

CONSUMER SATISFACTION AND DISSATISFACTION  
OF UPSCALE RESTAURANT DINING:  
A TWO DIMENSIONAL APPROACH

by

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**(ABSTRACT)**

Dining out is one of the most popular leisure activities in developed countries. A review of the studies on consumer satisfaction and dissatisfaction (CS/D) in restaurant dining indicates that the majority of restaurant management literature deals with the product/service dimension of restaurant dining and that the leisure dimension of restaurant dining has not been explored. This study was approached with a desire to combine the knowledge from leisure, tourism, marketing, and service management in order to add to the body of knowledge in restaurant management.

An analysis of an empirical test of the satisfaction disconfirmation model in an upscale restaurant was conducted. The emphasis was on the impact of perceived product/service and leisure disconfirmations on CS/D with upscale restaurant dining. Initially, thirteen product/service attributes were

identified through in-depth literature review and consequently nine leisure attributes were adapted from Beard and Ragheb's leisure motivation scale (1983).

A self-administered questionnaire was given to 443 customers in an upscale restaurant and 217 questionnaires were returned by mail. It was found that respondents had significantly higher perceived product/service disconfirmation than perceived leisure disconfirmation.

Five factors were identified by factor analysis of the 22 attributes. The results of multiple regression analysis indicated that all the 13 product/service attributes which separated into three factors--food and beverage (F&B), price/quantity, and physical/service--had significant impacts on consumer satisfaction. The nine leisure attributes were identified as two factors--factor leisure one and factor leisure two. Factor leisure one was found to have no significant impact on CS/D. Factor leisure two which includes discover new things, avoid the hustle & bustle of daily activities, and interact with others, was found to relate significantly to consumer satisfaction.

Among the four significant factors, F&B had the highest effect on consumer satisfaction with upscale restaurant dining followed by price/quantity. Compared with the

physical/service factor, factor leisure two had a slightly higher effect on consumer satisfaction for upscale restaurant dining.

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**CHAPTER I**  
**OVERVIEW OF THE STUDY**

**INTRODUCTION**

On the average, during the course of their lives Americans spend six years eating and those going to restaurants frequently spend eight years (Danbom, 1990). In 1991, 92 percent of adults had eaten a meal at sit-down restaurants with table service (NRA, 1992). According to the 1989 National Restaurant Association's survey, 61 percent of restaurant (with per-person checks of \$10 or more) customers were seeking "a fun time" (NRA, 1989). A 1991 NRA Gallup survey of consumers showed that 72 percent of people stated that eating out is usually fun (NRA, 1991). Dining out has become an integral part of consumers' lifestyles and an important leisure activity.

Based upon well-developed theoretical frameworks, leisure researchers have been able to identify the attributes of leisure and the conditions which influence the importance of these factors. Researchers have typically studied leisure satisfaction by concentrating on one particular activity, such as wild turkey hunting (Hazel, Langenau, & Levine, 1990), guided tours (Geva & Goldman, 1991), sightseeing tourists (Ross & Iso-Ahola, 1991), and vacationing (Lounsbury & Polik,

1992). On the other hand, no published research could be identified for the leisure dimension of restaurant dining.

✓ Consumer satisfaction and dissatisfaction (CS/D) is one of the most widely studied and used constructs in marketing. Over the past two decades more than 15,000 academic and trade articles have been published on this topic (Peterson & Wilson, 1992). These types of research studies are in high demand as marketers strive to retain customers in difficult economic times. Almost all the previous studies on CS/D have focused on evaluative responses to the usage and consumption of products and services (product/service). In contrast, only limited studies have been devoted to consumer satisfaction with other related aspects of the system, notably the leisure dimension.

✓ Foodservice industry sales in 1994 are expected to reach \$275.1 billion; this is an increase of 3.9 percent over 1993 (NRA, 1994). [The competitive environment for foodservice companies is increasingly hostile.] A review of the studies on CS/D in restaurant dining indicates that little systematic research has been done with the exception of a few socio-psychological based studies. This study was therefore designed as a contribution to the current knowledge of CS/D with restaurant dining by examining the relationship of

product/service and leisure dimensions and their impacts on the CS/D with upscale restaurant dining (URD).

### **CONCEPTUAL FRAMEWORK**

The conceptual framework of this study is primarily based on the two-stage expectancy disconfirmation model which was developed by Oliver (1980) and later expanded by many researchers (Churchill & Surprenant, 1982; Spreng & Olshavsky, 1992; Tse & Wilton, 1988). The model considers CS/D as a function of disconfirmation arising from discrepancies between prior expectations and actual performance (Drew & Bolton, 1991). Oliver's model has been supported by considerable research and the findings promote strong confirmation (Engel, Blackwell, & Miniard, 1986). The model has been equally applicable to restaurant dining (Swan & Trawick, 1981).

A second basis for this study is the concept of leisure motivation and leisure satisfaction and dissatisfaction. Leisure motivation is an important concept for understanding why people engage in leisure activities. Leisure satisfaction and dissatisfaction, as technically defined by researchers, has a variety of different meanings and uses (Mannell, 1989). It is generally understood as the fulfillment or unfulfillment

of needs, motives, or expectations within the leisure domain.

Expectation is based on motivation. In this study, the measurement of leisure expectation and disconfirmation will be derived from the leisure motivation scale which was developed by Beard and Ragheb (1983). The scale is derived empirically, is factor-based, and has sound psychometric properties. It includes four factors: social, intellectual, competence mastery, and stimulus avoidance. The scale was successfully adapted by Lounsbury and Polik (1992) to measure expressed needs prior to a vacation and met needs following a vacation. The expressed needs can be seen as prior expectations in the restaurant setting (Spreng & Olshavsky, 1992) and met needs is the same as disconfirmations.

According to Bolles (1975) the motivational theories of Freud, Lewin, and Murray support that human behavior is partly "pushed" through the action of motivating drives and partly "pulled" through the perception of valuable objects, valences, or goals in the environment. The concepts of push and pull have been widely adapted by tourism researchers. Push factors are considered to be those socio-psychological constructs of the tourists and their environments that predispose the individual to travel and help explain the desire to travel, such as escape, rest and relaxation, prestige, health and

fitness, adventure, and social interaction (Uysal & Hagan, 1992). Pull factors are those that emerge as a result of the attractiveness of a destination and are thought to help establish the actual destination choice (Bello & Etzel, 1985).

In the restaurant setting **push** factors can be treated as those socio-psychological motives that predispose the individual toward dining out, such as leisure motives. **Pull** factors are those that attract the individual to a restaurant. In this case it is the product/service offered by the restaurant. Little research has been reported examining the relationship between satisfaction with the leisure domain and other domains (Mannell, 1989).

This study is also grounded with a third construct, the concept of dining motivation. Lundberg (1985) suggested that people go to restaurants to satisfy not only hunger but self-esteem, self-respect, self-confidence, and prestige needs. People may eat at a stand-up snack bar to satisfy a hunger or physiological need, but will select varying styles of restaurants to meet social needs, and finally will go to the high-priced places for self-esteem and self-fulfillment needs. He proposed the utility/pleasure aspect of eating out and implied that the pleasure of dining increases as service, atmosphere, and quality of food increase. The concept

indicates that a consumer may seek higher or more leisure satisfaction as menu price increases. This suggests that the fulfillment of leisure expectation plays an important role in the total CS/D with URD.

Learning more about different dimensions of CS/D will improve our understanding of satisfaction processes. While the expectancy disconfirmation model has been widely tested from the point of view of product/service, this model has seldom been used to compare the impacts of different dimensions. Recently, Spreng and Olshavsky (1992) proposed "satisfaction with the good" and "satisfaction with the information" as independent determinants of overall consumer satisfaction. They believe that these measures will indicate more precisely the source of the consumer's satisfaction/dissatisfaction.

Therefore, a model of CS/D with URD is advanced by using a combination of the expectancy disconfirmation model, push and pull theory, concepts of leisure motivation and satisfaction, and the concept of dining motivation and satisfaction. The model proposes "perceived disconfirmation with product/service" and "perceived disconfirmation with leisure" as interdependent determinants of CS/D with URD.



## **ASSUMPTIONS**

This section enumerates four assumptions germane to this study. The assumptions listed are necessary to establish a prudent starting point for the study.

1. It is assumed that URD for occasions like family dinners, intimate dinners, and birthday dinners is a leisure activity.
2. It is assumed that a part of Beard and Ragheb's (1983) leisure motivation scale is appropriate for measuring perceived leisure disconfirmations of URD.
3. It is assumed that both product/service and leisure attributes of URD can be identified by a literature review and a panel of experts.
4. It is assumed that the scale used for measuring CS/D by Oliver (1980) is appropriate for evaluating CS/D with URD.

## **STATEMENT OF THE PROBLEM**

The restaurant industry in the United States is in a mature stage. Competition among restaurants is intense. Hence, restaurant profits are down and many upscale

restaurants are experiencing financial difficulties because of the economic downturn. Repeat consumers are imperative for businesses which require high consumer satisfaction. Unfortunately, little empirical research related to CS/D with restaurant dining has been published.

Today's restaurant consumer is willing to spend money on quality, but many expect something more than food. To meet their demands, more restaurants are providing a "one-stop" evening with both food and entertainment (Cheney, 1992). Upscale restaurant dining, for most of its adherents, is a leisure activity.

An understanding of the impacts of product/service and leisure dimensions for consumer satisfaction of URD is critical. It not only provides insight into satisfaction processes but also helps operators better understand their consumers and plan for the future. Therefore, the procedural problem of this study was to analyze the relationships of the product/service and leisure dimension on CS/D with URD.

## **PURPOSE OF THE STUDY**

The general purpose of the study was to propose and evaluate a CS/D model with URD. In addition, the following ancillary purposes were addressed:

1. To synthesize available literature concerning CS/D; push and pull theory; leisure motivation and satisfaction; and restaurant dining motivation and satisfaction.
2. To identify product/service and leisure attributes of URD.
3. To examine the relationship between product/service and leisure perceived disconfirmations.
4. To test CS/D with URD from both product/service and leisure dimensions.

## **RESEARCH QUESTIONS**

The purpose of the research was addressed by answering three main research questions. These broadly based questions were followed by additional specific questions. The research questions with their supporting specific questions are presented below.

1. What is the relationship of product/service and leisure dimensions for CS/D with URD?
  - (a) What are restaurant dining expectations?
  - (b) How is CS/D determined?
  - (c) How is leisure satisfaction determined?
  - (d) What is the current state of CS/D research on restaurant dining?
  - (e) What are the related CS/D models?
  - (f) What instruments exist to measure consumer, leisure, and dining satisfaction?
  
2. What is the most appropriate measurement to determine the relationship between product/service and leisure dimensions for CS/D with URD?
  - (a) What are the attributes related to URD disconfirmation?
  - (b) What is the demographic profile of the subjects and the situation being used in this study?
  
3. Are there any statistically significant relationships among perceived product/service disconfirmation, perceived leisure disconfirmation, and CS/D with URD.
  - (a) Are there any significant differences between perceived product/service disconfirmations and perceived leisure disconfirmations?

- (b) Are there any significant differences in the effects of perceived product/service disconfirmations and perceived leisure disconfirmations on CS/D for URD?
- (c) Are there any significant differences in the effects of sex, age, past dining experiences, payment status, and occasion of dining on perceived disconfirmations and CS/D for URD?

### **RESEARCH HYPOTHESES**

- H1: There is no significant relationship between perceived product/service disconfirmations and perceived leisure disconfirmations with URD.
- H2: There is no significant relationship due to the effects of perceived product/service disconfirmations and perceived leisure disconfirmations on CS/D with URD.
- H3: There is no significant relationship due to the effects of sex, age, past dining experiences, payment status, and occasion of dining on perceived disconfirmations and CS/D with URD.

## DELIMITATIONS

This study has been delimited through careful selection of variables and other dimensions within the control of the researcher. The delimitations are enumerated below.

1. The study used product/service and leisure dimensions as treatments to test CS/D with URD.
2. CS/D with URD was measured by adapting the expectancy disconfirmation model. The study was delimited to measure perceived disconfirmation, and CS/D. The study was not attempting to determine the effect on other constructs such as performance, equity, and purchase attention.
3. It was recognized that the attributes that affect CS/D with URD might be different depending upon various factors such as previous dining experience, ethnicity, occasion, age, gender, and income. Thus, the study was restricted to occasion (family, intimate, birthday, and business dinners), previous dining experiences, age (18 years or older), gender, and payment status (paid all of it, paid part of it, paid none of it).
4. The subjects were all consumers who dined in an upscale

restaurant in Roanoke (a city in Virginia with a population of about 226,500) for dinner. No attempt will be made to include breakfast or lunch consumers or those who only use take out or delivery services.

### **LIMITATIONS**

The study may be limited because of the imposed delimitations and other extraneous variables. The following limitations have been identified.

1. Because the subjects of this study were customers who dined in an upscale restaurant in the city of Roanoke, the results must be generalized cautiously for other regions, other types of restaurants and other meal periods.
2. The study analyzed results from testing perceived disconfirmations, and CS/D, and did not measure the constructs, such as performance, inferred disconfirmations and purchase attention.
3. Factors, such as income and ethnicity which may have an impact on CS/D of URD, were not examined in this study.
4. A drawing for a \$100 gift certificate was offered to the

participating customers and may be considered as selection limitation.

## **DEFINITIONS**

This study has used several terms to maximize the effectiveness of its outcomes. These terms are defined in the section below. The terms were defined based upon literature or they are operational in nature.

**Affect**. Feeling as contrasted with external manifestation or action (Simpson & Weiner, 1989).

**Cognition**. The action or faculty of knowing (Simpson & Weiner, 1989).

**Dine**. To eat the principal meal of the day, now usually taken at or after mid-day (Simpson & Weiner, 1989).

**Dining**. The action of the verb to dine (Simpson & Weiner, 1989).

**Expectation**. Beliefs or predictions about a focal brand's desired attributes (Oliver, 1980). ✓

**Leisure**. The complex of self-fulfilling and self-enriching values achieved by the individual as he uses leisure time in self-chosen activities that recreate him (Miller & Robinson, 1963).

**Perceived disconfirmation**. The user's perception that the performance of the object was better or worse than expected ✓



(Swan & Trawick, 1981).

**Product/service attributes.** In this study, product/service attributes are operationally defined as the set of features which, when aggregated together, describe an upscale restaurant.

**Satisfaction.** A psychological construct describing the subjective emotional state that occurs in response to an evaluation of a set of experiences (Locke, 1969).

**Upscale restaurant.** Upscale restaurant is defined by The NDP CREST Association as a restaurant that is not perceived as fast food/take out. Credit cards are accepted. A full liquor service including beer, wine, and alcohol is offered (Chemelynski, 1990). Operationally the upscale restaurant is defined as the restaurant with a per person average check of \$15 or more.

**Utilitarian.** Of or pertaining to utility; relating to more material interest (Simpson & Weiner, 1989).

## **RESEARCH JUSTIFICATION**

CS/D is critical to restaurants because it serves as an influential variable for future behavior. The consumer of a restaurant whose product/service or leisure expectations were unfulfilled is not likely to dine in the restaurant again, nor to recommend the restaurant to others.

Few research efforts on the subject of CS/D of restaurant dining have been reported in the literature. Most of the research has been limited to the study of CS/D with restaurant dining as pertaining to individual satisfaction with utilitarian performance of products/services of the restaurant. And while these isolated studies offer some useful insights, they leave many important theoretical and empirical questions unanswered.

Business meals provide significant contributions to restaurant revenue. Business meals were purchased by 25 million Americans in 1989, according to the latest available survey. About 25 to 30 percent of restaurant revenue comes from business meals (Neal, 1991). The Clinton administration passed a law this year reducing the deductible portion of expenses for business meals from 80 to 50 percent. The implementation of the Clinton plan will cost the restaurant industry \$3.8 billion a year in sales and 165,000 jobs (Wilson, 1993). In this situation, maintaining and attracting more leisure diners (family, birthday, and intimate) is very important to the upscale restaurant operator.

/ Food faddists in recent decades have declared, "You are what you eat." Food and drink have such intense emotional significance that they are often linked with events that have

nothing to do with nutrition (Farb & Armelagos, 1980). Dining out was the most popular leisure activity in the United States (Cox, 1989) and Japan (Morris, 1990). While there has been some progress towards identifying who dines out and why, it is insufficient and has not focussed on the combined impact of product/service and leisure disconfirmations on CS/D.

The inclusion of the leisure dimension in the study of CS/D with URD is expected to contribute to the prediction of postpurchase behavior and extend the explanatory ability of current theoretical postpurchase models. This study provides bench mark data to address the relationship between product/service and leisure disconfirmations and their impact on URD satisfaction.

#### **ORGANIZATION OF THE STUDY**

To facilitate readability of this dissertation, the study was organized into five chapters. Chapter One presented the overview of the study. Chapter Two provided a review of the literature related to CS/D; leisure satisfaction and dissatisfaction; and restaurant dining motivation and satisfaction. Care was taken to report and carefully critique the literature contributions as they apply to this study.

