

Operational Efficiency And Customer Satisfaction of Restaurants: Basis For Business Operation Enhancement

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Abstract – *Restaurants' primary objective is to provide comfort and satisfaction to guest without compromising the operational efficiency of the business. This research aimed to determine the operational efficiency and customer satisfaction of restaurants as a basis for business operation enhancement. Specifically to determine the operational efficiency of the restaurant in terms of kitchen operations and dining operations and the level of customer satisfaction of the restaurant business in terms of: Product, Policies, People, Processes and Proactivity as well as the problems encountered by the restaurant in their operation and customer service. Descriptive research design was used with managers and customers as respondents of the study. It was concluded that majority of the restaurants are operating for more than a year with sufficient number of employees having enough seating capacity that accommodate large volume of customers. Restaurants are efficient on the aspect of kitchen and dining operations and sometimes encountered problems. Customers are satisfied in terms of 5 P's. It was found out that there is no significant difference in the operational efficiency of restaurant when grouped according to profile variables. An action plan for continuous business operation enhancement on operational efficiency and customer satisfaction was proposed.*

Keywords – *Customer Satisfaction, Dining, Kitchen, Operational Efficiency*

INTRODUCTION

People today are too busy that they; most of the time cannot find opportunities to spend their mealtime at home. A number of them just look for a place where they can find the best quality of food and services suited for their palatable taste and satisfaction to their ever expected needs and wants. In line with these thoughts, food operators started to create plans and executing the idea to provide the best product and services to customers that would not compromise the operational efficiency of the business leading to customer satisfaction.

The product of fine dining restaurant is much more than the food on the plate. It provides pleasure, convenience and utility purposes increasing the sales of the hotel. Their operational efficiency and customer satisfaction are acquired and identified by the number of guest who patronizes their restaurant.

Restaurants face different challenges which include uncertainty of economic status, competition, demographic change in markets and changes in habits of the employees. Due to intense competition in food and beverage industry, restaurants should provide service effectively and efficiently to their customers to

retain and acquire continuous brand advocacy and level of customer satisfaction.

The focal point of this study is on the operational efficiency and customer satisfaction of restaurants: basis for business operation enhancement. The focus of the study is the municipalities with restaurants such as San Juan, San Jose and Rosario in Batangas, Philippines. The researcher chooses the municipalities, as a research locale because the researcher thinks that it is one of the pride of Batangas Province, the mentioned towns are starting to develop when tourism and hospitality industry is concerned, they need to be guided with standard in order to enhance and be competitive with other famous tourist destinations.

Further, results of this study can be beneficial to Lyceum of the Philippines University in upgrading its curriculum to prepare the students in terms of theories and principles that would contribute to its mission in attaining academic excellence. It will also serve as cornerstone for cross-referencing the business for future researchers. Likewise, the prospective restaurant entrepreneurs will somehow enhance its

operational efficiency to guarantee greater profit and addition to customer satisfaction.

OBJECTIVES OF THE STUDY

This study aimed to determine the operational efficiency and customer satisfaction of restaurants as a basis for business operation enhancement.

Specifically, to present the profile of the restaurant in terms of seating capacity, number of employees and number of years in operation; determine the operational efficiency of the restaurant in terms of kitchen operations and dining operations; determine the level of customer satisfaction of the restaurant business in terms of product, policies, people, processes and proactivity; identify the problems encountered by the restaurant in their operation and customer service; test the significant difference in the operational efficiency when group according to profile; and propose an action plan based on the result of the study.

LITERATURE REVIEW

Operational Efficiency

The importance of efficiency in the service industry has continued to build with increase of services in today's society. People depend more on a diverse range of services that make their lives simple and easier. Services must retain efficient operations to achieve positive customer satisfaction and retain their customers [1].

Operational efficiency according to Apruebo [2] occurs when appropriate and right people, processes, and technology are combined together to deliver products or services to its customers by organizing the core processes in response to the changes in market forces.

Kitchen and dining area are one of the factors that contributes to the efficiency of the business operation. Maguire [3] states that kitchen operations utilize an amount of resources and efficient operations would reduce the utilization rates by improving building systems. A similar study by Hackfurth [4] summon that company must minimize waste while maintaining the resources that give most to the success in achieving profit.

