	
Developing Aspects	**Tools and strategies**
✓ Internal and external marketing communications • Coordination between operations and advertising. • Effective external communication to increase customers awareness. • Internal communication between staffs and management. • Evolving organisational culture.	➢ Improving current Facebook site, and creating an Instagram page for launching Blogs and Picture. ➢ Clear vision and transparency, sharing opinions and decisions between staffs and company. ➢ Close relationship between management and employees and giving employees generous boundaries.
✓ Setting service standard, and employees satisfactions • Measuring employees' performance. • Employees training. • Healthy work environment. • Empowering employees. ✓ Customer feedback system ✓ Listen to customers feedback	➢ Developing language skills to communicate, receive customers' feedback, and meet customer needs. ➢ Reduce a compressed work schedule (strain and stress) by hiring a new staff. ➢ Incentives and bonus. ➢ SERVQUAL Model, collected daily in convenience way. ➢ Improve appearance of physical facilities (e.g. cleanness, arrangement, and staff uniform).

5.5   Proposal for further research

This study has concentrated on the single company even though the result could be deemed generalizable for other start-up or multi-culture companies. Further study on this phenomenon requires evaluating the holistic view of the main aspects of internal and external service marketing by multicultural companies in order to understand how perceived Finnish market the service quality from service culture and how to perform multi-culture capabilities and resources to deliver service quality standard to meet the satisfaction of the local markets.

Furthermore, the researcher proposes that further study can be conducted on examine the crucial elements of the social media to improve the external communication of company which is responsible for minimizing the differences between customers' expectations and perceptions.

Finally, it is a suggestion for the company and further research to repeat customers' survey frequently to re-examine and reconceptualize when the improvements and developments of the marketing services by the company had been done.

5.6   Self-reflections on the study

The research study has enriched the extensive knowledge of learning in the master degree programme of International Business Management. It has gradually emerged from the abstract world to the concrete world. Practically, the process results from the success of this involve idea conceptualization, drafting and presenting of suggestion, and writing of the actual thesis. The thesis has contributed a major influence towards the development of the researcher' capabilities and boarded the tacit knowledge of evolving the service quality.

The thesis has conducted on the agreement with the commissionaire from the food industry field. The ideation of the research has generated to assist the commissionaire to evaluate the perceived services quality in the begging of

November 2017. The researcher started the process of gathering reliable and relevant literature sources that corresponding to the present phenomenon of the research. The literature review and conceptual framework have enabled the researcher to draw a map and determine the scope of the study. The methodology research was found in a single case study and carried out in mixed methods quantitative and qualitative of data collection.

The data was collected from the customer survey of the empirical research and interviews with employees and management of the Shahrazad restaurant throughout February 2018. The analysis of data of the customer survey was utilizing from using the SPSS statistical tool, in spite of some of challenging that encounter the researcher at the beginning. The beneficial aspect of using SPSS has enabled research to analysis accuracy the gap between the customers' expectations and perceptions and enrich the knowledge and intelligence of the researcher from learning this statistic tool. The researcher proposes that mixed methods have provided the holistic view and sufficient information which cover the different views and aspects of the research phenomenon.

All in all, from the beginning of this dissertation till the end, there have been plentiful challenges and experiences. However, in all these, the researcher found them as opportunities for personal development and intellectual growth.

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LIST OF FIGURES AND TABLES

Appendices

Survey questionnaire of customer

1. Questionnaire of English sample

These survey questions will be a part of the research of the master's thesis degree program of Business administration and management at XAMK University of Applied Science, Kouvola.

The purpose of this survey is to improve the future service quality of Shahrazad company and other companies regarding your expectations, and experiences, that you had when you visited us. We would appreciate it whether you could give us your valuable information to help us improve the service quality and better understand our customers.

All our respondents will be entered into a draw for winning one of three menus which value for 20 euro.

1 = very Poor or totally disagree, 5 = very good (excellent) or totally agree

Part 1. Please circle the number (1,2,3,4,5) with the following form.