Chapter Three provided the methodology for the study. The population, sample, pilot study, instrumentation, data collection and analysis procedures were presented. Chapter Four include the analyses and presentation of the data organized around the research questions.

Chapter Five provided the conclusion and the recommendations emerging from the study. The conclusion and recommendations were generated from the findings with explicit connections to the extant literature. Additionally, a discussion section was intended to transcend the data and address potential future research areas.

## CHAPTER II

### REVIEW OF THE LITERATURE

As with most of the consumer satisfaction research in marketing, the study of consumer satisfaction in the restaurant industry has traditionally focused individual satisfaction on the performance of products and services. This research seeks to address issues related to the interaction of product/service and the leisure dimension for consumer satisfaction with upscale restaurant dining. The discussion is presented in terms of the concepts of disconfirmation of expectations, leisure motivation and satisfaction, and restaurant dining motivation and satisfaction.

#### EXPECTANCY DISCONFIRMATION MODEL

The concept of consumer satisfaction has received considerable attention in marketing and consumer behavior literature. Researchers treat satisfaction as a key variable in models of consumer behavior and practitioners regard customer satisfaction as the focal point for designing successful marketing strategies (Singh, 1991). Of the various models advanced to explain consumer satisfaction, the expectancy disconfirmation model has received the most

widespread acceptance among researchers (Rogers, Peyton, & Berl, 1992; Spreng & Olshavsky, 1992).

Early propositions linking disconfirmed expectations to subsequent consumer satisfaction were advanced by researchers in the late 1960s (Oliver, 1980). Since that time, many consumer satisfaction studies have been conducted based on this view. Oliver (1980) has spearheaded research on consumer satisfaction and has put forth what he terms the "two-stage expectancy disconfirmation model." Oliver's model has generated much research and strong empirical support (Engel et al., 1986). This model assumes that consumer expectations create a standard or frame of reference against which consumers compare product and service performance.

Customer satisfaction or dissatisfaction is considered to be the result of a comparison between the pre-use expectations that a consumer has about the product and the post-use perception of product performance (Spreng & Olshavsky, 1992). This cognitive comparison is called disconfirmation. Accordingly, satisfaction is the outcome of positive disconfirmation and dissatisfaction is the result of negative disconfirmation. In sum, the expectancy disconfirmation model helps to explain consumer satisfaction judgments.

The full expectancy disconfirmation model encompasses four constructs: expectations, performance, disconfirmation, and satisfaction (Churchill & Surprenant, 1982).

### **Expectations**

The first step required in the application of satisfaction processes is an understanding of expectation formation (Oliver, 1981). Expectations are thought to create a frame of reference through which one makes a comparative judgment. Researchers have differed in how expectations have been operationalized. Satisfaction literature suggests consumers may use different "types" of expectations when forming opinions about a product's anticipated performance.

Researchers have explored different expectations or comparison standards. Sirgy (1984), for example, has identified three conceptually distinct constructs--ideal, expected, and deserved--that may underline consumer satisfaction formation. Tse and Wilton (1988) identified three approaches--equitable performance, ideal product performance and expected product performance--to conceptualize a pre-experience comparison standard which has been suggested in consumer satisfaction literature.

Equitable performance represents the level of performance

the consumer ought to receive, or deserves, given a perceived set of costs. Ideal product performance represents the optimal product performance a consumer would ideally hope for. It reflects what performance "can be." Expected product performance represents a product's most likely performance. The construct reflects what performance "will (probably) be." Tse and Wilton (1988) suggested that expected product performance is the most commonly used pre-consumption comparison standard in consumer research.

According to Spreng and Olshavsky (1992), expectations have generally been conceptualized either solely as pretrial beliefs about a product, or as beliefs and a consumer's subjective evaluation of these beliefs. Thus, expectations can deal only with the probability of occurrence or can also include an evaluative aspect that assesses how good/bad the occurrence is.

As an example of the first approach, Westbrook (1987) measured expectation as the likelihood of receiving product benefits, advantages, and points along a 10-point continuum. As an example of the second approach, Churchill and Surprenant (1982) measured attribute specific expectations with items anchored with terms such as "good sound/poor sound" and overall expectation terms like "not very good/excellent."





## **Perceived performance**

Perceived performance has often been included in the disconfirmation model as the referent against which expectations are compared. However, the concept appears not to be clearly defined. Most past research has used the construct of perceived performance similar to attitude measures. That is, scales have been evaluative in nature, whereby the scales measure how good/bad the performance was (Spreng & Olshavsky, 1992).

Many past research studies have not included performance as a direct antecedent of satisfaction (Oliver, 1980; Westbrook, 1987). While some studies manipulate performance, and others measure the subjective perception of the product performance, few include a direct path from perceived performance to satisfaction (Spreng & Olshavsky, 1992).

When perceived performance is included in the model, a strong relationship between perceived performance and satisfaction has often been found (Churchill & Surprenant, 1982). But Oliver (1989) suggested that a focus on the specific attributes of performance that drive satisfaction is not sufficient because it fails to identify the mechanism by which performance is converted into a psychological reaction by the consumer.

## Disconfirmation

In satisfaction research literature, disconfirmation occupies a central position as a crucial intervening variable.

Disconfirmation arises from discrepancies between prior expectations and actual performance. It has been modeled as the result of subtractive functions between product performance and some comparison standards or as the subjective evaluation of this discrepancy.

The subtractive disconfirmation approach has been labeled as "inferred disconfirmation" (Trawick & Swan, 1980). It assumes that satisfaction can be expressed as a function of the algebraic difference between the performance and expectation of a product or store. As an alternative approach, subjective disconfirmation (Churchill & Surprenant, 1982; Oliver, 1980) also named "perceived disconfirmation" by Trawick and Swan (1980), measures disconfirmation as the user's perception that the performance of the object was better or worse than expected. This approach is likely to be important in situations in which product performance cannot be judged discretely (Tse & Wilton, 1988).

According to Swan and Trawick (1981), inferred disconfirmation is the "after" attribute level (e.g., "I was served in less than 15 minutes") minus the "before" ("I will

be served in 15 minutes"). Perceived disconfirmation is the disconfirmation perception ("The service was a little bit better than I expected").

Oliver (1980) suggested that subtractive disconfirmation may lead to an immediate satisfaction judgment, whereas subjective disconfirmation represents an intervening "distinct cognitive state resulting from the comparison process and preceding a satisfaction judgment." Tse and Wilton (1988) believed that specifying disconfirmation as a subtractive function of expectation and performance will induce over-specification of the consumer satisfaction model. Hence, subjective disconfirmation is likely to offer a richer explanation of the complex processes underlying consumer satisfaction formation.

### **Satisfaction/Dissatisfaction**

Although satisfaction/dissatisfaction is recognized as an important facet of marketing, there is no general agreement on how the concept should be defined. Researchers have defined satisfaction in terms of need fulfillment, pleasure/displeasure, cognitive state, attribute or benefit evaluation, and subjective evaluation of experience (Rogers et al., 1992). Satisfaction is defined here as the psychological construct describing the subjective emotional state that

occurs in response to an evaluation of a set of experiences (Locke, 1969). ]

Despite its importance, much previous research in marketing has tended to focus mainly on satisfaction processes (e.g., consequences and antecedents), paying little attention to its structure (e.g., content and dimensions). Specifically, it has been noted that the understanding of the structure of the satisfaction construct is critical not only for measurement and tracking purposes but also for providing greater insights into satisfaction processes (Singh, 1991).

Westbrook and Oliver (1981) suggest that the inadequate development of the satisfaction construct hinders the interpretation and synthesis of satisfaction research findings. Perhaps different types of expectations are associated with different dimensions of emotion. By learning more about the types of emotions evoked in consumption/use experience, we may improve our understanding of individual norm usage (Cadotte, Woodruff, & Jenkins, 1987).

### LEISURE MOTIVATION AND SATISFACTION

The literature on leisure abounds with comments on the difficulty inherent in the definition of leisure as a term or

as an idea. The most prominent among these are derived from two schools. The classical, Aristotelian school, conceives of leisure as cultivation of self, meditation, the development of true spiritual freedom. The second school, which includes a majority of contemporary sociologists as well as laymen, simply uses the term leisure to describe, empirically, the various recreational activities that people engage in (Kando, 1975).

The "classical" school conceives of leisure as man's highest ideal; the "empirical" school implicitly views leisure as of secondary importance to work. Unger and Kerman (1983) classified the classical school as subjective leisure and the "empirical" school as objective leisure. Objective definitions have been criticized because of their questionable construct validity and subjective definitions of leisure offer improved construct validity.

The multiplicity of leisure's meanings is generally recognized. Kraus (1971) states that the word has at least four widely found meanings: the "classical" view, the view of leisure as a function of social class, the concept of leisure as a form of activity, and the concept of leisure as free time. Hamilton-Smith (1991) identified four leisure constructs: (a) leisure as time: time which is free from work

and survival or other obligatory activities; (b) leisure as action: the behavior and participation in specific activities; (c) leisure as action undertaken within specific time: this integrates the two previous constructs; (d) leisure as quality of experience: personally lived experience as the most important construct of leisure (e.g., flow, mood, social cohesion). He believed that the third construct (the time/space dimension) provides one of the most useful and appropriate approaches because the construct can be readily operationalized in either empirical or interpretive investigational designs.

/ Most observers recognize at least a duality in leisure's meaning. Thus, researchers attempt to formulate some types of all-encompassing definitions of leisure. For example, Miller and Robinson (1963) defined leisure as "the complex of self-fulfilling and self-enriching values achieved by the individual as he uses leisure time in self-chosen activities that recreate him." Dumazedier (1974), a French sociologist, suggested that leisure is an "activity to which the individual turns at will, for a combination of relaxation, diversion, and broadening of knowledge." He called this a "tripartite" theory of leisure because leisure has three functions that interpenetrate: relaxation, entertainment, and personal development.

## **Leisure Motivation**

Seven in ten adults cited having ample time for leisure pursuits as a major component of the American dream, according to a Roper Organization study for USA Weekend (NRA, 1991). The considerable magnitude of money and resources spent for leisure activities constitute a powerful argument for studying the satisfaction of such activities. Satisfaction is the comparative measurement of the event and the expectation for the event, and the latter is based on motivation. Consequently it makes little sense to study satisfaction in isolation from motivation (Pizam, Neumann, & Reichel, 1979).

Leisure motivation is an important concept in the study of leisure behavior. Individuals are driven to engage in leisure activities for different reasons, and the study of these different reasons and their origins is central to the understanding of leisure behavior and to the conduct of effective leisure programs (Beard & Ragheb, 1983). In the 1970s there was an emerging focus on psychological attributes associated with leisure, and researchers gave attention to the motives of actual activity participation (Samdahl, 1991).

While motivation is one of the most basic concepts in psychology, it is also the most controversial one. Despite its different approaches, psychologists generally agree that

a motive is an internal factor that arouses and directs human behavior. Both internal and external stimuli give rise to human motivation. Internal stimuli refer to such things as memory of a good time playing sports, whereas external stimuli, such as a sunny day, are likened to factors in the physical and social environment (Iso-Ahola, 1989).

In leisure study the expectation or standard of comparison on which these judgements or appraisals are made is usually left unspecified. The terms "motivations," "experience expectations," "need-satisfying properties," and "psychological benefits" have been used interchangeably in the literature (Mannell, 1989). It is important to note that physiological need is correlated with, but not the same as, motive. Motivation occurs when an individual intends to satisfy a known need (Mill & Morrison, 1985).

The starting point for the investigations of leisure motivations was usually a list of motives. Several researchers, for example Iso-Ahola (1989) and Beard and Ragheb (1983), have explored the general concept of leisure motivation and many studies used factor analysis in grouping the different leisure motives into factors. Iso-Ahola (1989) suggested that there are only two fundamental dimensions or forces in leisure motivation: seeking personal and/or



interpersonal intrinsic rewards, and escaping personal and/or interpersonal environments.

Beard and Ragheb (1983) developed an instrument to assess the psychological and sociological reasons for participation in leisure activities by examining the leisure motives discovered from previous findings and by empirical analysis. They found intellectual, social, competence mastery, and stimulus avoidance as four general leisure motivation subscales. The four subscales consist of twelve items each. Several similar items are included under the same subscales, for example, "learn about things around me and expand my knowledge," and "be with others, interact with others, and gain a feeling of belonging."

Researchers have attempted to study leisure motivation by concentrating on one particular activity and developing a comprehensive list of possible reasons for taking part in it. Clough, Shepherd, and Maughan (1989) studied the motives for participation in recreational running and identified six factors: challenge, health/fitness, well being, addiction, status, and social. Lounsbury and Franz (1990) identified six factors--intellectual, social, competence/master, stimulus avoidance, thrill-seeking, and work advantages--as vacation motivations.

## Push and Pull Model of Tourism Motivation

According to Bolles (1975), the motivational theories of Freud, Lewin, and Murray present many points of difference. Nonetheless, there are certain areas of basic correspondence.

In each case behavior is partly "pushed" through the action of motivating drives and partly "pulled" through the perception of valuable objects, valences, or goals in the environment. For instance, feeling hungry may result not only from a physiological need ("push") but also from external stimuli ("pull"), such as smelling a sizzling steak. There has been an increase in research on the issue of vacation and tourism motivation. The concept of "push" and "pull" factors have been widely adapted in examining tourist motivations (Dann, 1981; Crompton, 1979; Pyo, Mihalik, & Uysal, 1989).

According to Crompton (1979), the push factors for vacationing are socio-psychological motives. The pull factors are motives aroused by the destination rather than emerging exclusively from within the traveler himself. He identified nine motives for pleasure vacation: escape from a perceived mundane environment, exploration and evaluation of self, relaxation, prestige, regression, enhancement of kinship, and facilitation of social interaction as push motives; the remaining motives, novelty and education, formed the pull motives and were classified as a cultural category.

Dann (1981) pointed out that push factors deal with tourist motivation. The pull factors represent the specific attractions of the destination which induce the traveler to go there once the prior decision to travel has been made. Escape from a perceived mundane environment, prestige, and facilitation of social interaction are examples of push factors. Sunshine, relaxed tempo, and friendly natives are examples of pull factors.

Yuan and McDonald (1990) studied the motivation of international pleasure travel. They stated that push factors are considered to be those socio-psychological motives that cause the individual to travel, while pull factors are those that attract the individual to a destination. They found that escape, novelty, prestige, enhancement of kinship relationships, and relaxation/hobbies were push factors. Budget, culture and history, wilderness, ease of travel, cosmopolitan environment facilities, and hunting were classified as pull factors. Understanding what pushes the traveler can be effectively used by destination areas in their marketing strategies. Knowing the objective and perceptions of the traveler helps the destination area to develop opportunities favorable to meeting the desired needs of the individual (Uysal & Hagan, 1992).

## **Leisure Satisfaction**

Interest in satisfaction with leisure has emerged only in the 1970s. Mannell (1989) distinguished leisure satisfaction along two dimensions--motivation-based and level of specificity, and proposed a leisure satisfaction construct topology (Figure 1) by the cross-classification of these two dimensions into the four cells.

The level of specificity of the satisfaction construct can be distinguished on the basis of the range or scope of the domain of behavior, life experience, or need, with which the satisfaction is associated or derived. The more molar, and therefore the less molecular, the level of specificity of the unit of behavior, life experience, or motivation, the more global is the measure of satisfaction. The research reported using satisfaction as a global appraisal of the whole leisure domain and has had two different purposes. One purpose has been to examine the factors that determine satisfaction or dissatisfaction with the leisure domain. The second use of the global leisure appraisal-satisfaction approach has been to examine the contributions of leisure to the overall quality of life.

A second way in which conceptualization of satisfactions differs is the extent to which satisfaction is a motivation-

**MOTIVATION-BASED**

**MOTIVATIONAL**

**FACET-NEED  
APPROACH**

**GLOBAL-NEED  
APPROACH**

**MOLECULAR**

**MOLAR**

**FACET-APPRAISAL  
APPROACH**

**GLOBAL-APPRAISAL  
APPROACH**

**NON-MOTIVATIONAL**

**LEVEL  
OF  
SPECI-  
FICITY**

**Figure 1: Leisure satisfaction construct typology**  
**Source: Mannell, R. C. (1989)**

based construct anchored to an explicit theory of human needs. The non-motivational approach consists of asking respondents to rate their satisfaction with life as a whole or some aspect of it. It has been argued that "we cannot understand the psychological quality of a person's life simply from a knowledge of the circumstance in which that person lives" (Campbell, 1980).

The facet need-satisfaction approach has focused on identifying and assessing the separate and distinct satisfactions derived from specific activities and settings. The global need-satisfaction approach is to assess the extent to which all of an individual's needs are met through leisure. There is little published research on global need-satisfaction. The facet need-satisfaction approach has greater diagnostic potential. The general assumption underlying most of the theory and research from this perspective is that leisure engagements are goal objects for a number of human needs and provide corresponding leisure satisfaction.

Many researchers have attempted to identify the full range of needs satisfied through leisure (Iso-Ahola, 1980). The relatively large number of needs identified is typically reduced through multivariate analysis to a smaller number of

need dimensions. With the facet-need approach, researchers have asked people what satisfaction they receive from specific recreation activities or from their participation in selected recreation settings. The expectation is that activities or settings can be distinguished and grouped on the basis of the different satisfactions they provide.