In the book of Greasley [5], layout has something to do with efficiency which includes the overall physical resources such as where the equipment were stored and the design that makes the flow of materials and customers efficient.

Proper storage starts the moment food is received in the kitchen. It is important that food be stored at the proper temperature within a reasonable period of time. Efficient storeroom management includes using proper forms for receiving and issuing supplies; keeping an accurate and up-to-date inventory of food items; checking periodically the condition of stored food; using the first-in-first-out (FIFO) system to rotate supplies to minimize spoilage [6].

According to Barrish [7], a better strategy for supply is to identify, during the conceptual stages, those ingredients prone to seasonality and occasional unavailability.

Similarly, cleaning and sanitizing of equipment is important component in the food safety program for food comes into contact with equipment and utensils. To avoid from occurring, equipment must be properly cleaned and sanitized. Make sure that workplace is as safe for employees and customers. Employees need to be trained in the correct use of the equipment [6].

Aside from the mentioned variables, businesses must exert effort to guarantee that the right people brings best processes with influence of most trending technology [8].

To sum up the over-all operation and efficiency of a restaurant whether in kitchen or dining, flow of materials in foodservice facility must be considered. Receiving area should be accessible from the main roads and provide space for delivery trucks; storage area must have dry and cold storage; pre-preparation area should provide sufficient space to accommodate the equipment; cooking area be located near the storage and preparation area; serving area and service counters will depend upon the speed of service desired; offices to a corridor and garbage area be located at the back with built-in sanitation facilities [9].

Customer Satisfaction

Success of a business relies on customer service. Customers are believed to be the life blood of every organization: without which business will not survive. Thus, businesses must give customers what they want by learning their needs as a whole. With kind of commitment to listen, understand and serve can continuously produce satisfied, delighted customers to produce a robust growing profit year after year [10].

As cited by Apruebo [2] the important aspects in the hospitality industry is the service delivery, consisting of two processes: the back and the front

end. Improved and consistent front end activity were needed for proper service delivery.

In the study of Bitner et al. [11] service quality were focused on customer's perception and evaluation of assurance, empathy, reliability of service and responsiveness. On the other side, satisfaction were leverage by price, product, perceptiveness of service quality with situational and personal factors.

Customer satisfaction sums up the value the restaurant provides and delivered. Customers are one of the most valued assets. If they were valued, they will not be switching from one establishment to another. Customer focused is the secret to successfully retain and attract clients. Creating, maintaining and improving relationships with them requires hard work [12], [13].

Ambiance, price, quality of products and services were several factors that affect customer satisfaction. It is the determining factor considered for businesses whether big and small that bring customer's loyalty.

Product. It is the 'core' offering of the business in return for a price paid by the customers.

Quality of the products for safety reasons must be taken into account by food companies. Improper handling of tools and insufficient attention to food and materials increase the chances of rapid growth of foodborne illness. As such, it is important to implement effective system, evaluation of results and educating the workforce to practice safe food handling. Standardization of recipes, preparing well-constructed recipe must be included in the guidelines for natural variability [6].

Similarly, there are factors affecting food quality: appearance, texture, flavor and taste. Diners have expectations on how the food they order should look like in terms of color, shape and size [14].

Sanchez [15] claims that texture and mouth feel is one of the significant factors in ascertaining food products. The objective measurement of texture (hardness, toughness, stringiness, brittleness, viscosity, meatiness', and other characteristics) is important since such texture has been found to be strongly correlated with flavor, maturity or other factors which determine quality in raw and cooked foods.

Policies. In order for a company to function as a whole to ensure customer satisfaction, guidelines must be directed.

One policy is the standardization of recipe. A tool for continuous improvement of the standards of food served in food service institutions in order to exceed

customer satisfaction. It saves time, money and effort. Another is the sanitation of physical facilities. Section III, P.D. No. 856 states that before approval is given by health authorities, the premises where food will be prepared and served have to conform to the standards.

Also, Hazard Analysis and Critical Control Point plan (HACCP) is important for the manufacturing processes such as information in the production flow on how the staff will handle food that will not compromise the quality of the service and product.