	Statement	Expectation	Experience
1	Restaurant neat and good decorative and have up-to-date its equipment	1 2 3 4 5	1 2 3 4 5
2	Waiters are smart in appearance	1 2 3 4 5	1 2 3 4 5
3	Is the physical furniture (tables, chairs, lights, cutleries, and W.C) in well-appeared, clean and comfortable?	1 2 3 4 5	1 2 3 4 5
4	Is the food menu well-detailed and streamlined to find products?	1 2 3 4 5	1 2 3 4 5
5	Does the company fulfill the promises and provide the service at the time when doing something?	1 2 3 4 5	1 2 3 4 5
6	Do the Employees solve the problem in case of customers complain?	1 2 3 4 5	1 2 3 4 5
7	Does the company insist on error-free records?	1 2 3 4 5	1 2 3 4 5
8	Are employees (welcoming, polite) and service-minded?	1 2 3 4 5	1 2 3 4 5
9	Does the restaurant serve customers in a timely/ fast way?	1 2 3 4 5	1 2 3 4 5

10	Are employees professional and fully understand to answer customer's inquiries and need?	1 2 3 4 5	1 2 3 4 5
11	The behaviour of employees inspires the confidence of customers?	1 2 3 4 5	1 2 3 4 5
12	Do products match the advertisement?	1 2 3 4 5	1 2 3 4 5
13	Give employees me individual attention and understand your specific needs?	1 2 3 4 5	1 2 3 4 5
14	Are the opening hours of company convenient for customers?	1 2 3 4 5	1 2 3 4 5

Part 2

1. Overall views, do company provide a good service quality for its customers?
   Yes ◯   No ◯

   If Your answer 'no' please give your opinion on how and what could service be

done?

   ----

2. What expectations did you have with the products varieties that offered by company?
   1   2   3   4   5
3. What experience do you have with the product varieties that offered by company?
   1   2   3   4   5
4. How would you evaluate your expectations of the product's price?
   1   2   3   4   5
5. How would you evaluate your experience of the product's price?
   1   2   3   4   5
6. How would you rate the company image?
   1   2   3   4   5
7. I will recommend Shahrazad restaurant to other people.
   1   2   3   4   5

Part 3. General information
(please mark where applicable)

Gender   Male   ◯emale   ◯

 Age: Below 20 years old.   ◯21-31 years old.   ◯32-42 years old.   ◯
             Above 42 years old.   ◯

   How often do you visit?

   More than 3 times a week. ◯   1-2 times a week. ◯   More than 2 times a month ◯
   1-2 times a month. ◯   Less than once a month   ◯

Name _____ , Email _____

2. Questionnaire of Finnish sample

Nämä kysymykset ovat osa tutkimusta, jota tehdään International Business Management -tutkintoa varten Kaakkois-Suomen ammattikorkeakoulussa, XAMKissa, Kouvolassa

Kyselyn tarkoitus on parantaa Shahrazaden ravintolan palvelun tasoa tulevaisuudessa vastaajien odotusten, kokemusten ja yrityksessä vierailun perusteella. Olemme kiitollisia vastauksista, joiden avulla voimme parantaa palvelun laatua ja ymmärtää asiakkaita paremmin.

Vastaajien kesken arvotaan kolme 20 euron arvoista ravintolalahjakorttia.

1 = erittäin huono tai täysin eri mieltä, 5 = erittäin hyvä tai täysin samaa mieltä

Osa 1. Ympyröi numero (1, 2, 3, 4, 5) seuraavalla lomakkeella.

	lausunto	Odotus	Kokemus
1	Ravintolan siisteys ja sisustus sekä ajanmukaisten laitteiden hyödyntäminen?	1 2 3 4 5	1 2 3 4 5
2	Ovat tarjoilijat tyylikäs ulkonäkö?	1 2 3 4 5	1 2 3 4 5
3	Ovatko huonekalut ja esineet (pöydät, tuolit, valaisimet, aterimet ja WC) hyvännäköisiä, puhtaita ja mukavia?	1 2 3 4 5	1 2 3 4 5
4	Onko ruokalista yksityiskohtainen ja selkeä, ja löytyvätkö tuotteet helposti?	1 2 3 4 5	1 2 3 4 5
5	Täyttääkö ravintola lupauksensa ja tuottaa palvelunsa oikea-aikaisesti?	1 2 3 4 5	1 2 3 4 5
6	Ratkaisevatko työntekijät ongelman, jos asiakas valittaa?	1 2 3 4 5	1 2 3 4 5
7	Tavoitteleeko yritys virheetöntä suoritushistoriaa?	1 2 3 4 5	1 2 3 4 5
8	Ovatko työntekijät kohteliaita, ystävällisiä ja palvelualttiita?	1 2 3 4 5	1 2 3 4 5
9	Palveleeko ravintola asiakkaita oikea-aikaisesti/nopeasti?	1 2 3 4 5	1 2 3 4 5
10	Ovatko työntekijät ammattilaisia ja pystyvätkö he vastaamaan asiakkaiden kysymyksiin ja tarpeisiin?	1 2 3 4 5	1 2 3 4 5
11	Antavatko työntekijät luotettavan kuvan ravintolasta?	1 2 3 4 5	1 2 3 4 5
12	Vastaavatko tuotteet mainoksia?	1 2 3 4 5	1 2 3 4 5
13	Huomioivatko työntekijät sinut henkilökohtaisesti ja Ymmärtävät juuri sinun tarpeesi?	1 2 3 4 5	1 2 3 4 5
14	Ovatko ravintolan aukioloajat sopivat asiakkaiden kannalta?	1 2 3 4 5	1 2 3 4 5

Osa.2

1. Yleisesti ottaen, tuottaako ravintola asiakkailleen laadukasta palvelua?
   Kyllä ◯   Ei ◯
   Jos vastasit ei, kerro, mitä ravintola voisi tehdä parantaakseen palveluaan.