Several of the leisure motivation studies attempted to identify the relation among motives and satisfaction. Ross & Iso-Ahola (1991) studied sightseeing tourists' motivation and satisfaction and found a considerable similarity between motivation and satisfaction dimensions, with knowledge seeking, social interaction, and escape emerging as important motive and satisfaction factors. Hazel et al. (1990) studied the dimensions of hunting satisfaction by measuring twenty-four various aspects that affected respondents' satisfaction with their turkey hunt. Seven dimensions of hunting satisfaction (preparation, search, harvest, nature, out-group social, companionship, and season) were derived for the turkey hunter. The set of dimensions is similar to leisure motives identified by other researchers.

Lounsbury and Polik (1992) used Beard and Ragheb's leisure motivation scale (1983) to examine pre-vacation expressed needs, post-vacation met needs and their relation to

total vacation satisfaction. Instructions for measuring pre-expressed needs read as follows: "Listed below are some things you may wish to do on your vacation. Please note how much more, or less, you would like to do the following." Instructions for post-met needs read as "Please indicate how much you were able to do what you wanted on your past vacation." The vacation satisfaction was measured by an eight-item scale survey developed by Lounsbury and Hoopes (1986). This scale included items dealing with how a person's plans worked out; how he or she felt emotionally; the food, accommodations, attractions and entertainment; and an overall feeling about the vacation as a whole.

The four leisure motivation constructs were successfully adapted as measures of vacation needs and the fulfillment of these needs, in turn, is related to vacation satisfaction. The major findings of the study were: (a) The experience of a satisfying vacation was positively related to higher levels of met needs for intellectual, competence mastery, social, and stimulus avoidance. (b) No significant correlations were observed between the four prevacation expressed-needs measures and subsequent vacation satisfaction. (c) There is a lack of association between prevacation expressed needs and postvacation met needs.



This study's approach is quite similar to the expectancy disconfirmation model. The pre-expressed needs (desire) can be treated as expectations in certain situations, and post-met needs is the same as perceived disconfirmations. Lounsbury and Polik (1992) concluded that Oliver's (1980) expectancy disconfirmation model could be readily applied to examine the role of pre- and post-vacation psychological states.

In the research of leisure motivation and satisfaction some researchers examined only the pull dimension (Geva & Goldman, 1991; Noe, 1987) and some measured only the push dimension (Lounsbury & Polik, 1992). A few researchers studied both push and pull dimensions at the same time. But none of them examined the relationship of the two dimensions and their impact on total satisfaction. For example, Ross and Iso-Ahola (1991), in their study of sightseeing tourists' motivation and satisfaction, identified six motivation factors--general knowledge, social interaction, escape, impulsive decision, specific knowledge, and shopping for souvenirs--which were all push motivations. The satisfaction factors defined were knowledge, escape, tour pace, social interaction, social security, and practical aspects (e.g., the bus was clean), which involved both push and pull dimensions. A systematic study of the impact of push and pull dimensions on leisure satisfaction would likely provide useful insight to

the researchers and operators.

## CONSUMER SATISFACTION AND DISSATISFACTION OF UPSCALE RESTAURANT DINING

Restaurants can be classified according to the prices charged, the amount of services offered, and the extent of their menus. Restaurant categories are based on who is doing the classification (Minor & Cichy, 1984). Different types of restaurants appeal to different types of consumers. According to Khan (1991), fine restaurants as well as "theme" restaurants can be included in the upscale restaurant category. Consumers visiting upscale restaurants are looking for a dining experience that is unique and memorable.

The total set of experiences realized in dining in an upscale restaurant is exceptionally diverse. Upscale restaurants are complex organizations comprised of products, people, physical environment, procedures, etc., and consumers typically have repeated contacts with them over a period of time. Moreover, in their various interactions with restaurants, consumers engage in a variety of different activities, including traveling to and from the restaurant, searching for information, ordering and consuming food and beverages, and bill-paying.

When consumers make decisions concerning dining in an upscale restaurant, usually a complicated decision-making process takes place. The decision-making process begins with need arousal. Once the need is raised to a conscious level, the consumers seek to retrieve information. Once the consumer has gathered a sufficient amount of information, the third element in the decision-making process is to evaluate alternative choices.

The fourth stage is the consumption decision. It is at this point that the individual actually makes the decision and forms expectations for the restaurant. The final stage, post consumption evaluation, follows the dining experience. This evaluation is based on the actual experience compared with the expectation prior to dining in the restaurant. Simply stated, needs lead to motivation, which leads to behavioral intentions and expectation, which finally lead to behavior and evaluation.

### **Motivation Related to Restaurant Dining**

The success of any foodservice operation is based on the extent to which consumer demands and needs are fulfilled. The foodservice system is activated by and revolves around consumer needs (Khan, 1991). Foodservice operations of all types must recognize that in order to survive more must be

done besides physically providing food and beverage products to clients. There are deeper psychological and sociological reasons why people dine in any type of foodservice operation (Zaccarelli, 1986). Quality of food, convenience, and price traditionally rank as the top criteria in selecting a restaurant. People are demanding more from their dining experience. They seek the traditional values enhanced by service, atmosphere, amenities, entertainment, or activities. Upscale restaurants often emphasize service and atmosphere in appealing to the social and esteem needs of consumers.

Maslow identified five needs arranged in the following hierarchy: physiological needs, safety needs, love needs, esteem needs and self actualization needs. Maslow's theory holds that individuals strive to satisfy unmet needs. As lower-order needs (physiological needs and safety) are satisfied, they no longer motivate, and as a result, the individual moves up the hierarchy while attempting to satisfy unmet needs at a higher level.

Lundberg (1985) proposed a concept which relates Maslow's theory to eating away from home. He proposed that people go to restaurants to satisfy not only hunger but self-esteem, self-respect, self-confidence, and prestige needs. Different types of restaurants can fulfill different needs of consumers.

People may eat at a stand-up snack bar to satisfy a hunger or physiological need, but will select varying styles of restaurants to meet social needs, and will finally go to the high-priced places for self-esteem and self-fulfillment needs.

Anderson (1990) suggested a categorization of three types of customer needs related to restaurant dining: physical needs, intellectual needs and social needs. He believed that most products and services cut across these three categories and contribute to the satisfaction of more than one need.

Upscale restaurants cater to the needs of a rather limited clientele, including those who not only have the financial means to patronize these operations but also appreciate high standard preparation, presentation, and service. For many consumers, dining out at these restaurants is a special occasion, and the management should therefore do everything possible to make the dining experience memorable for them. Identifying the factors that motivate customers to dine in the restaurants is the first step in satisfying them.

### **Leisure Aspect of Restaurant Dining**

Food is one of our most basic needs, however it does more than help keep us alive, strong, and healthy. It also adds pleasure to living. Since upscale restaurants are often

selected for dining on special occasions, there is a demand for an elegant atmosphere and decor, such as candlelight, antiques, and unusual decorations. Elegant preparation methods and presentations of food from a varied menu are expected. Thus, dining at upscale restaurants can be a form of relaxation, a social event, a privilege, entertainment, and fun (Khan, 1991).

Two activity groups, easy/social and crafts, were identified based on activity taxonomies developed by a number of leisure researchers (McKechnie, 1974). Dining and drinking were classified as easy/social activities. Between 1983 and 1984 about 24 percent of the "leisure pound" in Britain was devoted to the purchase of alcoholic drink and 14 percent was used for dining out (Veal, 1987).

Dining out is the most popular leisure activity in developed countries. For example, the number one Japanese leisure activity in 1988 and 1989, based on actual numbers of participants, was dining out (Morris, 1990). Dining out was also reportedly the number one choice of leisure time activities in the United States in 1988 (Cox, 1989). The Wall Street Journal Centennial Survey found that 55 percent of consumers surveyed rated "a nice dinner at a restaurant" as the form of entertainment providing the best value for one's

money ("Staying Home", 1989).

In all societies, both simple and complex, eating is the primary way of initiating and maintaining human relationships (Farb & Armelagos, 1980). Gathering around the table for dinner was cited as the most important way to bond family life (55 percent) according to a national survey commissioned by the Pfaltzgraff Co. Stimulating conversation (52 percent) was voted as number one in appearing regularly at the dinner table for family meals and the majority (60 percent) described their family dinners as being relaxing ("Guess What's", 1992).

A 1991 National Restaurant Association Gallup survey of consumers showed that only 20 percent of adults surveyed stated that eating out is usually a necessity, whereas 49 percent stated that eating out is usually a luxury. Most people surveyed (72 percent) stated that eating out is usually fun (NRA, 1991). Looking for new experiences and liking to try new things was one of the top five statements from the consumers (Iwamuro, 1992).

Time, in English-speaking countries, is perceived as a scarce commodity. The most widely shared conception of leisure equates leisure with free time, and this is most often conceived as time free from work, obligation, or any other

necessary activity. According to a survey conducted by Hilton Hotels Corporation, nearly 50 percent of the American workers were willing to substitute a day's pay for an extra day off (Robinson, 1991).

Leisure time is the one thing people find hard to buy. A survey for Time and CNN found that 73 percent of the women polled complained of having too little leisure time, as did 51 percent of the men (Gibbs, 1989). Restaurant dining is one of the few activities, if not the only one, that could fulfill both physical needs and socio-psychological related leisure needs, and save time in cooking and cleaning at home which can be used for other leisure activities.

Presumably, pleasure dining increases as service, atmosphere and quality of food increase. Also presumably, pleasure would be derived more likely as menu price increases (Lundburg, 1985). For upscale restaurant operators, it is especially important to be aware of the differences in consumer needs between the scenarios of "a fun time" and "a nice meal out." When people make the decision to have a fun time, the dinner is an "event," something that is planned or anticipated. When people make the decision to have a nice meal out, on the other hand, they do not consider it an out-of-the-ordinary "event." The motives are somewhat different,



and so is the choice of restaurant.

Now people seek personal gratification that is internally experienced rather than externally defined (Hall, 1992). To offset lower occupancy rates, many hotels are seeking more revenue from foodservice. Many major hotel chains are replacing fine-dining restaurants with casual, fun, themed concepts designed to fit guests' lower price tolerance and leisure needs.

The concepts of "push" and "pull" motives can also be implemented in studying customers' motivation in dining out. Push factors are considered to be those social-psychological motives that predispose the individual toward dining out, while pull factors are those that attract the individual to a restaurant. Products and services offered by restaurants can be classified as pull dimension and the socio-psychological leisure motivation of restaurant dining can be classified as push dimension.

Any attempt to provide the experience of the restaurant must start with an understanding of the customers' motivation. Much attention in the restaurant industry was paid to the idea of providing a complete guest experience, but systematic efforts are made mainly in the product/service dimension (pull

dimension). There have been few conceptual attempts to explain the leisure motives (push dimension) of restaurant dining.

### **Restaurant Dining Expectation**

According to Iwamuro (1992), for fast food restaurants, consumers define value in terms of obtaining a "hassle-free," convenient and inexpensive dining experience. Consumers at moderately priced restaurants (where the average check is less than \$10 per adult) place more emphasis on the quality of the food, the service provided and the ambience of the establishment. When dining at higher-priced restaurants (where the average check is \$10 or more per adult), consumers consider individualized customer service, the restaurant's ambience and the food quality even more important than at moderately priced casual restaurants.

Nearly half of all table service operators reported they have noticed a change in customer expectations pertaining to service. Over the past two years, most of those reporting stated that customers now expect more and have higher expectations. Escalating expectations are particularly noticeable at establishments with the \$15-or-more per person check size range, where 55 percent of the operators said expectations have changed. These operators report that

customers have higher service expectations and that they want more attention and more friendly service (NRA, 1992).

Today's restaurant customer is willing to spend money on quality, but many expect something more than good food. To meet their demands, more restaurants are providing a one-stop evening with both food and entertainment. For example, Tatou, a New York City supper club, provides food and entertainment for the price of one. Patrons who come in the restaurant to eat dinner can stay for the music with no extra charge. In 1992, Lola restaurant (New York City) began featuring music combined with a fashion show (Cheney, 1992).

It is important that restaurant operators be aware of various consumer expectations and design marketing programs that address unmet expectations. To be successful in the 1990s, restaurateurs must sharpen their focus on their customers, exceeding their consumers' expectations, while providing a consistent product and service. Restaurant employees should be trained to recognize consumers' different expectations for providing proper product/service.

### **Restaurant Dining Satisfaction/Dissatisfaction**

Management's ability to attain a high level of consumer satisfaction has a direct and almost immediate impact on the

sales volume of a restaurant. Although restaurateurs say consumer expectations are high and rising, consumers believe table service restaurants are doing a good job of meeting their expectations in many areas.

Overall consumer satisfaction with service provided at table service restaurants has posted significant improvement in the past three years, suggesting that restaurateurs' emphasis on upgrading employee training and motivation is paying off. In 1992, 69 percent of adults were satisfied with the service they received at table service restaurants versus 60 percent two years earlier. Moreover, significant improvements were observed in three key areas--providing timely service, answering customer questions and handling complaints--according to a consumer survey conducted for NRA (1993) by the ICR Survey Research Group in October, 1992.

While 79 percent of Americans are satisfied with the convenience of fast-food restaurants, just 43 percent approve of the "ambience" therein (Kerr, 1992). This shows that in order to compete effectively in the market, even fast-food restaurants must improve atmosphere. When asked to specify their biggest complaint about tableservice restaurants, most consumers mentioned service-related problems (39 percent) versus 11 percent for food, 12 percent for atmosphere and 13

percent for other miscellaneous complaints. The two most common complaints at tableservice restaurants were concerned with the speed of service and an inattentive waitstaff (NRA, 1992). To capture a share of the consumer's dollar, keeping an accurate fix on customer complaints and handling them expeditiously is a must.

Anderson (1990) found there are striking differences in the willingness to pay for need-satisfaction provided by an evening restaurant compared to a lunch restaurant. The willingness to pay for a good cook is four times as great, the value of good company is eight times as great and the value of a nice milieu and ambience is more than 10 times as great for an evening restaurant.

Most survey instruments of CS/D used by restaurants measure only the product/service performance. For example, a recent survey instrument used by Long John Silver's asked simply for a rating (from excellent to below average) on each of several store attributes (e.g., cleanliness, speed of service). By including perceived disconfirmation, the consumers' evaluative performance judgment and dining satisfaction can be measured more precisely.

To gain a competitive advantage in today's market, restaurants must offer what consumers need and want.

Identifying the diner's leisure expectations and disconfirmations and their relationship to the quality of products/services offered by the restaurants can help the restaurant operators promote appropriate products/service and attract and satisfy the targeted consumers.

### **Previous Studies of Consumer Satisfaction/Dissatisfaction of Restaurant Dining**

The long lasting recession period and competitiveness among the industry make the research of CS/D for the restaurant industry a critically important issue. Many restaurants seek to measure guest satisfaction through comment cards. [ While these cards sometimes do provide adequate information, far too often the information reflects the feelings of a typical consumer, it does not capture the majority of restaurant consumers who experience product/service performance problems.] Often the information supplied by comment cards represent the feelings of highly motivated guests whose reaction is often either positive or negative.

As a result, the implementation of on-going survey research is a more effective way to understand diners' behavior. Surveys provide formal feedback and send a positive signal to consumers. Unfortunately, comprehensive

investigations of CS/D of restaurant dining are rare. No specific research in CS/D of restaurant dining was found in the hospitality journals. There were less than five published articles in marketing journals which directly deal with CS/D and used restaurants as research sites.

In perhaps the earliest empirical study in restaurant dining satisfaction, Swan and Trawick (1981) conducted a longitudinal study to investigate the applicability of the expectancy disconfirmation model (Oliver, 1980) of CS/D in a restaurant. The satisfaction process was found to commence with the dinner's pre-use expectations. After dining in the restaurant, satisfaction was found to increase as perceived performance was exceeded. Negative disconfirmation occurred if initial expectations were not met. As satisfaction increased, intentions to re-patronize increased. The results supported the major hypothesis of the model. This shows the expectancy disconfirmation model can be useful in understanding CS/D of restaurant dining.

The basic model was also extended to test the relationship between perceived and inferred disconfirmation. The outcome suggested that satisfaction is predicted primarily by inferred disconfirmation. The next predictor was expectation and perceived disconfirmation was the last instead

of the first predictor to enter the satisfaction model. Since in this study only a single major attribute, food (e.g., served hot, amount of food), was examined, the predictability of the constructs may not be the same as the finding mentioned above if the subjective factors (e.g., service or leisure) were taken into consideration. The inferred disconfirmation is not suitable for measuring subjective factors because the factors cannot be judged discretely.

Swan, Trawick, and Carroll (1980) used questionnaires in a restaurant setting to measure predictive (anticipated product performance) and desired (performance necessary for satisfaction) expectations and their impact on the levels of satisfaction and intentions. The questionnaire first asked for predictive expectations on seven attributes relating to food and service. Then these same items were rated for what the subject wanted (desired). Results indicated that satisfaction/intentions are at higher levels when positive disconfirmation of desired expectations occur than when predictive expectations are met.