In addition, menu packages offering different and special price mix with the existing or newly developed food menus includes drinks that enchant customers who are quite sensitive as to price issues [16].

Also, in the food service operation, personal sanitation of employees is imperative. It includes good health and grooming habits practiced by the workers. Section IV of the Sanitation Code stipulates that health authority shall provide health certificate to person who will be employed in any food establishment.

Likewise, training is relevant in providing services to guests. Service is considered the top on the expectation of customers, thus, companies must offer exceptional service [17].

People. The work of the employees is important for two reasons: either positive or negative value which has a direct impact on the experience of the guests. Customers expect staff to do what is expected from them from taking food order, echoing order to kitchen and serving the ordered food. Enjoyment of customers came from several points: attitude and attentiveness of the employees, timeliness of service, accommodation set-up and suggestive selling [18].

Customer satisfaction can be achieved by providing excellent service to guests such as being friendly, helpful and attentive to those in need, polite, greeting the guests and willingness to serve with a smile [19].

Employees are the front-liners who have the direct contact with the guests thus, management must ensure that their employees are following hygienic ways by providing complete uniform with safety caps or hat and apron in kitchen staff that is an advantage in portraying hygienic culture [16].

Customer service like customer's loyalty, is acquired if you know the customers' names and order. Three to four seconds of interaction to guests made the first impression leading to a conclusion about the overall business. Training and practicing can help

employees to become competent sales professional [20].

However, acknowledging customer by smiling, good eye contact as a sign of greetings is an effective way to please them. When the staff remember the guest name, talking to them with interest is a form of customer service. People go to restaurant to interact socially and healthy chat with them will motivate the guests to return to the restaurant. They serve as information desk to tourist [18].

Process. Customer satisfaction become unhandy when implemented without step, procedures or processes.

Interior design is one of the physical attributes that attract customers in deciding which establishment to patronize. Food service operators must consider the overall design like furniture, lighting and decoration that suits the theme, music that adds to the ambiance, cleanliness and even utensils to use. Spacious setting was considered also that enables the free flow of customers in roaming around the areas [16].

Receiving is another process in the food service system, ensuring that what has been purchased is the same in quality and quantity with what is being delivered. A signed invoice attests to the completeness and accuracy of the delivery [9].

In the paper of Pascua [18], she presented that upon hiring, crew will undergo an intensive training wherein they are taught of how to handle guests. In addition to customer service, Saylor [21] noted that once promised something to guests especially the time the food will be served, it must be fulfilled and served promptly.

Likewise, according to Evey [22], one of the solid foundation to build customer satisfaction is through trust. Consumer are more confident when the level of service extended by the food service establishments were consistent and updated.

In the study of Parsa et al. [23], customers were more concern on the speed of service rather than food and ambiance alone. Restaurant managers should focus on giving greater value on the system of the business including training staff that will result to speed of service.

Nelson et al. [24] cited that marketing concepts of restaurant business is the key to win customer's satisfaction. Concepts and strategy that is customer oriented will actuate repeated patronage of customers.

Proactivity is the readiness to modify the structure of the business for the attainment of customer satisfaction. It involves development of

usual product, incorporating new ideas, swerving and twisting the process to create great pleasure to guest.

Seeking of feedback from customers can result in positive customer retention. The service provider should have a system to solicit feedback and complaints, deal with them passionately, rectify the defects immediately and analyze such mistakes to find out measures for their non-recurrence and implement the measures strictly [25].

Also, Josiam et al. [26] states that results of continuous research and evaluation of the operation of the business help the management to understand and to extend more efforts to satisfy customers.

According to Mojares [27], communication strategy such as adapting the likes and putting the personality of the customer to the business can attract more guests. Another more subtle way to show ability to adapt relates to technology. It makes the service quick and easy.

Roberto [28] cited that informing the guests of any problem that arise during their stay in a restaurant is highly appreciated. Late delivery of food and delay of service will result in loss of revenue.

It is cited in the paper of Apruebo [2] that quality of the product and services rendered should be the main focus of the business organizations to obtain customer satisfaction. Producing satisfaction have several benefits in quality movement.

Quality control is important in every business, be it goods or services. Quality control (QC) is the key requirements to produced quality standard. Step by step method and approach, specification and measures for development and maintenance to standard and control must be ensured.