   ----

2. Mitä odotuksia sinulla oli Shahrazaden tarjoaman tuotevalikoiman suhteen?
   1   2   3   4   5
3. Mitä kokemuksia sinulla on Shahrazaden tarjoamasta tuotevalikoimasta?
   1   2   3   4   5
4. Kuinka arvioisit tuotteen hintaan kohdistuvia odotuksiasi?
   1   2   3   4   5
5. Kuinka arvioisit kokemustasi tuotteen hinnasta?
   1   2   3   4   5
6. Kuinka arvioisit Shahrazaden ilmettä?
   1   2   3   4   5
7. Tulen suosittelemaan ravintolasta muille.
   1   2   3   4   5

Osa 3. **Yleistä**

(merkitse sinua koskevat kohdat)

Sukupuoli   mies ◯   nainen ◯

Ikä: Alle 20 vuotta. ◯   21-31 vuotta. ◯   32-42 vuotta. ◯   Yli 42 vuotta.

Kuinka usein vierailet ravintolassa yleensä?

Useammin kuin 3 kertaa viikossa ◯   .1-2 kertaa viikossa ◯ . Useammin kuin 2 kertaa kuussa ◯   .1-2 kertaa kuussa ◯   . Harvemmin kuin kerran kuussa ◯

Nimi ---

Sähköposti ---

Management and employees interview questions

1. Employees interview Queries

2. What do you think about the current level of service quality?

3. How could you improve the total of the service quality?

4. What are requirements and strategies for gaining customers satisfaction?

5. Who experience you with challenges and what is your suggestion or improvements to overcome or minimize these difficulties?

6. How satisfied are you with the communications of the (teamwork and management) and what challenges have you experienced?

7. How do you see your direct communication with customers and what is required developments that should be provided a clear understanding and sufficient information from and to customers?

8. Do you think that the company able to meet the customers' needs and delivered the promised services?

9. Do you receive an adequate training to improve the work performance of the company?

10. Do the supervisor or manager concerns your problems and willing to find ways to resolve them?

11. Do you feel that your free to take action or make decisions when it required with customers' needs?

12. Do you receive a recognition or reward when you do a good job?

13. What motivate you to ensure the highest level of service quality?

14. How satisfied you with your current job and the work environment?

2. Interview questions with the administration of the company

1. How do you think about the current level of service quality?

2. How do you see the employees' performance and capabilities to provide excellent services?

3. What is the future implementation of strategies and developments to evolve the service quality?

4. What are the challenges and difficulties that encounter the operation process of services?

5. What are the management commitment and regulation of its customers and employees?

6. What is the strategic management for hiring and training employees and which measures could be implemented to motivate them in order to reach the peak performance?

7. What is planning and suggestion by management related to external communication to evolve a better understanding of customers' expectations and meet their needs?

8. How do evaluate management the internal communication with its employees and how could perfect the information flow between management and staffs?

9. How does management see the service promises to meet the customers' satisfaction?

10. How is the business idea or competitive advantage that could management executed to increase customers' loyalty?

11. How do you rate the company image?

Analytical results of customers' perception and expectation.

Customer Perceptions (experience)

Q	Statement	Coding	Respondents	Min	Max	Mean	Std. Deviation
Q1	Restaurant neat and good decorative and have up-to-date its equipment	T1	51	1.0	5.0	3.745	.99686
Q2	Waiters are smart in appearance	T2	51	1.0	5.0	3.019	.83640
Q3	Is the physical furniture (tables, chairs, lights, cutleries, and W.C) in well-appeared, clean and comfortable?	T3	51	1.0	5.0	3.470	.96665
Q4	Is the food menu well-detailed and streamlined to find products?	T4	51	1.0	5.0	3.823	.97377
Q5	Does the company fulfill the promises and provide the service at the time when doing something?	R1	51	1.0	5.0	3.451	.85589
Q6	Do the Employees solve the problem in case of customers complain?	R2	51	2.0	5.0	3.372	.93725
Q7	Does the company insist on error-free records?	R3	51	1.0	5.0	3.607	.96080
Q8	Are employees (welcoming, polite) and service-minded	RES1	51	1.0	5.0	3.725	1.0407
Q9	Does the restaurant serve customers in a timely/ fast way?	RSE2	51	1.0	5.0	3.411	.9628
Q10	Are employees professional and fully understand to answer customer's inquiries and need?	A1	51	2.0	5.0	3.431	.78115
Q11	The behaviour of employees inspires the confidence of customers?	A2	51	2.0	5.0	3.627	.8476
Q12	Do products match the advertisement?	A3	51	1.0	5.0	3.372	.91566