It seems that there is some support for a comparison standard utilizing consumers' desires, and that desires can be separated from expectations. However, in some cases, it is anticipated that desires and expectations will be highly



correlated. Westbrook and Reilly (1983) reported, "In practice, values and expectations often coincide because consumers choose purposefully to achieve their goals." Spreng and Olshavsky (1992) suggested that most people who go to a particular restaurant would go there because they expect their desires to be met. Presumably, if they did not (e.g., if there was not a high correlation between their expectations and desires), they would not have chosen that particular restaurant unless their behavior was constrained in some way.

Cadotte et al. (1987) studied expectations and norms in models of consumer satisfaction in the context of restaurants. They proposed that consumers are likely to rely on standards that reflect the performance a consumer believes a focal brand should provide to meet needs/wants. To distinguish these standards from the usual expectation's concept, they call them "experience-based norms." They proposed that consumers may derive a norm from experience with known brands in at least two different ways. First, the norm might be the typical performance of a particular brand. A second possibility is that the norm might be an average performance a consumer believes is typical for a group of similar brands--a product based norm.

Three different types of restaurants--fast food, family,

and atmosphere/specialty--were included to examine how standards might change across different use situations. The ratings were obtained on seven attributes--food quality, speed of service, employee friendliness, atmosphere/decor, cleanliness, price/value, and quality of employee service.

The study provides evidence that standards other than expectations are being used by consumers. Expectations cannot be ruled out as a possible kind of standard, but that is probably not the only standard consumers use. The results suggested that the type of expectation set depended on the type of restaurant. The best brand norm and product norm are additional standards used for evaluating focal brand performance. The product norm model is favored in the case of fast food and family restaurants whereas the best brand norm is best for an atmosphere restaurant.

Besides the expectancy disconfirmation model, a variety of additional theoretical approaches have been developed to explain the formation of CS/D. The experiential based affective feelings is among those which has been studied more frequently in recent years. Affect and CS/D refers to the concept that the level of consumer satisfaction may be influenced by the positive and negative feelings that consumers associate with the product or service after its

purchase.

Dube'-Rioux (1990) researched the power of affect in predicting satisfaction judgments at three mid-priced casual restaurants. He proposed that with repeated exposures to product, consumers learn to divide their experiences into neutral or emotional categories to form satisfaction judgments. The emotional categories include consumption experiences that have generated conscious positive (cases of satisfaction), or negative (cases of dissatisfaction) affective responses, with attentional capacity being devoted to satisfaction judgments. Consumption experiences included in the neutral category are those having generated a "scripted behavior," reflecting simply the absence of any significant purchase or usage related problems.

The scale of affective reports included five positive ("warm feelings," "enthusiastic," "being valued," "surprised," "interested"), and five negative ("irritated," "annoyed," "unpleased," "bored," "indifferent") items. Subjects were asked how strongly these feelings described their reaction to the service they just had. The results of this research revealed that consumers' affective reports were highly predictive of the level of satisfaction. The affect was independent of, and more powerful than, cognitive evaluations.

Different from affect, satisfaction implies an act of judgement, a comparison of what people have to what they think they deserve, expect, or may reasonably aspire to. Satisfaction has a past orientation--an appraisal of how things have gone up until the present. Whereas happiness reflects the more changeable aspects of well-being, level of satisfaction is considered to be quite stable over time (Campbell, 1980). The affect report has very little power to explain consumers' dining behavior.

These investigations reported in the marketing literature offer an appreciable conceptualization of CS/D of restaurant dining. But the factors related to restaurant dining expectations examined in the research were limited and the impact of product/service and the leisure dimension on CS/D of restaurant dining were not explored.

### **CONCLUSION**

Success will come to operators who fully appreciate the complexity of what the public seeks and the subtleties involved in delivering that product (Romm, 1989). A first step in that direction is the recognition of product/service and leisure interaction and their impact on CS/D of URD.

The literature supports that the expectancy disconfirmation model can be adapted to measure CS/D of URD. Restaurant dining is one of the most popular leisure activities. The push and pull model of motivation support that product/service of the restaurant can be classified as pull motivation and the leisure motives of restaurant dining as push motivation.

Measurement of changes in expectation and confirmation over time should provide guidelines for the restaurants to maintain high levels of consumer satisfaction. By only measuring the product/service dimension or leisure dimension, managers may not understand why overall satisfaction increases or decreases. Consumer dissatisfaction with upscale restaurant dining may be caused by a decrease in performance of product/service or it may be due to changes in leisure expectations. Customers may become increasingly dissatisfied not because of increases in their expectation for better product/service but because their expectation of leisure fulfillment changed.

The strategy of tailoring product/service to specific consumer expectations has the potential for improving both market share and profitability. In response to increasing competition, restaurants need to market product/service that

differs from their competitors. Knowledge of leisure disconfirmation of restaurant dining which influence the total satisfaction of dining experiences would be of assistance to policy makers in planning growth strategies.

Consumer expectations and satisfaction must be continually re-examined. Because consumer expectations keep changing, restaurants must change with them. Survival of a restaurant will depend upon the operator's ability to understand customers' needs and make appropriate changes.

## CHAPTER III

### METHODOLOGY

The preceding two chapters defined the research domain as the relationship among the product/service dimension, leisure dimension, and consumer satisfaction of upscale restaurant dining. This chapter will present the proposed model; state the hypotheses which were used to guide the empirical study; outline the design for hypothesis testing and the instrument utilized to collect and measure the data.

#### PROPOSED CONSUMER SATISFACTION AND DISSATISFACTION MODEL OF UPSCALE RESTAURANT DINING

/ The major purpose of the study was to propose a CS/D model of URD. The varied consumer experiences in connection with upscale restaurant dining were categorized into two broad types: (a) experiences related to fulfillment expectation of consumed products and services, and (b) experiences related to leisure expectations' fulfillment. Some illustrative examples of the first category were the specific outcomes provided by the products and services purchased from the restaurant, for example, tasty food, speed of service, and attractive surroundings. Examples of the second category were discovering new things, rest, and gaining a feeling of belonging.

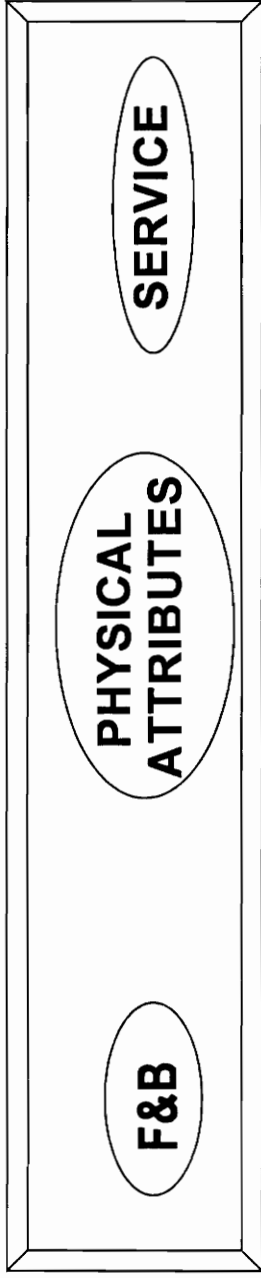
The CS/D of URD defined here was within the "disconfirmation of expectations" paradigm (Churchill & Surprenant, 1982; Oliver, 1980; Tse & Wilton, 1988) and the push and pull motivational model (Dann, 1981; Crompton, 1979; Yuan & McDonald, 1990). The CS/D model of URD underlying the disconfirmation paradigm was that consumers reach satisfaction decisions by comparing product/service and leisure performance with prior expectations about how the product/service and leisure dimensions would perform, which in turn result in perceived disconfirmations. If expectations were negatively disconfirmed, dissatisfaction resulted. When expectations were positively disconfirmed, satisfaction resulted. In identifying the leisure dimension as the second unit of analysis, the model called for a recognition of the interactions of product/service and leisure disconfirmations in the expectancy disconfirmation process. On the basis of the preceding concepts the proposed model in this study is presented in Figure 2.

### **HYPOTHESES**

The consumer satisfaction model of upscale restaurant dining was developed to evaluate and test the primary hypothesis which states:

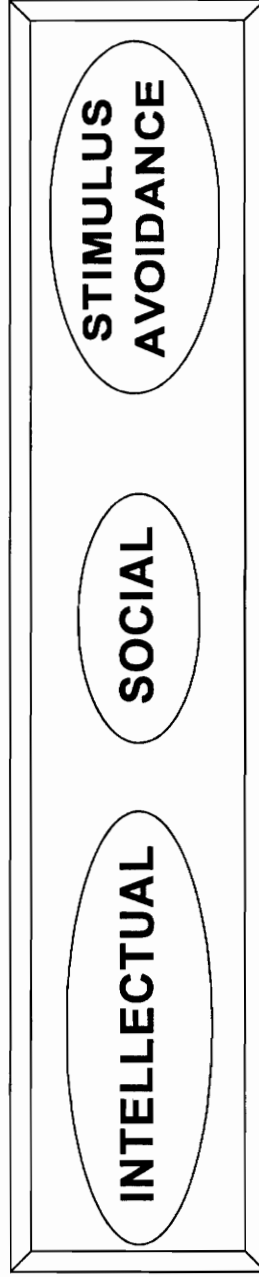


# PRODUCT/SERVICE



# CS/D

PERCEIVED DISCONFIRMATIONS



# LEISURE

Figure 2: Proposed Model of CS/D of URD

H1: There is no significant relationship between perceived product/service disconfirmations and perceived leisure disconfirmations on upscale restaurant dining.

H2: There is no significant relationship due to the effects of perceived product/service disconfirmations and perceived leisure disconfirmations on consumer satisfaction and dissatisfaction with upscale restaurant dining.

H3: There is no significant relationship due to the effects of sex, age, past dining experiences, payment status, and occasion of dining on perceived disconfirmations and consumer satisfaction and dissatisfaction with upscale restaurant dining.

### DESIGN OF THE STUDY

The design of the study was correlational and the hypotheses were advanced to confirm relationships among the major variables in the model. The study was based on the expectancy disconfirmation model to test the relationships among perceived disconfirmations, and consumer satisfaction of URD from both product/service and leisure dimensions. This study was conducted in a restaurant where a self-administered

questionnaire was distributed before customers left the restaurant. The restaurant is an upscale restaurant with very fine food and per person dinner checks averaging over \$20.

### **INSTRUMENTATION**

The measures were collected in a self-reported questionnaire (a post-dining survey). The instrument used to measure leisure disconfirmation was derived from Beard and Ragheb's (1983) Leisure Motivation Scale. The instrument used to measure the product/service dimension came from an intensive literature review. Consumer satisfaction was measured on a 4-item Likert scale which was adapted from Oliver (1980). The measures used in the study were as follows:

#### 1. Product/service and leisure disconfirmations (Table 1):

The items which will be used in measuring the leisure disconfirmations of upscale restaurant dining were derived from the original set of leisure motivation items by Beard and Ragheb (1983). Some of their original items were dropped because they cannot apply to upscale restaurant dining. For example, the competence-mastery dimension was not included because it assesses the extent to which individuals engage in leisure activities in order to achieve, master, challenge, and

TABLE 1  
**PRODUCT/SERVICE DIMENSION OF RESTAURANT DINING**

FACTOR	ATTRIBUTE
FOOD AND BEVERAGE	variety of food and beverage
	fresh ingredients
	large size of portions
	nice food presentation
	tasty food
PHYSICAL ATTRIBUTES	clean dining area
	attractive surroundings
	comfortable atmosphere
	quietness of surroundings
SERVICE	courteous service
	timely service
	knowledgeable server
PRICE/VALUE	reasonable price

**LEISURE DIMENSION OF RESTAURANT DINING**

FACTOR	ATTRIBUTE
INTELLECTUAL	explore new ideas
	expand my knowledge
	discover new things
SOCIAL	gain a feeling of belonging
	interact with others
	gain other's respect
STIMULUS-AVOIDANCE	slow down
	rest
	avoid the hustle and bustle of daily activities

compete. These activities are usually physical in nature (Beard & Ragheb, 1983). Also due to the similarity of the attributes under each dimension (e.g., "be with others" and "interact with others") and the nature of the study, three attributes were selected from the remaining three dimensions--intellectual, social, and stimulus-avoidance.

The nine attributes used to measure leisure disconfirmations were: "1" Expand my knowledge, "2" Discover new things, "3" Explore new ideas, "4" Gain other's respect, "5" Interact with others, "6" Gain a feeling of belonging, "7" Rest, "8" Slow down, "9" Avoid the hustle and bustle of daily activities.

A set of 13 attributes were chosen for measuring product/service expectations with the following research instruments in mind (table 2):

- a. National Restaurant Association Price/Value Relationships at Restaurants ("Price/Value", 1992).
- b. Benefit Dimensions of Midscale Restaurant Chains (Morgan, 1993).
- c. Expectations and Norms in Models of Consumer Satisfaction (Cadotte et al., 1987).
- d. Holiday Central Commissary Telephone Survey (Reid, 1983).

(TABLE 2)

## ATTRIBUTES USED FOR FORMAL STUDIES

COMPONENTS	a	b	c	d
quality of food	x		x	x
quality of employee service			x	
fresh ingredients	x			
food prepared to order	x			
tasty food		x		
good menu selection (menu variety)		x		x
size of portion served				x
attractive surroundings (decor)	x		x	x
clean dining area	x	x	x	x
comfortable (pleasant) atmosphere	x	x		
low noise level		x		
friendly (courteous) staff		x	x	x
knowledgeable servers	x	x		
timely service (speed of service)	x	x	x	x
no line/no waiting	x			
ability to accommodate children		x		
size of chain		x		
fun		x		
reasonable prices (good value for price paid)	x	x	x	x

## Sources:

a= "Price/Value", (1992)

b= Morgan, 1993

c= Cadotte et al., 1987

d= Reid, 1983

The product/service disconfirmation attributes used were: "1" Tasty food, "2" Fresh ingredients, "3" Large size of portions, "4" Nice food presentation, "5" Variety of food and beverage, "6" Clean dining area, "7" Comfortable atmosphere, "8" Attractive surroundings, "9" Quietness of surroundings, "10" Courteous service, "11" Timely service, "12" Knowledgeable servers, "13" Reasonable price.

Instructions read as follows: "Compared to the dining experience in (name of the restaurant) restaurant, please indicate if the experience was better or worse than you expected. Responses were on a 7-point scale: "1" Much worse than expected, "2" Worse than expected, "3" Somewhat less than expected, "4" Just as expected, "5" Somewhat better than expected, "6" Better than expected, "7" Much better than expected.

## 2. Restaurant dining satisfaction:

On the basis of items developed previously by Oliver (1980), a four-item scale on the post-dining survey was constructed to measure restaurant dining satisfaction. All items were emotional in content and included references to the respondents' outright satisfaction, regret, happiness, and general feeling about the dining decision (Oliver, 1980).

Instructions read as follows: "The following set of statements relate to your feelings about the dining experience. Please respond by circling the number which best reflects your own perceptions. Each item has a 7-point response scale from strongly agree to strongly disagree. A summated scale was formed for each person.

### **PILOT STUDY**

A pilot study was conducted in two steps. The first draft of the questionnaire was circulated to twenty select faculty members and graduate students of Virginia Polytechnic Institute and State University for feedback regarding wording, layout and comprehension of the questionnaire items. The questionnaire was revised according to the feedback. The resulting questionnaire contained twenty-two statements related to restaurant dining disconfirmation, four on consumer satisfaction, and six on customer demographics, previous dining experiences and dining occasions. On the basis of the feedback received the questionnaire was revised.

This revised questionnaire (Appendix A) was administered to fifty three customers who dined in a full service, upscale restaurant in a city in the north-west United States. Before conducting the pre-test, the restaurant's employees were



briefed by the manager. The manager and waitstaff distributed the questionnaires to diners on Wednesday, Thursday, and Friday evenings. The sampling units were groups of people who sat at the same table and were age eighteen and up. The questionnaires were distributed to diners after they completed the main course. A complimentary souvenir was offered to each respondent.

Major problems were identified from the pre-test procedure.

1. The distribution of the questionnaire after the respondents finished their main course disturbed the dining experience and the evaluation of the dining experience was not a complete one.
2. The wait staff's attitudes were influenced by the procedure. They tended to try harder to please the research participants because of the fear of bad responses.
3. The lighting in the upscale restaurant dining room was not suitable for reading and answering the questionnaire.
4. The complementary gift may have caused high customer satisfaction.

Based on the feedback of pre-test, the questionnaire was further modified for its final format (Appendix B). The research procedure was altered to avoid the problems stated above.

### **POPULATION AND SAMPLE**

The population for this study consisted of customers who dined in an upscale restaurant for family dinners, intimate dinners, birthday dinners, and business dinners in Roanoke, a city in the mid-east section of the U.S. The sampling units were all dinner parties visiting that restaurant. The respondents were all members of the sampled parties and were age eighteen and up. Considering the theoretical aspect of this study, combined with the constraints of the research setting, the targeted sample size in this study was 200 (n=200). The sample size was determined based on an estimation of the minimum cell size required for data analyses in testing the hypotheses (Malhotra, 1993).