METHODS

The researcher used the descriptive type of research to analyze the data that were gathered. There were nine (9) restaurants at municipalities in District IV of Batangas, legally registered, one of the criteria of the researcher in choosing the participants. The respondents were selected through purposive sampling including the 9 managers, 36 employees and 135 customers (1 manager, 4 employees and 15 customers per restaurant) from the nine restaurants among selected municipalities in District IV of Batangas, Philippines.

A survey questionnaire was used to gather data which were derived from objectives, rationale and literatures to support the topic then presented for validation. The researcher sought first the approval of

the restaurant owners and then questionnaires were personally distributed and retrieved.

The data analysis was limited to the use of the following statistical tools: Frequency Distribution and Percentage, Weighted Mean and Analysis of Variance (ANOVA).

The given scale was used to interpret the result of the data gathered: 3.50 – 4.00 = Very Efficient (VE)/Always (A); 2.50 – 3.49 = Efficient (E)/ Often (O); 1.50 – 2.49 = Less Efficient (LE)/Sometime (S); 1.00 – 1.49 = Not Efficient (NE)/ Never (N).

RESULTS AND DISCUSSION

Table 1. Percentage Distribution of the Restaurants’ Profile

Profile Variables	f	%
Number of Years in the Business	0 - 5 years	33.3
	6 – 10 years	22.2
	11 – 15 years	11.1
	16 – 20 years	11.1
	21 years and above	13.3
Number of Employees	1-10	11.1
	11-20	55.5
	21-30	11.1
	31-40	22.2
Seating Capacity	1-25	11.1
	26-50	22.2
	51-75	11.1
	76-100	22.2
	101-125	33.3

Table 1 presents the percentage distribution of restaurants’ profile in terms of number of years in operation, number of employees and seating capacity. Result means that some of the restaurants were established years ago and some are recently established caused by the rapid change and development of hospitality industry. Customer tends to revisit and trust restaurants that were established years ago. Also, employees have always played an essential role in every business. It will not survive without the workforce. Seating capacity is the determinant that turn on the total size of the venue and its purpose.

Table 2. Assessment of Restaurant on the Aspect of Kitchen Operation

Indicators	WM	VI	Rank
1. The kitchen can accommodate a maximum of 7-10 employees adequate for working	3.44	E	3
2. The kitchen is well equipped with a range, working table, sink with faucet, cabinets, drawers with lockers and refrigerators.	3.53	VE	1
3. Sinks are provided with proper drainage and grease traps to prevent clogging of pipes.	3.31	E	7

Table 2 (cont). Assessment of Restaurant on the Aspect of Kitchen Operation

Indicators	WM	VI	Rank
4. Electric fans and exhaust fans are installed for air circulation and proper ventilation.	3.27	E	9
5. The kitchen is properly lighted, well ventilated, screened and has exits.	3.47	E	2
6. Kitchen lay-out allows smooth traffic flow and employees can work freely without interference from others.	3.24	E	10
7. The kitchen rules and regulations are strictly implemented.	3.33	E	6
8. All cooking equipment are available.	3.36	E	5
9. Waste bins are provided with proper waste disposal signage.	3.38	E	4
10. Stock of ingredients are always complete.	3.29	E	8
Composite Mean	3.37	E	

Tables 2 and 3 show the operational efficiency of the restaurant in terms of kitchen operations and dining operations. Kitchen is well equipped with a range, working table, sink with faucet, cabinets, drawers with lockers and refrigerators. Efficient restaurant must equip with complete kitchen units. Buckley et al. [29] states that designing a kitchen, completing its equipment does not follow any formula or book set-up.