Q13	Give employees me individual attention and understand your specific needs?	E1	51	2.0	5.0	4.058	.90359
Q14	Are the opening hours of company convenient for customers?	E2	51	1.0	5.0	3.666	1.0708
Q15	What experience do you have with the product varieties that offered by company|?	P	51	2.0	5.0	3.725	.75042
Q16	How would you evaluate your experience of the product's price?	V	51	2.0	5.0	3.725	.77662

Customer Expectation

Q	Statement	Coding	Respondents	MIN	Max	Mean	Std. Deviation
Q1	Restaurant neat and good decorative and have up-to-date its equipment	T1	51	2.0	5.0	3.98	.73458
Q2	Waiters are smart in appearance	T2	51	2.0	5.0	3.80	.72165
Q3	Is the physical furniture (tables, chairs, lights, cutleries, and W.C) in well-appeared, clean and comfortable?	T3	51	2.0	5.0	3.96	.72002
Q4	Is the food menu well-detailed and streamlined to find products?	T4	51	1.0	5.0	4.01	.83643
Q5	Does the company fulfill the promises and provide the service at the time when doing something?	R1	51	3.0	5.0	3.96	.69169
Q6	Do the Employees solve the problem in case of customers complain?	R2	51	2.0	5.0	3.94	.81023

Q7	Does the company insist on error-free records?	R3	51	2.0	5.0	3.82	.88783
Q8	Are employees (welcoming, polite) and service-minded?	RES1	51	1.0	5.0	3.86	.93850
Q9	Does the restaurant serve customers in a timely/ fast way?	RSE2	51	3.0	5.0	4.13	.66392
Q10	Are employees professional and fully understand to answer customer's inquiries and need?	A1	51	2.0	5.0	3.86	.84853
Q11	The behaviour of employees inspires the confidence of customers?	A2	51	1.0	5.0	4.13	.88118
Q12	Do products match the advertisement?	A3	51	1.0	5.0	4.00	.93850
Q13	Give employees me individual attention and understand your specific needs?	E1	51	1.0	5.0	3.37	.87088
Q14	Are the opening hours of company convenient for customers?	E2	51	2.0	5.0	3.725	.96080
Q15	What expectations did you have with the products varieties that offered by company?	P	51	2.0	5.0	4.078	.77054
Q16	How would you evaluate your expectations of the product's price?	V	51	2.0	5.0	4.039	.74728

The average score of five gaps of the SERVQUAL instrument (N=51).

Five dimensions of SERVQUAL	Customers' Expectations		Customers' perceptions		Gap result from Perceptions and expectations	
	Mean score	**Std. Deviation**	**Mean score**	**Std. Deviation**	**Mean score**	**Std. Deviation**
Tangible (T1-T4)						
T1	3.98	0.734	3,745	0.999	-0.235	1.0312
T2	3.80	0.721	3,019	0.836	-0.784	1.1369
T3	3.96	0.720	3.470	0.966	-0.490	0.8336
T4	4.01	0.836	3.823	0.973	-0.196	0.6639
Reliable (R1-R3)						
R1	3.96	0.691	3.451	0.855	-0.5098	0.9246
R2	3.94	0.810	3.372	0.937	-0.5686	0.6404
R3	3.82	0.887	3.607	0.960	-0.2157	0.6727
Responsiveness (Res1-Res2)						
Res1	3.862	0.938	3.725	1.0407	-0.1373	0.8004
Res2	4.137	0.663	3.411	0.9628	-0.7255	0.939
Assurance (A1-A3)						
A1	4.000	0.848	3.431	0.78115	-0.568	0.9435
A2	3.941	0.881	3.627	0.8476	-0.3137	0.8121
A3	4.196	0.938	3.372	0.91566	-0.8235	0.9530
Empathy (E1-E2)						
E1	3.372	0.870	3.725	0.9608	0.3529	1.0358
E2	3.725	0.960	4.058	0.9035	0.333	0.9309