### **RESEARCH PROCEDURES**

Permission for conducting the research was secured by presenting a research proposal to the owner with a request to use their facilities (Appendix C). The restaurant is a 173-

seat full service restaurant open six nights a week (closed on Sunday) which is located in Roanoke, Virginia. The owner of the restaurant was very interested and supportive of the research. The questionnaires for measuring consumers' product/service and leisure disconfirmations of upscale restaurant dining were put in a postage-paid envelope (Appendix D) and distributed to the diners before they left the restaurant.

The cover letter (Appendix E) utilized the letterhead of the Department of Hospitality and Tourism Management at Virginia Tech. It informed participants of the purpose of the study, requested their voluntary participation, and assured them of confidentiality of their responses. Each letter was personally signed by the researcher. Respondents were asked for their participation and were informed that they would be eligible to win a \$100.00 gift certificate at a local mall if they completed and returned their questionnaire and prize entry form (Appendix F).

A total of 443 questionnaires were distributed over a two week period in March, 1994. Based on the finding of the pre-test, the researcher personally distributed the questionnaires to participants. Each questionnaire was numbered on the lower right corner of the envelope. The number allowed coding for

the day of the week the questionnaire was distributed and calculated the return rate for each day. Questionnaires were handed out between 7:00 pm and 10:00 pm and the starting and ending questionnaire numbers were noted each night.

The researcher set up a table at the entrance of the restaurant. Customers were approached by the researcher on their way out of the restaurant. The researcher introduced himself as a Ph.D. candidate at Virginia Tech and asked if they would be willing to participate in a research project related to restaurant dining satisfaction for the purpose of a dissertation. He explained that the questionnaire would take less than 10 minutes to complete at home and that they were eligible to win a \$100.00 gift certificate for use at a local shopping mall if they completed and returned their questionnaire and entry form for the drawing. Customers who agreed to participate were given a questionnaire and an entry form which was put into a postage-paid envelope.

#### **METHOD OF ANALYSIS**

All analyses were conducted by means of the Statistical Package for the Social Sciences (SPSS) version 4.0. Initial analysis included the calculation of frequencies for all variables, and means for statements rated for disconfirmation

and satisfaction. Responses of "not applicable" were deleted prior to computing means.

Statistical comparisons of the results from the questionnaires were made by using a paired t-test, correlation analysis, factor analysis, multiple regression analysis, and analysis of variance. The differences between product/service and leisure disconfirmations were examined by using a paired sample t-test. Correlation analysis was used to determine whether significant relationships existed among product/service disconfirmations, leisure disconfirmations, and CS/D of URD.

Due to the high correlation among proposed perceived disconfirmation factors, factor analysis was used to identify a new set of uncorrelated variables to replace the original set of correlated variables. Multiple regression was used to test the basic model that represented the predicted sequence of product/service disconfirmations and leisure disconfirmations on the CS/D of URD. Finally, analysis of variance was employed to examine the impacts of control variables in terms of dining disconfirmations and satisfaction.

## Chapter VI

### RESEARCH RESULTS

#### DATA COLLECTED

A total of 443 questionnaires were distributed in a two week period. By the cut-off date of April 20, 1994, 214 (48%) questionnaires were returned from restaurant customers (Table 3). Approximately 4.7% of the parties chose not to participate in the research. One hundred and eighty-one (85%) of the respondents were residents of Roanoke. About 84% of the respondents mailed back their entry forms for drawings of the gift certificate. Nine questionnaires were not used in the data analysis--six due to excessive missing data, and three that arrived too late to be included.

Male and female respondents were rather evenly distributed with 53% male and 47% female (Table 4). The major age group of the respondents was 35-49 (42%) followed by the 50-64 group (27%). Only 14% of the respondents belonged to the 18-34 group.

About 39% of the respondents were first time diners in that restaurant during the preceding six months. Almost half of them (48%) stated that they had an evening meal in the restaurant between one to five times in the past six months,

TABLE 3

## DISTRIBUTION AND RETURN OF QUESTIONNAIRES

Date	Distribute	Return	Return %
March 9 (Wed.)	26	12	46
11	48	18	38
12	64	39	61
14	23	13	57
15	15	9	60
16	25	12	48
17	33	17	52
18	40	24	60
19	57	30	53
21	15	5	33
22	17	6	35
23	34	16	47
24	45	13	29
Total	443	214	48

TABLE 4

**DEMOGRAPHIC AND DINING CHARACTERISTICS OF RESPONDENTS**

Characteristic	N	%
<b>Sex</b>		
male	110	52.9
female	98	47.1
<b>Age</b>		
18-34	29	13.9
35-49	87	41.8
50-64	57	27.4
65 or older	35	16.8
<b>Number of evening meals eaten at The Restaurant in past 6 months</b>		
0	81	38.9
1-2	68	32.6
3-5	32	15.4
6-24	27	13.0
<b>Number of evening meals eaten at a restaurant of similar price and service in past 6 months</b>		
0-2	27	13.0
3-5	40	19.2
6-24	109	52.4
25 or over	32	15.4
<b>Status in the payment of the meal</b>		
paid all of it	105	50.7
paid part of it	24	11.6
paid none of it	78	37.7
<b>Dining Occasion</b>		
family dinner	42	20.3
birthday dinner	26	12.6
intimate dinner	83	40.1
business dinner	56	27.1



and 13% of them were frequent diners that had eaten dinner there six times or more in the past six months. Respondents were also asked how frequently they dined in the evening during the previous six months at other restaurants of similar price and service. The majority of respondents (68%) stated that they had eaten six or more evening meals at another restaurant of similar price and service during the past six months. Only 5% of them had never dined in this type of restaurant during the past six months.

Half of the respondents (51%) paid all of the expenses for the meal and 38% paid for none of the expenses. Dining with friends (an intimate dinner) was the major dining occasion (40%) and only 13% of the respondents were birthday diners.

Out of the 214 returned questionnaires, 36 of them did not answer questions pertaining to the nine leisure related measures and 16 of them had less than four responses each for the nine leisure questions. Some respondents wrote comments on the questionnaires such as "I don't know the meaning of these questions," "How does this relate to the restaurant?" and "Not applicable to our dining experience at the restaurant."

## **DISCONFIRMATIONS AND CONSUMER SATISFACTION AND DISSATISFACTION**

### **MEAN RATINGS**

Dining disconfirmations were measured by a one (much worse than expected) to seven (much better than expected) scale. Under the product/service dimension, respondents rated relative high disconfirmations on tasty food, fresh ingredients, nice food presentation, clean dining area and courteous service, with mean values all over five (somewhat better than expected) (Table 5). The mean value of nine leisure disconfirmations were all lower than five.

The mean value of product/service and leisure was found to be 5.03 and 4.54 (Table 6). Six factor means were derived by taking the mean of underlying attributes of each factor. It suggested that respondents had relatively high food and beverage and service disconfirmations.

The dependent variable in this study was the CS/D of URD. The range of the scale for measuring CS/D was one (highest dissatisfaction) to seven (highest satisfaction). The actual score ranged from one to seven, with a very high mean score of 6.31.

TABLE 5

**DESCRIPTIVE ANALYSIS FOR DINING DISCONFIRMATION AND  
SATISFACTION**

Variable	Mean	SD	Number of Responses
TASTY FOOD	5.16	1.22	205
FRESH INGREDIENTS	5.21	1.20	207
COMFORTABLE ATMOSPHERE	4.83	1.18	207
NICE FOOD PRESENTATION	5.09	1.25	207
VARIETY OF F&B	4.65	1.51	206
CLEAN DINING AREA	5.03	1.18	208
COURTEOUS SERVICE	5.25	1.24	208
ATTRACTIVE SURROUNDINGS	4.80	1.25	208
TIMELY SERVICE	4.85	1.39	208
LARGE SIZE OF PORTIONS	4.73	1.32	205
QUIETNESS OF SURROUNDINGS	4.71	1.29	207
KNOWLEDGEABLE SERVER	4.91	1.20	208
REASONABLE PRICE	4.52	1.21	207
EXPAND MY KNOWLEDGE	4.37	1.05	158
SLOW DOWN	4.35	0.84	146
EXPLORE NEW IDEAS	4.47	0.92	142
GAIN OTHER'S RESPECT	4.31	0.95	136
REST	4.42	0.95	150
GAIN A FEELING OF BELONGING	4.42	1.01	149
DISCOVER NEW THINGS	4.50	1.08	149
AVOID THE HUSTLE AND BUSTLE OF DAILY ACTIVITIES	4.72	1.03	156
INTERACT WITH OTHERS	4.79	1.05	155
SATISFACTION	6.31	1.03	208

TABLE 6

DESCRIPTIVE ANALYSIS FOR DINING DISCONFIRMATION FACTORS AND DIMENSIONS

Variable	Mean	SD
Food & Beverage	5.03	1.10
Physical Attributes	4.95	1.08
Service	5.10	1.13
Intellectual	4.45	0.88
Social	4.60	0.90
Stimulus-Avoidance	4.53	0.86
Product/Service	5.03	1.02
Leisure	4.54	0.84

Food & Beverage=(tasty food, fresh ingredients, nice food presentation, variety of food and beverage, large size of portions)/5

Physical Attributes=(comfortable atmosphere, clean dining area, attractive surroundings, quietness of surroundings)/4

Service=(courteous service, timely service, knowledgeable server)/3

Intellectual=(expand my knowledge, explore new ideas, discover new things)/3

Social=(gain other's respect, gain a feeling of belonging, interact with others)/3

Stimulus-avoidance=(slow down, rest, avoid the hustle and bustle of daily activities)/3

Product/Service=(food & beverage, physical attributes, service)/3

Leisure=(intellectual, social, stimulus-avoidance)/3

## **HYPOTHESIS TESTING**

This section reports the results of the statistical tests performed to test the research hypotheses. Each research question and hypothesis is reiterated below, and then the results of the statistical analyses are reported.

### **Research Question 1:**

Are customers' perceived disconfirmations of the product/service dimension significantly different from customers' perceived disconfirmations of the leisure dimension?

### **Hypothesis 1:**

There is no significant relationship between perceived product/service disconfirmations and perceived leisure disconfirmations on CS/D of URD.

With respect to the testing of the above research hypothesis, a paired t-test was used. Table seven shows the results of a paired t-test for product/service and leisure disconfirmations. A significant difference was found between perceived product/service and leisure disconfirmation. The mean difference between the variables was 0.483. Based on the test, hypothesis one was rejected. It showed that respondents had a significantly higher perceived product/service disconfirmation than perceived leisure disconfirmation.

TABLE 7

T-TEST FOR PRODUCT/SERVICE AND LEISURE

VARIABLE	NUMBER OF CASES	MEAN	STANDARD DEVIATION	STANDARD ERROR
P/S	156	5.0264	1.022	.082
LEISURE	156	4.5434	.843	.068

MEAN	DEVIATION	ERROR	\ CORR.	PROB.	\ VALUE	FREEDOM	PROB.
.4830	.732	.059	\ .708	.000	\ 8.24	155	.000

## **Research Questions 2**

Is CS/D of URD determined by perceived disconfirmations of product/service and leisure factors, and how much variation in CS/D can be explained by the disconfirmations?

## **Hypotheses 2:**

There is no significant relationship due to the effects of perceived product/service disconfirmations and perceived leisure disconfirmations on CS/D with URD.

## **Correlation Analysis**

The results of the correlation analysis (Table 8) showed that there was a strong correlation between perceived product/service and leisure disconfirmations. The correlation coefficient between the two dimensions was 0.798. However, when it came to disconfirmations and CS/D, the correlations were relatively weak.

Table nine showed the correlations among disconfirmations of F&B, physical, service, intellectual, social, and stimulus avoidance. Strong and positive correlations ( $r=0.519$  to  $0.850$ ) were found among the six factors. The results suggested that there was a significant positive relationship between product/service and leisure dimensions and among the six perceived disconfirmation factors.

TABLE 8

CORRELATIONS AMONG CS/D, PRODUCT/SERVICE AND LEISURE  
DISCONFIRMATION

Variables	CS/D	P/S	Leisure
Satisfy	1.000		
P/S	0.442**	1.000	
Leisure	0.395**	0.798**	1.000

\*\* SIGNIFICANT AT THE 0.05 LEVEL

TABLE 9

CORRELATIONS AMONG DISCONFIRMATION FACTORS

Variables	F&B	Phy.	Service	Intelect	Social	Stiavoid
F&B	1.000					
Phy.	0.770**	1.000**				
Service	0.789**	0.809**	1.000			
Intelect.	0.618**	0.567**	0.519**	1.000		
Social	0.630**	0.696**	0.609**	0.747**	1.000	
Stiavoid.	0.588**	0.673**	0.611**	0.788**	0.850**	1.000

\*\* SIGNIFICANT AT THE 0.05 LEVEL



The interrelations among the independent variables was referred to as multicollinearity and it leads to imprecise, and sometimes surprising estimates of regression statistics (Pedhazur, 1982). According to Malhotra (1993), multicollinearity can result in the following problems:

1. The partial regression coefficients may not be estimated precisely. The standard errors are likely to be high.
2. The magnitudes as well as the signs of the partial regression coefficients may change from sample to sample.
3. It becomes difficult to assess the relative importance of the independent variables in explaining the variation in the dependent variable.

In this case, the high correlations between product/service and leisure dimensions, and among disconfirmation factors may lead to difficulties in the estimation of regression statistics. Factor analysis was employed to transform the set of independent variables into a new set of predictors that were mutually independent.

### **Factor Analysis**

In marketing research, there may be a large number of

variables, most of which are correlated and must be reduced to a manageable level. Relationships among sets of many interrelated variables were examined and represented in terms of a few underlying factors. Factor analysis was used to identify a new set of uncorrelated factors to replace the proposed set of perceived dining disconfirmation factors and was used in subsequent regression analysis to examine the impact of the factors on CS/D of URD.

Several procedures have been suggested for determining the number of factors. First, an a priori determination method was employed. It can be used when the researcher knows how many factors to expect and thus can specify the number of factors to be extracted. Twenty-two disconfirmations were analyzed to determine the underlying dimensions and two factors were extracted (Table 10). The resulting two factors accounted for about 62.8 percent of the variance. The perceived disconfirmation attributes distributed were similar to that in the proposed model. The two factors can be positively defined as the product/service dimension and the leisure dimension.

Eigenvalue represents the amount of variance associated with the factor when determinations based on eigenvalue-only factors with eigenvalues greater than 1.0 are retained. Since

TABLE 10

**FACTOR ANALYSIS OF DINING DISCONFIRMATIONS  
(A PRIORI DETERMINATION METHOD)**

Disconfirmations	Factor Loading	Eigen- value	Variance Explained
<u>Factor 1</u>			
<u>Product &amp; Service</u>		11.665	53.0%
Courteous Service	.8358		
Nice Food Presentation	.8011		
Knowledgeable Server	.7741		
Clean Dining Area	.7667		
Comfortable Atmosphere	.7627		
Attractive Surroundings	.7517		
Fresh Ingredients	.7434		
Tasty Food	.7280		
Timely Service	.7039		
Quietness of Surroundings	.6755		
Reasonable Price	.5973		
Variety of Food & Beverage	.5752		
Large Size of Portions	.5685		
<u>Factor 2</u>			
<u>Leisure</u>		2.151	9.8%
Explore New Ideas	.8208		
Slow Down	.8108		
Gain Other's Respect	.7976		
Rest	.7614		
Expand My Knowledge	.7331		
Discover New Things	.7112		
Gain a Feeling of Belonging	.6943		
Avoid The Hustle & Bustle of Daily Activities	.6491		
Interact With Others	.5858		
<u>Total Variance Explained</u>			<u>62.8%</u>

there were three eigenvalues greater than one, the factor analysis generated three factors that accounted for 67.8 percent of the variance (Table 11). The results showed that the nine leisure attributes were still grouped as one leisure dimension and the product/service dimension was separated into two factors--physical/service and F&B.

Finally, five factors were identified by the use of a scree plot (Figure 3). A scree plot is a plot of the eigenvalues against the number of factors in order of extraction. Generally, the number of factors determined by a scree plot will be one, or a few more than that determined by the eigenvalue criterion (Malhotra, 1993). The resulting five factors accounted for 75.1 percent of the total variance (Table 12). The eigenvalues for the five factors were between 11.665 and 0.779.