Table 3. Assessment of Restaurant on the Aspect of Dining Operation

Indicators	WM	VI	Rank
1. A relaxing ambiance is provided.	3.56	VE	2.5
2. Sustain cleanliness and hygiene of the dining area.	3.62	VE	1
3. There are adequate space for tables and chairs.	3.56	VE	2.5
4. Layout allows smooth traffic flow of customers.	3.13	E	10
5. Furnish complete amenities for service.	3.33	E	8
6. Administer proper entrance and exits for guests and staff.	3.38	E	6
7. Equip with washroom for guests.	3.40	E	5
8. The dining area can accommodate maximum of 50 guests.	3.42	E	4
9. Store enough supply of stocks for dining operation.	3.36	E	7
10. Equip with pantry for fast delivery of order.	3.18	E	9
Composite Mean	3.39	Efficient	

Likewise, employees can work freely without interference from others. Restaurants have a well-designed and organized kitchen and spacious layout

that can accommodate huge equipment and number of employees. Flessas et al. [30] discussed the process of analyzing the kitchen flow, physical layout, suggesting alternatives to make a better process for distributing efficient operation.

The dining area cleanliness and hygiene were sustained and layout allows smooth traffic flow of customers. Clean workplace should not only looks clean but a place which is actually germ free for everyone. In the study conducted by Yoo [31], cleanliness was the most observed. Customer's insight regarding the cleanliness compose of: interior design, set-up of areas including restroom with signage, employees personal hygiene and behavior and food condition.

The facility layout and design of the business must have a smooth traffic flow for the effectiveness and needs of workforce. According to Malekshahi [32], proximity of size of spaces between areas of lobby to the dining area, kitchen to the storage, function direction and special design for disable groups should be considered. Top most priority is to accommodate the volume of both guests and workforce from front and back of the house.

Table 4. Level of customer satisfaction

Indicators	Composite Mean	Verbal Interpretation
Product	3.25	Satisfied
Policies	3.27	Satisfied
Processes	3.23	Satisfied
People	3.34	Satisfied
Proactivity	3.18	Satisfied

Table 4 displays the level of customer satisfaction of the restaurant business in terms of product, policies, processes, people and proactivity. Food and Beverage products suit tastes palatability and good value for money. Taste, smell, mouth feel texture and over-all appearance influence the continuous choice of food. According to McCrickerd and Forde [33], sensory eating experience often controlled the intake of food based on the response of senses. Palatability is just one of the facet of sensory experience. Value for money is not only about the money itself. It is compose of the total package of the purchase effectiveness and quality services rendered to guests. Study made by Pantelidis [34] were noticeable for good value for money. A satisfied guest can make a good comment to extend his response to the value he received for his money.

Policies includes restroom is available and clean at all times and equipped with cash register for fast service. A clean restroom creates goodness, positive feeling and relation to the cleanliness of the whole business to guests. A routine that incorporates cleaning schedule can encourage more active engagement from the staff. Barber and Scarcelli [35] developed a scale to measure the cleanliness and sanitation of a restaurant, by visibility of insects in the area, shiny toilet bowl, available soap, toilet tissue and continuous water, floor cleanliness and most importantly odor of the area. Restaurants equipped with latest gadgets improves productivity in service and plays an important part of continuous economic growth. According to Sularto [36], the most important part of accounting applications in restaurants is the cashier application because consumers will soon pay their meal.

Processes include maintaining cleanliness and orderliness and providing entertainment like music or live band. Restaurant staff should know the importance of maintaining cleanliness and hygiene in the workplace and should be the first priority. According to Ababio [37], food handlers who used their bare hands from preparing and serving, used no color coded chopping boards were more prone to cross contamination. It is common practiced to wash hands before, during and after service. Likewise, whenever the guest enjoys the music playing in a restaurant, it creates a likely feeling and impression the same way when they tasted the food when they visited a place. Music is one of the easiest and priceless ways to improve the aura of any restaurant. According to Magnini and Parker [38], music can calm the customers who are waiting for their food or await their family/relatives or colleagues and will spent additional time on the restaurant.

Included in people were treating customer with a smile, warm greetings and proper hygiene and well groomed staff. No customer would want to feel ignored and should never be ignored. Customer who enters a restaurant should be acknowledged. In the study of Gasparyan [39], no matter what nationality, the smile means encouragement, warmth, tolerance and friendliness. The smile lightens the mood, cools the head and warms the heart of customers. Also, personal hygiene includes cleaning, sanitation and caring for the body. Maintaining and sustaining good personal hygiene includes taking a bath every day, washing your hands before and after service, brushing your teeth at least twice a day and wearing neatly

pressed and clean clothing. Cantalejo and Dinulos [40], stick to standard policy on staff using a seize and pressed uniforms, nails cut and maintained, wearing light make-up and perfume.

Proactivity includes consideration on health and safety of guest and staff and offering discount and promos on purchase. Security and wellness in the workplace assist organizations hinder injuries and ill-health at work. In the study of Rajini [41], people engaged in different work activities must worry on occupational safety, welfare and health/wellness. Inadequate instructions, preventive methods, education and poor design of machines, process and work environment are critical causes for overall health and safety hazards. Additionally, offering discount and promos on purchase capture attention of customers with advanced thinking of saving money. According to Yuan [42], one of the primary strategy for new product is to offer it in low cost with higher discounts.

Table 5. Problems Encountered in Kitchen Operation and Dining Operation

Kitchen Operation	WM	VI	Rank
1. Delayed delivery of stocks	2.80	O	1
2. Interchanging cost of commodities and supply	2.42	S	4
3. Shortage or low water supply	2.18	S	10
4. Lack of necessary equipment and machines	2.33	S	6
5. Malfunction of equipment and machines	2.36	S	5
6. Pilferage and left-over foods	2.29	S	8
7. Ventilation is not properly working	2.27	S	9
8. Lack of supplies for the operation	2.53	O	2
9. Waste segregation program not followed.	2.31	S	7
10. Clogged sinks resulting to delay of service	2.44	S	3
Composite Mean	2.39	S	

Table 5 shows the problems encountered in kitchen and dining operation. Supplies are important in the business. Tight integration of physical inventory will ready and advance the business to the changes that may occur. Water supply is as important as of perishable stocks. Practices like consideration on the source of supply, scheduled or continuous treatment of water used in the production will greatly guarantee the safety and quality of food produced. Gossling et. al. [43] presents the assessment view on the demand of water supply with rapid growth in tourism sector,

water consumption also increases but in totality, will not be relevant even if the industry continuously grow.

Table 5 (cont). Problems Encountered in Dining Operation

Dining Operation	WM	VI	Rank
1. Late arrivals of guests with respect to their reservation	2.04	S	9
2. Guest who made reservation but do not show up	2.13	S	6
3. Exceeding number of guests with respect to the capacity of the dining area	2.27	S	2
4. Inadequate parking space for guest and staff	1.91	S	10
5. Availability of tables and chairs at all times	2.24	S	3.5
6. Uncontrolled breakages and losses of items	2.13	S	6
7. Unconstrained pilferage and left-over foods	2.09	S	8
8. Delayed delivery of service to guests	2.22	S	5
9. Guests complaints on service and food	2.24	S	3.5
10. Difficulty in maintaining the cleanliness of the dining area and wash room	2.40	S	1
Composite Mean	2.17	S	

Restrooms cleanliness must be maintained and monitored. Managers and owners have to prepare a back-up plan when they experience exceeding number of guests especially on peak season and special occasions. Creating a well devised schedule can maximize the need for regular cleaning, maintenance and sanitation, to avoid restroom complaints. In the study of Yoo [31], all aspects in the business to keep the environment clean and make the food safe to everyone should be considered. Understanding the customers view of the cleanliness must be taken into account.

A great restaurant will ideally have its very own parking lot. Customers will simply drive on to another restaurant once they have nowhere to park their car. Lo et. al. [44] introduced a system composed of trending technologies like restaurant management, parking management, GPS navigation, and the Internet. Adopting automated control system for the parking management lessen difficulty for consumers when parking that will increase the return of guests to the establishment and credits the consumer selection. [45]. Also, Chen [46], suggested to increase and improve the size of the parking lot by having

partnership to the parking lots in the vicinity that will increase the expediency of customers who drive their cars.

The problems encountered by managers and employees were employee works with supervision at all time; lack of skilled manpower; uncontrollable tardiness of employees and deals ineffectively and unprofessionally with employees in other areas.

Good and strong supervision affects the output of work and creates positive organizational environment. It captivates and withhold talented employees. Gizaw et. al. [47] portrays that the supervision given by the managers or owners of the establishment nobly contributes to the knowledge, improved food hygiene and safety level of the servers. Learning to trust employees, furnish them with information related for making decision, giving feedback on their performances and make them feel important and recognized with rewards and benefits will ascertain their desire.