Three out of the five identified factors were under the product/service dimension. They were classified as F&B, price/quantity, and physical/service factors. The rest of the two factors included nine attributes that all related to the leisure dimension. The result of the three different factor's analyses are shown in Figure 4. The findings of the three different sets of factors were used to run multiple regression analyses to examine the impacts of perceived disconfirmations

TABLE 11

**FACTOR ANALYSIS OF DINING DISCONFIRMATIONS  
(EIGENVALUE-ONLY METHOD)**

Disconfirmations	Factor Loading	Eigen- value	Variance Explained
<b>Factor 1</b>			
<u>Physical &amp; Service</u>		11.665	53.0%
Attractive Surroundings	.8409		
Knowledgeable Server	.7545		
Courteous Service	.7492		
Clean Dining Area	.7210		
Timely Service	.7007		
Comfortable Atmosphere	.6874		
Quietness of Surroundings	.6263		
Reasonable Price	.5641		
<b>Factor 2</b>			
<u>Leisure</u>		2.151	9.8%
Slow Down	.8043		
Gain Other's Respect	.7907		
Explore New Ideas	.7869		
Rest	.7583		
Expand My Knowledge	.7009		
Gain a Feeling of Belonging	.6899		
Discover New Things	.6755		
Avoid The Hustle & Bustle of Daily Activities	.6252		
Interact With Others	.5586		
<b>Factor 3</b>			
<u>Food &amp; Beverage</u>			
Tasty Food	.7250	1.097	5.0%
Variety of Food & Beverage	.7126		
Fresh Ingredients	.7126		
Nice Food Presentation	.6127		
Large Size of Portions	.5558		
<b>Total Variance Explained</b>			<b>67.8%</b>

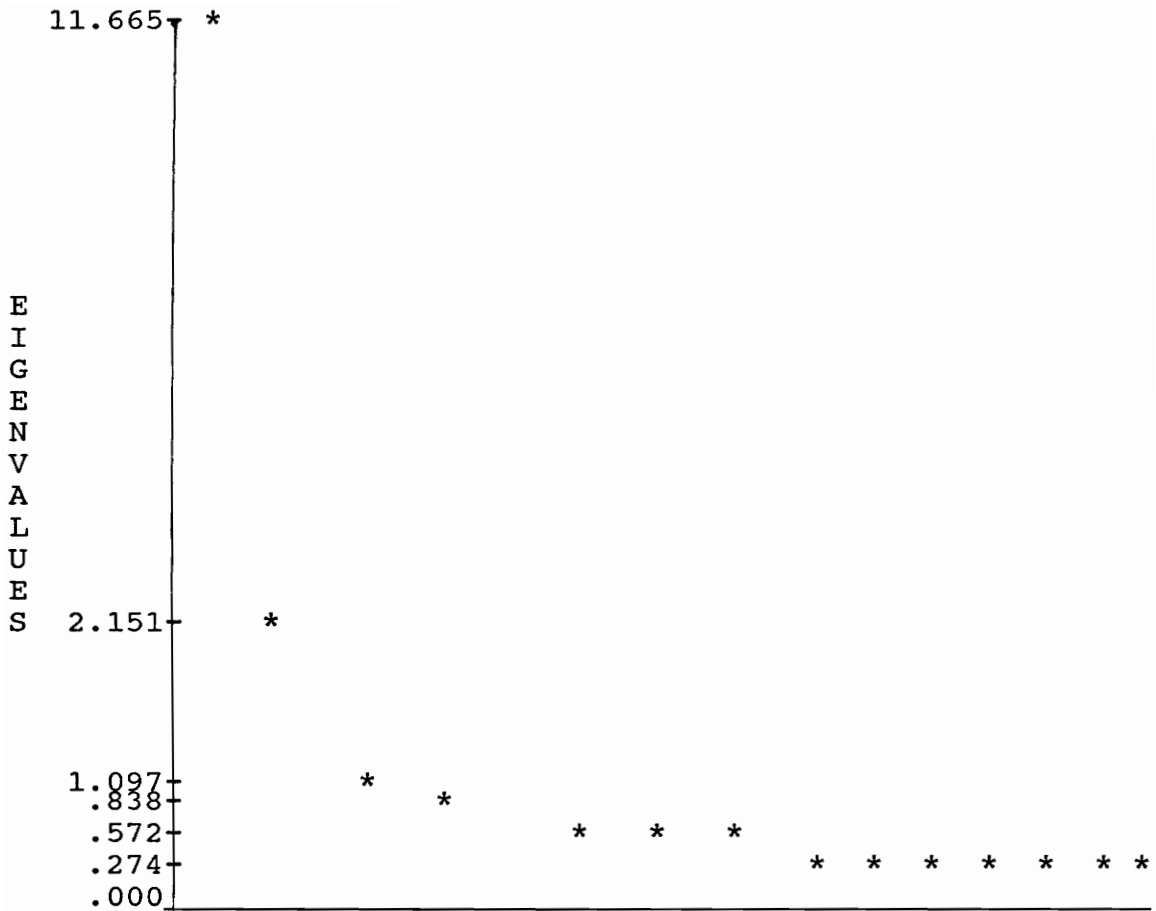


FIGURE 3 SCREE PLOT

TABLE 12

**FACTOR ANALYSIS OF DINING DISCONFIRMATIONS  
(SCREE PLOT METHOD)**

Disconfirmations	Factor Loading	Eigen- value	Variance Explained
<b>Factor 1</b>			
<u>Physical &amp; Service</u>		11.665	53.0%
Attractive Surroundings	.8457		
Clean Dining Area	.7129		
Courteous Service	.6879		
Knowledgeable Server	.6841		
Comfortable Atmosphere	.6540		
Quietness of Surroundings	.6072		
Timely Service	.5631		
<b>Factor 2</b>			
<u>Leisure 1</u>		2.151	9.8%
Rest	.7929		
Gain Other's Respect	.7713		
Gain a Feeling of Belonging	.7611		
Slow Down	.7605		
Explore New Ideas	.6022		
Expand My Knowledge	.4843		
<b>Factor 3</b>			
<u>Food &amp; Beverage</u>		1.100	5.0%
Fresh Ingredients	.8234		
Tasty Food	.7616		
Nice Food Presentation	.6248		
Variety of Food & Beverage	.5543		
<b>Factor 4</b>			
<u>Leisure 2</u>		0.838	3.8%
Discover New Things	.7650		
Avoid The Hustle & Bustle of Daily Activities	.6050		
Interact With Others	.5667		
<b>Factor 5</b>			
<u>Price &amp; Quantity</u>		0.779	3.5%
Large Size of Portions	.6924		
Reasonable Price	.6135		
<b>Total Variance Explained</b>			<b>75.1%</b>

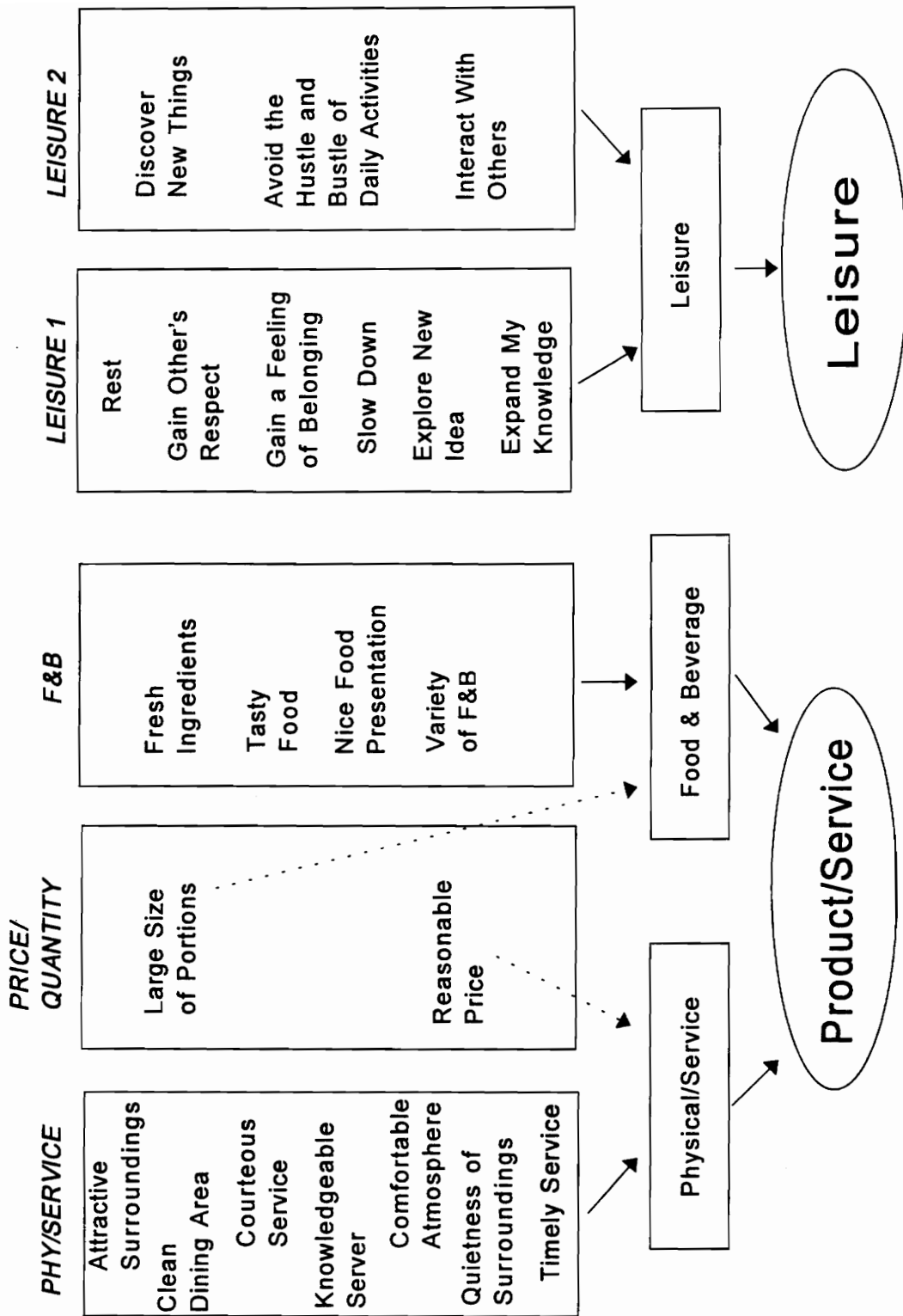


Figure 3: Dimensions, factors, and attributes of URD disconfirmations



on CS/D with URD.

### **Multiple Regression**

Multiple regression analysis was used to develop a model that explained CS/D of URD in terms of customers' perceived dining disconfirmations. The dependent variable was CS/D of URD. The independent variables were the perceived URD disconfirmations of both product/service and leisure dimensions.

First, a multiple regression analysis was performed by using the two factors (product/service and leisure) identified as independent variables (Table 13). It was found that the model was significant overall in predicting CS/D, with an R-square value of 0.225. Both product/service and leisure dimensions significantly contributed to the prediction of CS/D. The Beta weights of the regression results indicated a relative importance of the predictor variables. It appears that perceived product/service disconfirmation ( $B=0.388$ ) was considered more important than the perceived leisure disconfirmation ( $B=0.273$ ) in explaining CS/D.

When the second set of identified factors (F&B, leisure, and physical/service) was used to run multiple regressions, the model was found to be significant. The R-square value

TABLE 13

REGRESSION ANALYSIS RESULTS: (TWO FACTORS)

DEPENDENT VARIABLE: CS/D

---

MULTIPLE R	.47448
R-SQUARE	.22513
ADJ R-SQ	.21243
STANDARD ERROR	1.02355

ANALYSIS OF VARIANCE

	DF	SUM OF SQUARES	MEAN
SQUARE			
REGRESSION	2	37.13522	18.56761
RESIDUAL	122	127.81478	1.04766

F=17.7229

SIGNIF F=.0000

VARIABLES IN THE EQUATION

VARIABLE	b	SEb	Beta(B)	T	Sig.T
LEISURE	.315326	.91918	.273397	3.431	.0008*
P/S	.447266	.91918	.387794	4.866	.0000*
(Constant)	6.180000	.91549		67.505	.0000

---

\* SIGNIFICANT AT THE 0.05 LEVEL

was 0.266 (Table 14). All three factors significantly contributed to CS/D. Perceived F&B disconfirmation (B=0.406) had a greater impact on CS/D than perceived leisure disconfirmation (B=0.234) and perceived physical/service disconfirmation (B=0.216).

The overall model was found to be significant at the 0.05 level when five factors were used to run multiple regressions (Table 15). The results indicated that F&B, price/quantity, leisure 2, and physical/service factors were significant in explaining dining satisfaction, with an R-square score of 0.274. Leisure 1 (explore new ideas, expand my knowledge, rest, slow down, gain a feeling of belonging, and gain other's respect) was found not to be significantly related to CS/D. Among the significant factors, F&B (B=0.315) was the most important predictor of CS/D, and price/quantity (B=0.283) was rated as second in explaining CS/D.

Leisure 2 (discover new things, avoid the hustle and bustle of daily activities, and interact with others) had a Beta weight of 0.213 which was followed by physical/service, the least important factor for explaining CS/D. The coefficients of the variables were positive, indicating that a higher perceived disconfirmation on each of the significant factors led to higher dining satisfaction.

TABLE 14

REGRESSION ANALYSIS RESULTS: (THREE FACTORS)

DEPENDENT VARIABLE: CS/D

---

MULTIPLE R	.51608
R-SQUARE	.26634
ADJ R-SQ	.24815
STANDARD ERROR	1.00007

ANALYSIS OF VARIANCE

	DF	SUM OF SQUARES	MEAN SQUARE
REGRESSION	3	43.93207	14.64402
RESIDUAL	121	121.01793	1.00015

F=14.64185

SIGNIF F=.0000

VARIABLE	VARIABLES IN THE EQUATION				
	b	SEb	Beta (B)	T	Sig.T
F&B	.468569	.089809	.406263	5.217	.0000*
LEISURE	.269908	.089809	.234019	3.005	.0032*
PHY/SERVICE	.248765	.089809	.215687	2.770	.0065*
(Constant)	6.180000	.089449		69.089	.0000

---

\* SIGNIFICANT AT THE 0.05 LEVEL

TABLE 15

**REGRESSION ANALYSIS RESULTS: (FIVE FACTORS)**

DEPENDENT VARIABLE: CS/D

MULTIPLE R            .52352  
R-SQUARE                .27408  
ADJ R-SQ                .24357  
STANDARD ERROR        1.00311

ANALYSIS OF VARIANCE

	DF	SUM OF SQUARES	MEAN SQUARE
REGRESSION	5	45.20877	9.04175
RESIDUAL	119	119.74123	1.00623

F=8.98578

SIGNIF F=.0000

VARIABLES IN THE EQUATION

VARIABLE	b	SEb	Beta(B)	T	Sig.T
PRICE/QUANTITY	.325973	.090082	.282628	3.619	.0004*
LEISURE 2	.246207	.090082	.213469	2.733	.0072*
F&B	.363303	.090082	.314995	4.033	.0001*
LEISURE 1	.141509	.090082	.122693	1.571	.1189
PHY/SERVICE	.213767	.090082	.185343	2.373	.0192*
(Constant)	6.180000	.089721		68.880	.0000

\* SIGNIFICANT AT THE 0.05 LEVEL

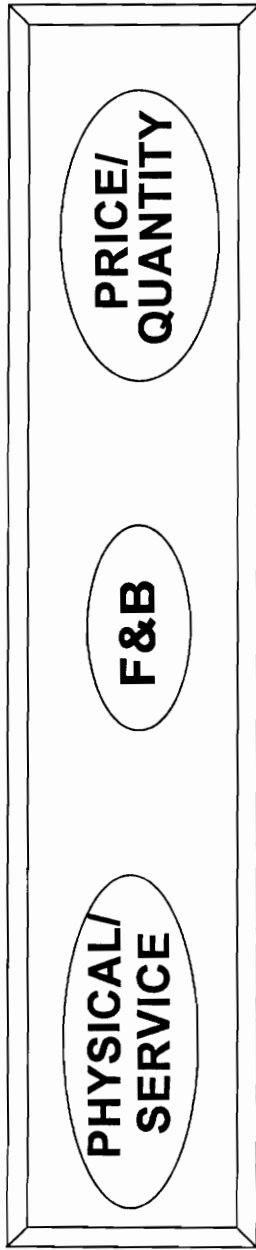
The estimated regression equation for the four significant factors is:

$$\text{CS/D} = 6.18 + 0.326 \text{ Price/Quantity} + 0.246 \text{ Leisure 2} + 0.363 \text{ F\&B} + 0.214 \text{ Physical/Service}$$

The results of these tests showed that the product/service dimension had a higher impact on CS/D of URD than the leisure dimension. When the two dimensions were treated as three separate factors, perceived F&B disconfirmation had a higher impact than both perceived leisure disconfirmation and perceived physical/service disconfirmation.

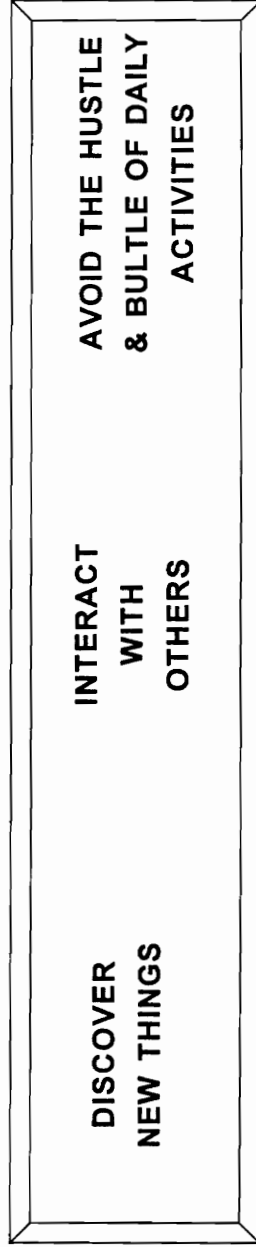
The coefficient of determination (R-square) of the five factor's regression was higher than the two and three factor's regressions. This showed that the five factor's model made a contribution in explaining the variation in CS/D of URD. Six perceived leisure disconfirmation attributes--rest, gain other's respect, gain a feeling of belonging, slow down, explore new ideas, and expand my knowledge--were not found to be significant in explaining CS/D. Perceived F&B disconfirmation was the most important predictor of CS/D and was followed by perceived Price/Quantity disconfirmation. Based on these findings hypothesis two was rejected and a model for CS/D of URD was acquired (Figure 5).

# PRODUCT/SERVICE



PERCEIVED DISCONFIRMATIONS

# CS/D



# LEISURE

Figure 4: CS/D of URD model

**Research Question 3:**

Do significant differences exist due to the effects of sex, age, previous dining experiences, payment status, and dining occasion on perceived disconfirmations and CS/D with URD?

**Hypothesis 3:**

There is no significant relationship between perceived disconfirmations and CS/D with URD due to the effects of sex, age, past dining experiences, payment status, and occasion for dining.

In order to test hypothesis three, a one-way analysis of the variance was used for examining the differences in the mean values of the dependent variable ( F&B disconfirmations, physical/service disconfirmations, leisure 2 disconfirmations, price/quantity disconfirmation, and CS/D) associated with the effect of the controlled independent variables (sex, age, past dining experiences, dining occasion, and payment status).

A total of 30 one-way analyses of the variance was performed and 25 of the null hypotheses of equal category means were rejected and five significant effects were found (Table 16). The results showed that sex and payment status did not have a significant effect on the dependent variables.



TABLE 16  
SUMMARY OF ONE-WAY ANALYSIS VARIANCE

INDEPENDENT VARIABLE	DEPENDENT VARIABLE	F PROB.
SEX	PHYSICAL/SERVICE	.2612
"	F&B	.8519
"	LEISURE 2	.2738
"	PRICE/QUANTITY	.1611
"	CS/D	.8144
AGE	PHYSICAL/SERVICE	.0006 **
"	F&B	.1576
"	LEISURE 2	.0819 *
"	PRICE/QUANTITY	.0000 **
"	CS/D	.1451
PREVIOUS EXPERIENCE 1	PHYSICAL/SERVICE	.9234
"	F&B	.8388
"	LEISURE 2	.1760
"	PRICE/QUANTITY	.2598
"	CS/D	.0001 **
PREVIOUS EXPERIENCE 2	PHYSICAL/SERVICE	.5786
"	F&B	.7478
"	LEISURE 2	.8581
"	PRICE/QUANTITY	.4942
"	CS/D	.1550
PAYMENT STATUS	PHYSICAL/SERVICE	.5226
"	F&B	.9730
"	LEISURE 2	.7852
"	PRICE/QUANTITY	.7143
"	CS/D	.6264
DINING OCCASION	PHYSICAL/SERVICE	.7060
"	F&B	.6023
"	LEISURE 2	.8400
"	PRICE/QUANTITY	.3425
"	CS/D	.0573 *

\*SIGNIFICANT AT THE 0.1 LEVEL \*\*SIGNIFICANT AT THE 0.05 LEVEL

On the other hand, the effects of age on disconfirmation of physical/service, disconfirmation of leisure 2, and disconfirmation of price/quantity were significant.

Table 17 showed the result of the one-way analysis on physical/service and age. The outcome indicated that the null hypothesis was rejected and the effect of age was significant. The Duncan's Multiple Range Test suggested that the respondents' perceived disconfirmation of physical/service for the age group of 35-49 was significantly less than the other age groups.

The effects of age differences on perceived leisure disconfirmation were mildly significant (Table 18). The result suggested that respondents 65 or older had a relatively higher perceived leisure disconfirmation than the 50-64 and 35-49 year-old groups. Table 19 showed the significant impact of age differences on perceived price/quantity disconfirmation. It was found that respondents of age groups 18-35 and 65 or older had a significantly higher perceived price/quantity disconfirmation than the age groups 35-49 and 50-64.

Table 20 combined the findings mentioned above and suggested that age group four (65 or older) had a

TABLE 17

ONE-WAY ANALYSIS OF VARIANCE TEST FOR PHYSICAL/SERVICE AND AGE

DEPENDENT VARIABLE: PHYSICAL/SERVICE

SOURCE	DF	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
MODEL	3	18.7420	6.2473	6.0301	.0006
ERROR	204	211.3486	1.0360		
TOTAL	207	230.0906			

DUNCAN'S MULTIPLE RANGE TEST FOR VARIABLE: PHYSICAL/SERVICE

		3	5	1	6
		5	0	8	5
		4	6	3	U
MEAN	AGE	9	4	4	P
4.6013	35-49				
4.9449	50-64	*			
5.2956	18-34	*			
5.3265	65 UP	*			

(\*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE 0.05 LEVEL

TABLE 18

ONE-WAY ANALYSIS OF VARIANCE TEST FOR LEISURE 2 AND AGE

DEPENDENT VARIABLE: LEISURE 2

SOURCE	DF	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
MODEL	3	5.7934	1.9311	2.2788	.0819
ERROR	149	126.2687	.8474		
TOTAL	152	132.0621			

DUNCAN'S MULTIPLE RANGE TEST FOR VARIABLE: LEISURE 2

		3	5	1	6
		5	0	8	5
		4	6	3	U
MEAN	AGE	9	4	4	P
4.5884	35-49				
4.5985	50-64				
4.7821	18-34				
5.2095	65 UP	*	*		

(\*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE 0.05 LEVEL

TABLE 19

ONE-WAY ANALYSIS OF VARIANCE TEST FOR PRICE/QUANTITY AND AGE  
 DEPENDENT VARIABLE: PRICE/QUANTITY

SOURCE	DF	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
MODEL	3	28.5480	9.5160	8.1199	.0000
ERROR	204	239.0758	1.1719		
TOTAL	207	267.6238			

DUNCAN'S MULTIPLE RANGE TEST FOR VARIABLE: PRICE/QUANTITY

		3	5	1	6
		5	0	8	5
		4	6	3	U
MEAN	AGE	9	4	4	P
4.3684	35-49				
4.3908	50-64				
5.0000	18-34	*	*		
5.3000	65 UP	*	*		

(\*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE 0.05 LEVEL

TABLE 20

THE IMPACTS OF AGE ON PERCEIVED DISCONFIRMATION

INDEPENDENT VARIABLE (AGE GROUPS)	DEPENDENT VARIABLES
1, 3, 4 > 2	PHYSICAL/SERVICE
4 > 2, 3	LEISURE 2
1, 4 > 2, 3	PRICE/QUANTITY

AGE GROUP

- 1= 18-34
- 2= 35-49
- 3= 50-64
- 4= 65 OR OLDER

significantly higher perceived disconfirmation with physical/service, leisure 2, and price/quantity than age group two (35-49). Age group one (18-34) had relatively high perceived disconfirmation with physical/service and price/quantity factors. On the other hand, age group three (50-64) had significant low leisure 2 and price/quantity disconfirmation.

It was identified that a previous dining experience with the restaurant had significant effects on CS/D of URD. Table 21 showed that the associated probability was smaller than the significance level of 0.05, so the null hypothesis of equal population means was rejected. The result suggested that first time diners of the restaurant, accounting for 38.9 percent of the total respondents, had a significantly low satisfaction rating compared to the rest of the groups. Finally, it was found that dining occasion had a mildly significant effect ( $p=0.0573$ ) on CS/D. Table 22 showed that birthday diners had a significantly higher satisfaction rating than intimate diners.

## **SUMMARY**

This chapter has presented a description of the restaurant participating in the research and the survey data

TABLE 21

**ONE-WAY ANALYSIS OF VARIANCE TEST FOR CS/D AND PAST DINING EXPERIENCE WITH THE RESTAURANT**

DEPENDENT VARIABLE: CS/D

SOURCE	DF	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
MODEL	3	22.0617	7.3539	7.6358	.0001 0.037
ERROR	204	196.4693	.9631		
TOTAL	207	218.5309			

DUNCAN'S MULTIPLE RANGE TEST FOR VARIABLE: CS/D

MEAN	OFTEN	0	1	2	3	4	5
5.9537	0						
6.3566	1-2	*					
6.6953	3-5	*					
6.8148	OVER 5	*					

(\*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE 0.05 LEVEL



TABLE 22

ONE-WAY ANALYSIS OF VARIANCE TEST FOR CS/D AND DINING OCCASION

DEPENDENT VARIABLE: CS/D

SOURCE	DF	SUM OF SQUARES	MEAN SQUARES	F RATIO	F PROB.
MODEL	3	7.9162	2.6387	2.5445	.0573
ERROR	203	210.5173	1.0370		
TOTAL	206	218.4336			

DUNCAN'S MULTIPLE RANGE TEST FOR VARIABLE: CS/D

		I	B	B
		N	U	I
		T	S	F
		I	I	A
		M	N	M
		E	E	I
		T	S	L
MEAN	OCCASION	E	S	Y
6.1114	INTIMATE			
6.3705	BUSINESS			
6.3869	FAMILY			
6.7115	BIRTHDAY	*		

(\*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE 0.05 LEVEL

collected. Statistical relationships among perceived disconfirmations and CS/D examined by this research were outlined and studied. Control variables--sex, age, previous dining experience, payment status, and dining occasion--were evaluated for relevance.

First, the perceived product/service disconfirmation was found significantly higher than perceived leisure disconfirmation by using a paired t-test. Second, a correlation analysis was performed among product/service disconfirmation, leisure disconfirmation, and CS/D and among the six proposed disconfirmation factors. High correlations between product/service and leisure dimensions and among the six disconfirmation factors were found.

Since high correlations among independent variables may lead to difficulties in the estimation of regression statistics, factor analyses were performed to identify the underlying factors of perceived restaurant dining disconfirmations. By forcing the perceived dining disconfirmation into two factors, it was clear that product/service and leisure were two distinct dimensions. Five factors were recognized by the determination of the scree plot. F&B, physical/service, and price/quantity were grouped under the product/service dimension and two leisure factors

were identified to represent the leisure dimension.

Multiple regression analysis was conducted to examine the impact of the identified five disconfirmation factors on CS/D of URD. It was found that perceived F&B disconfirmation had the highest impact on CS/D. Six leisure attributes were found to have no significant effect on CS/D. Discover new thing, avoid the hustle and bustle of daily activities, and interact with others was clustered as one factor that had a significant impact on CS/D of URD.

Finally, analyses of the variance were used to determine whether significant differences existed due to the effects of sex, age, previous dining experiences, payment status and dining occasion. In this study, age was found to be a significant independent variable for explaining difference among physical/service, leisure 2, and price/quantity disconfirmations. Previous dining experience with the restaurant and dining occasion were recognized as having effects on CS/D of URD.

## CHAPTER V

### DISCUSSION OF THE RESULTS

Having spent three chapters defining research questions, a conceptual framework, and methodology, and one chapter reporting the statistical results of the survey, it still remains to be seen what new insights are to be gained from all this work. Before the discussion, it will be helpful to review the findings of the statistical analysis.

#### HYPOTHESES TEST RESULTS

The results of Hypothesis testing were:

1. Hypothesis one was rejected since the paired t-test outcomes confirmed that perceived product/service disconfirmation was significantly higher than perceived leisure disconfirmation of restaurant dining.
2. Hypothesis two was rejected. When using the two identified factors to run multiple regression analyses, the product/service dimension ( $B=.388$ ) showed a stronger impact on CS/D than the leisure dimension ( $B=.273$ ). On the other hand, four factors were found to have significant impacts on CS/D when the identified five factors were used. Compared to leisure 2 ( $B=.213$ ), F&B ( $B=.315$ ) and

price/quantity ( $B=.283$ ) had higher effects on CS/D.

3. Hypothesis three was also rejected. Age differences had significant effects on perceived disconfirmation of URD and both dining occasion and previous dining experience with the restaurant played a role in CS/D.

### **SIGNIFICANT FINDINGS**

The objective of this study is to find empirical evidence that links CS/D of URD with product/service and leisure disconfirmations. The first finding of this study was that perceived product/service and leisure disconfirmations of restaurant dining are two separate dimensions. Respondents had significantly higher perceived product/service disconfirmations than perceived leisure disconfirmations.

Although all of the thirteen product/service disconfirmation statements in the questionnaire were rated as better than expected to much better than expected, 36 (16.8%) respondents did not answer the nine leisure questions and 16 (7.5%) of them only answered less than four leisure questions. This suggested that some of the respondents did not consider dining out a leisure activity. This finding was consistent with the 1991 NRA Gallup survey in which 72 percent of those

polled stated that eating out was usually fun (NRA, 1991).

Out of the 214 returned questionnaires, 29 (13.6%) of them rated four (just as expected) for all nine leisure attributes, and 14 (6.5%) of them rated four on eight leisure attributes. This may imply that about 20 percent of the respondents could not make a distinct judgement about the leisure disconfirmations of restaurant dining or it may have been that their leisure expectations for restaurant dining were not clear.

Swan and Combs (1976) defined instrumental performance as the means to an end or the evaluation of the physical product while the expressive attribute is the end in itself or the psychological interpretation of a product. In this study, the product/service disconfirmation was related to instrumental performance and the leisure attributes were the same as expressive attributes.

The findings of Hypotheses two were similar to the Swan and Combs (1976) and Noe and Uysal (1993) results who found that the instrumental performance of a product may be necessary but is not a sufficient condition of CS/D, while expressive responses lead to increased satisfaction. People eat out for a variety of reasons. Although leisure

disconfirmations are important, F&B and price/quantity related outcomes are stronger factors in satisfying customers. Product/service and leisure benefits should be used together to convince customers.

Among the proposed nine leisure attributes, rest, gain other's respect, gain a feeling of belonging, slow down, explore new ideas, and expand my knowledge were found to have no significant effect on CS/D of URD. Barbara Caplan, an associate director at Yankelovich Partners, a research and consulting firm in Westport, Conn., said that we are seeing the pleasure factor emerge as something extremely important. The way customers experience pleasure may also be changing. In the 1980's, she said, the ultimate pleasure was to eat the creations of well-known chefs; pleasure came from status. Now, people seek personal gratification that is internally experienced rather than externally defined (Hall, 1992). Today, diners are more interested in quality than in status.

Attribution theory is concerned with how people identify causes for action. Before a customer determines his or her level of dis/satisfaction, he or she will diagnose the causes of disconfirmation which will depend on the perceived nature of the causes. If a product fails and performance is below expectation, consumers will attempt to determine the cause of

the failure. If the cause for failure is attributed to the product or service itself, feelings of dissatisfaction are likely to occur. Conversely, if the cause for failure is attributed to chance factors or to the consumer's own actions, feelings of dissatisfaction are less likely to occur (Folkes, 1984).

Although empirical research is lacking, the nature of attributions regarding satisfaction with recreational experiences may be quite different than the attribution process for satisfaction with commodities. In recreation the consumer is often the producer (Roberts, Scammon, & Schouten 1988). According to Williams (1989), the extent to which the provider is held responsible for "performance" is uncertain.

One set of leisure attributes (leisure 2) was found to relate significantly to CS/D. This finding implied that the restaurant was held responsible for leisure fulfillments by the customers. There is a possibility that those dissatisfied customers tended not to participate in the survey. The mean score of CS/D in this study was very high (6.31 on a one to seven scale). Virtually all self-reports of customer satisfaction possess a distribution in which a majority of the responses indicate that customers are satisfied and the distribution itself is negatively skewed (Peterson & Wilson,



1992). It is very difficult to identify the negative impact of perceived disconfirmation on CS/D.

Leisure 2 was composed of three attributes: discover new things, avoid the hustle and bustle of daily activities, and interact with others. It is interesting to note that the three attributes belong to three different factors, intellectual, stimulus avoidance, and social, that are proposed by Beard & Ragheb (1983). There are at least three different factors for measuring dining disconfirmations and research is needed to explore the possibility of identifying specific leisure attributes related to restaurant dining for each factor.

Freedman (1991) states that service is critical in restaurants, but the food is the single most important element in quality. According to a surveys ("Dinners," 1992), seventy-nine percent of the people surveyed ranked food quality as the most important factor. The result of this study is consistent with the findings. Fresh ingredients, tasty food, nice food presentation, and a variety of food and beverages were identified as the most important attributes for CS/D of URD.

Reasonable price and large portions played the second

most important role. It was surprising to find that the six physical/service attributes, attractive surroundings, clean dining area, courteous service, knowledgeable server, comfortable atmosphere, quietness of surroundings, and timely service, had a less significant impact on CS/D than the three leisure attributes.

#### IMPLICATION FOR MANAGEMENT

CS/D is the result of what customers expected interacting with what customers think did happen. It is important to match customer's expectations and perceptions of performances of dining experiences so that these factors can be examined and action can be taken accordingly. A look at the mean scores for product/service disconfirmations showed that expectations on variety of food and beverages (4.65), large portions (4.73), timely service (4.85), and reasonable price (4.52) were relatively low. Further investigation of the weakest areas will suggest actions that should be initiated to overcome deficiencies.

Findings regarding the relationship between demographic characteristics and CS/D have been inconsistent. This is, in part, due to the wide variety of products and services studied as well as the actual lack of relationships between

demographic characteristics and customer satisfaction (Westbrook & Newman, 1987). Even so, the relation merits further examination for operational purposes.

It was found that the age group of 65 years and older (seniors) had significantly higher perceived disconfirmations in physical/service, leisure 2, and price/quantity than participants between 35 and 49 years old. Seniors will be one of the fastest growing groups in the future. Perhaps to enjoy a leisurely meal and avoid the weekend restaurant crowd, seniors are also slightly more likely than their younger counterparts to patronize restaurants on weekdays rather than weekends (Iwamuro, 1993).

Examination of the characteristics of the restaurant customers in the different clusters can reveal segments with needs that are not well served by existing service offerings and can provide direction in positioning the restaurant. Instead of trying to be all things to all customers at all times, the restaurant manager can select seniors as major dining segments for weekdays in terms of setting and planing a restaurant experience specific to this segment.

The study also found that first time diners of the restaurant in the six month period (which accounted for 38.9

percent of the total respondents) had a significantly lower satisfaction score than the rest of the groups. This suggested that the restaurant manager and service staff have to pay more attention to first time diners.

The survey tool can be used periodically to track restaurant dining expectation and satisfaction and determine the relative importance of different factors in influencing overall dining satisfaction. It can also be used to assess performance relative to its principal competitors or used by restaurant chains to track the level of service provided by each restaurant.

To ensure customer satisfaction, restaurant operators should train their employees well. In 1992, more than half of the tableservice operators in the United States reported that they have improved training for their hourly employees in the past two years and restaurants with higher checks were the most likely to report improved training (Brault, 1992). The survey findings could be used as a foundation for designing training programs.

One goal of advertising and promotion is to create a certain brand image to enhance the differentiation of product and service from its competitors. Traditionally, the

development of a restaurant's image is typically based on the attributes of the product/service. It will be beneficial to create a particular perception of restaurants through advertising and promotions that embody certain leisure attributes.

#### **RECOMMENDATION FOR FUTURE RESEARCH**

The study is limited in its generalizability since all responses are from one upscale restaurant. In order to expedite the responses, customer participants were allowed to enter a \$100 gift certificate drawing which may have introduced some bias into the study. Although the generalizability of these results is limited, several future directions for research are suggested.

Various factors affecting the CS/D of URD have been identified, though the nature and importance of these effects need to be further studied. This study encourages continued research on the role of product/service and leisure factors as a function of CS/D, not only in the restaurant dining setting but in all types of leisure activities.

Theme parks are vacation destinations and restaurants in theme parks are important profit sources. The role of theme

park restaurants in attracting and satisfying consumers' leisure needs should be identified. Due to the ethnically diverse population, comparative research in ethnicity differences in restaurant dining expectation and satisfaction will have great value.

A consumer judges a product by certain attributes. It is necessary to identify specific leisure motivation attributes for different types of restaurant dining. Businesses that sell leisure-oriented products and services need to know their customers' demographic characteristics, and their customers' expectations. The relation of perceived disconfirmation and satisfaction of different types of restaurant dining based on social-demographic differences should be studied.

Chain restaurants have similar settings, products, prices, and services. Comparing the impact of product/service and leisure dimensions of expectations in consumer satisfaction of restaurant dining within a chain will be an interesting project. Business travelers and business diners are very important segments of the hospitality and tourism industry. This study found that customers did acquire leisure fulfillment from business dining. The role of leisure disconfirmation on business dining and business traveling is a very interesting and important subject of study.

The National Restaurant Association's 1992 Price/Value Relationships at Restaurants study revealed that women age 55 and older gave the statement, "You look for new experiences and like to try new things" a mean rating of 7.64 (on a scale of 1 to 10, in which 10 equals "describes me completely"), compared with a mean rating of 6.87 for men age 55 to 64 (Iwamuro, 1993). This finding is consistent with the finding of Lounsbury and Polik (1992) that women have significantly higher intellectual needs on vacation than men. The study of male and female intellectual need differences of leisure related activities will be a fascinating subject.

Product attributes are not necessarily all physical but may also be psychological. Studies show that a restaurant's atmosphere, of which music is a vital ingredient, can increase or decrease turnover (Lewis, 1991). People go to restaurants for social reasons and every element of the operation enhances that social motive. Music that is loud and interferes with conversation will only be attractive to people who do not want to talk. The more formal the restaurant, the more subdued the sound (Bill, 1991).

In this study, perceived product/service and leisure disconfirmations were identified as two different dimensions. Correlation between these two dimensions was very high. There

is a need to explore the interrelationship between push and pull factors (e.g., music and social) to restaurant dining satisfaction. The findings on this subject may explain why leisure disconfirmations had a significant impact on CS/D.

Although not a subject of extensive study, there are indications that several variables, for example overall life satisfaction and number of choice alternatives, influence customer satisfaction ratings in addition to the stimulus object (product or service) and commonly studied antecedents such as expectations (Peterson & Wilson, 1992). There must be additional factors influencing consumer satisfaction of restaurant dining which lead to a great potential future research area. In addition to answering the specific research questions noted here, further model development is needed.

## **CONCLUSION**

The restaurant industry is a subsegment of the hospitality industry. Hospitality throughout history has been focused around security, physical comfort and psychological comfort provided to others by a host. The model developed and tested for examining potential differences among customers' perceived disconfirmation factors on CS/D with URD was successful. The results indicated that leisure



disconfirmations had a significant effect on CS/D.

Customer satisfaction ultimately comes down to the ability to better serve and preserve customers. Although quality of food and beverage, price/quantity, and service/physical attributes are all important factors in selecting a restaurant, the public now wants more than product/service from dining out; now it wants leisure fulfillment. The restaurateur should project the image of the restaurant to the customer by combining product/service and leisure benefits to make the establishment more attractive than those competitors promoting a similar type of product/service.

Customer needs keep changing and foodservice personnel must change with them. According to an NRA 1992 survey, escalating expectations are particularly noticeable at establishments in the \$15-or-more per person and over check size range, while 55 percent said expectations have changed over the past two years (NRA, 1992). Consequently, survival will depend upon a restaurateur's ability to read the customers correctly.

By periodically conducting a CS/D survey and evaluating the results, managers will learn more about their customers and be more capable of satisfying them. Offering unexpected

benefits from both product/service and leisure aspects to satisfy customers is a great challenge for restaurant operators.

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APPENDIX A  
PRE-TEST QUESTIONNAIRE

(THE NAME OF THE RESTAURANT HAS BEEN OMITTED TO  
MAINTAIN CONFIDENTIALITY)

Compared to the dining experience in (name of the restaurant) restaurant, please indicate if the experience was better or worse than you expected.

- (1) Worse Than I Expected
- (2) Somewhat Less Than I Expected
- (3) Just As I Expected
- (4) Somewhat More Than I Expected
- (5) Better Than I Expected

	Worse Than Expected (1)	(2)	Just As Expected (3)	(4)	Better Than Expected (5)
1. tasty food					
2. fresh ingredients					
3. large size of portions					
4. nice food presentation					
5. variety of food and beverage					
6. clean dining area					
7. comfortable atmosphere					
8. attractive surroundings					
9. quietness of surroundings					
10. courteous service					
11. timely service					
12. knowledgeable servers					
13. reasonable price					
14. expand my knowledge					
15. slow down					
16. explore new ideas					
17. gain other's respect					
18. rest					
19. gain a feeling of belonging					
20. discover new things					
21. avoid the hustle and bustle of daily activities					
22. interact with others					

The following set of statements relate to your feelings about this dining experience. Please respond by circling the number which best reflects your own perceptions.

- (1) Strongly Disagree
- (2) Disagree
- (3) Neutral
- (4) Agree
- (5) Strongly Agree

	Strongly Disagree (1)	(2)	Neutral (3)	(4)	Strongly Agree (5)
I am satisfied with my decision to dine in this restaurant.					
I feel bad about this dining experience.					
My choice to dine in this restaurant was a good one.					
I am not happy about this dining experience.					

Please answer the following questions:

1. What is your sex?  
 Male             Female
  
2. What age group are you in?  
 18-34             35-49             50-64             65 or older
  
3. In the past six months, about how many times have you eaten evening meals at this restaurant (excluding tonight)?  
 \_\_\_\_\_ times
  
4. In the past six months, about how many times have you eaten evening meals at other restaurants of similar price and service to this restaurant?  
 \_\_\_\_\_ times
  
5. What is your status in the payment of the meal?  
 Paid all of it                             Paid part of it  
 Paid none of it
  
6. How would you describe this occasion?  
 Family dinner             Birthday dinner  
 Intimate dinner             Business dinner

**"THANK YOU VERY MUCH. MAY YOU HAVE A WONDERFUL EVENING."**

APPENDIX B

FINAL QUESTIONNAIRE

(THE NAME OF THE RESTAURANT HAS BEEN OMITTED TO  
MAINTAIN CONFIDENTIALITY)

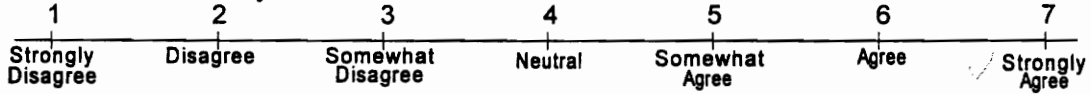
Compared with the dining experience in (name of the restaurant) Restaurant, please indicate if the experience was better or worse than you expected.

- (1) Much Worse Than Expected      (5) Somewhat Better Than Expected  
 (2) Worse Than Expected            (6) Better Than Expected  
 (3) Somewhat less Than Expected   (7) Much Better Than Expected  
 (4) Just As Expected

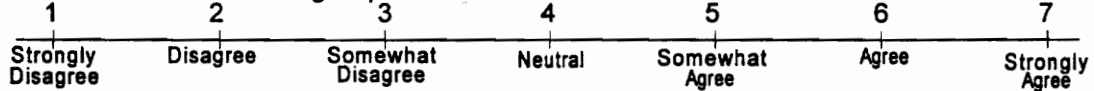
	Much Worse Than Expected		Just As Expected			Much Better Than Expected	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
1. tasty food							
2. fresh ingredients							
3. comfortable atmosphere							
4. nice food presentation							
5. variety of food and beverage							
6. clean dining area							
7. courteous service							
8. attractive surroundings							
9. timely service							
10. large size of portions							
11. quietness of surroundings							
12. knowledgeable servers							
13. reasonable price							
14. expand my knowledge							
15. slow down							
16. explore new ideas							
17. gain other's respect							
18. rest							
19. gain a feeling of belonging							
20. discover new things							
21. avoid the hustle and bustle of daily activities							
22. interact with others							

The following set of statements relate to your feelings about the dining experience. Please respond by circling the number which best reflects your own perceptions.

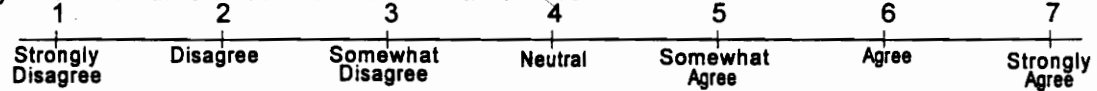
I am satisfied with my decision to dine in this restaurant.



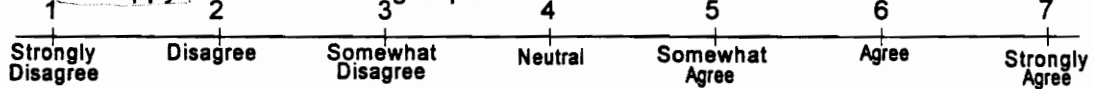
I feel bad about this dining experience.



My choice to dine in this restaurant was a wise one.



I am not happy about this dining experience.



Please answer the following questions:

1. What is your sex?  
 Male  Female
2. What age group are you in?  
 18-34  35-49  50-64  65 or older
3. In the past six months, about how many times have you eaten evening meals at (name of the restaurant) Restaurant (excluding tonight)?  
\_\_\_\_\_ times
4. In the past six months, about how many times have you eaten evening meals at other restaurants of similar price and service to this restaurant?  
\_\_\_\_\_ times
5. What is your status in the payment of the meal?  
 Paid all of it  Paid part of it  Paid none of it
6. How would you describe this occasion?  
 Family dinner  Birthday dinner  
 Intimate dinner  Business dinner

"THANK YOU VERY MUCH"



APPENDIX C

LETTER FOR RESEARCH PROPOSAL

Virginia



Tech

VIRGINIA POLYTECHNIC INSTITUTE  
AND STATE UNIVERSITY

**Department of Hotel, Restaurant and  
Institutional Management**

College of Human Resources  
362 Wallace Hall, Blacksburg, Virginia 24061-0429  
(703) 231-5515  
Fax: (703) 231-8313 Telex: 9103331861

Lou-Hon Sun  
R-178, 1211 University City Blvd.  
Blacksburg, VA 24060  
Tel: (703) 552-5027

Date: February 23, 1994

Dear Owner:

I am a graduate student at Virginia Tech working on my dissertation on the subject of Customer Satisfaction of Upscale Restaurant Dining. The major purpose of my study is to analyze the impact of the product/service and leisure dimension for customer satisfaction of upscale restaurant dining. As Dr. Mahmood Khan (my major professor) suggested, I am writing to ask permission to circulate my questionnaire in your restaurant for two weeks to restaurant customers.

If you have any questions regarding the research proposal or about the questionnaire itself, which is included with this letter, please feel free to call me. I await your answer to my request and look forward to working with you in this study.

Thank you for your time and attention.

Sincerely,

Lou-Hon Sun  
Ph.D. Candidate

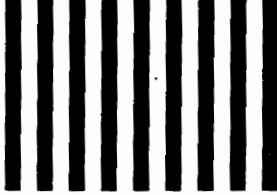
Enclosure

APPENDIX D

Envelope for Final Questionnaire



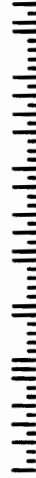
NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES



**BUSINESS REPLY MAIL**  
FIRST-CLASS MAIL PERMIT NO. 10 BLACKSBURG, VA

POSTAGE WILL BE PAID BY ADDRESSEE

VIRGINIA TECH <sup>LOCAL</sup>  
DEPARTMENT OF HOSPITALITY AND TOURISM MANAGEMENT  
362 WALLACE  
PO BOX 850  
BLACKSBURG VA 24063-9959



APPENDIX E

Cover Letter for Final Questionnaire

March 1994

Dear Restaurant Patron:

I am a Ph.D. student in the Department of Hospitality and Tourism Management working on my dissertation in the subject of Customer Satisfaction of Upscale Restaurant Dining. For my study, I am collecting information about how well this dining experience is satisfying your expectations. I would very much appreciate you taking the time to fill out the attached questionnaire.

Your participation in this project will only take about ten minutes and you could win a \$100.00 certificate. For the completion of this study, I am interested in your "TRUE and UNBIASED" feelings about this dining experience in (name of the restaurant) Restaurant. Please complete and mail your questionnaire in the enclosed postage-paid return envelope at your earliest convenience.

Please do not write your name on any part of the questionnaire. All data collected will be used without identifying individuals. For the drawing please fill out the attached form on the next page. If you have any questions or concerns about this project, please do not hesitate to call me at (703)552-5027. Thank you very much for your assistance.

Sincerely,



Lou-Hon Sun  
Ph.D. Candidate

Enclosure

APPENDIX F  
Prize Entry Form

Yes, I would like a chance to win the \$100.00 certificate for dinner at (name of the restaurant) Restaurant. Please enter my name for the drawing.

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_

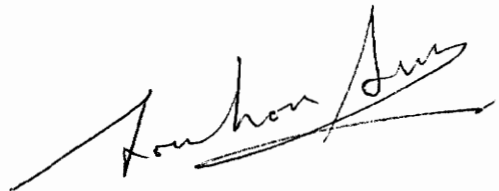


## VITA

### LOU-HON SUN

Lou-Hon Sun was born in Keelung, Taiwan, R. O. C. on April 28, 1955. His educational background after graduating from Tamsui Oxford College, Taiwan, includes a B.S. in Hotel and Restaurant Management in 1984 from the University of Maryland Eastern Shore and a M.S. in Hospitality and Foodservice Management in 1986 from the Florida International University.

His professional work experience includes Beverage Manager at the Hilton International Hotel Taipei, and Senior Assistant Training Manager at Sheraton Hotel Taipei, Taiwan. Teaching experience includes Instructor in Hotel Management, Food and Beverage Management, and Hospitality Accounting in colleges and universities in Taiwan.

A handwritten signature in black ink, appearing to read "Lou-Hon Sun", with a long horizontal stroke underneath.