Skilled manpower is essential to carry out several development activities. A well-experienced worker equipped with qualifications and high educational background accepts responsibilities at all times. According to Subbarao [48], well trained and fully skilled employees guarantee the efficiency, highly quality of service in the development of a business. Khan [49], discussed the strategies to mitigate the inadequateness of skilled employee in the industry. Issues of lack of quality manpower must be faced by creating standard system of training and education.

Getting to work on time can be tough even to the best employees and as considered as tardiness. Some organizations allow their employees to make up the time they missed. Gupta [50] examined manifestation of withdrawal as a result of tardiness of employees. According to Chandrasekar [51], top management who opens communication and support each other with strong motivation build good workplace environment to every employees.

Table 6 shows the different problems usually encountered by the guest during their dining experience. Food are not properly heated or cooled before serving. Food temperature is very important in their dining experience. Heat impairs our ability to enjoy the flavor of food. Selection of food on menu is minimal. Menu selection provide unique guidance to customers. According to Tinne [45], Ozdimar and Caliskan [52], one of the strategy to enchant customers to dine in is to frequently upgrade menus by offering new, and improved selection of different

menu items. Menu is the one which leads the operation on what to produce, what are the stocks needed, ingredients to add, equipment to provide.

Table 6. Different problems usually encountered by the guests during their dining experience

Indicators	WM	VI	Rank
Product			
1. Expensive price of food.	2.85	O	2
2. Food are not properly heated or cooled before serving.	2.92	O	1
3. Selection of food on menu is minimal.	2.73	O	3
Composite Mean	2.83	O	
Policies			
1. Poor quality and slow of service.	2.39	S	1
2. Insufficient aisle space between tables.	2.33	S	2
3. Unavailability of preferred area of guest.	2.06	S	3
Composite Mean	2.26	S	
Processes			
1. Inadequate facilities and equipment	2.73	O	3
2. Equipment is not properly sanitized	3.19	O	1
3. Areas are not properly cleaned.	3.13	O	2
Composite Mean	3.02	O	
People			
1. Improper food handling.	2.43	S	1
2. Poor communication skills of employees.	2.24	S	3
3. Difficulty in handling guest complaints.	2.28	S	2
Composite Mean	2.32	S	
Proactivity			
1. Lack of feedback forms for evaluation of programs.	2.63	O	1
2. Deficiency on waste management/eco-friendly program.	2.38	S	3
3. Failure in adopting latest technology.	2.50	O	2
Composite Mean	2.50	O	
Over – all Composite Mean	2.59	O	

In terms of policies, guest experienced poor quality and slow service. Once the customers experienced poor service, negative comments will spread that often creates an impact to the selection of other guests. A poor service is not easily redeem. In the study made by Perutkova [53], interested customers are looking for fast service when it comes to food service/quick service restaurants. The management prioritize the speed in serving instead of the ambiance of the place or the food quality.

In processes, equipment is not properly sanitized. Customers are scrutinizing even the equipment sanitation. In the study of Ndife [54], HACCP guidelines were presented to lessen such incident on

the society of food poisoning. He listed procedures on how to clean and sanitize areas as well as equipment.

In terms of people, improper food handling and communications can be a barrier in their experience. According to Phillip and Anita [55], illegal actions and malpractice of food preparation flare the spread of food-borne illnesses. Programs and trainings should be laid to hinder food poisoning such as food hygiene, handling and attitudes of personnel.

In proactivity, lack of feedback forms for evaluation of programs. Customer feedback assists companies in determining what to improve in their product and services. It is relevant especially when they present new ideas and product or if they have comments regarding the rendered service. According to Gangi et. al. [56], customers are most confident in creating value through online. Those suggested ideas, product reviews, comments and feedback open an opportunity to business to be more engaged. In the study of Aguinis et. al. [57], feedback enhances the commitment, gives strong motivation for employees. However, when feedback are unseemly provided, results leading to harm is more evident. Constructed approach must be given to employees wherein their strengths are assessed to encourage them and negative feedback focusing on the soft spot and weaknesses must relay positively for development and motivation.

Table 7. Difference of Responses on the Assessment of Restaurant on the Aspect of Kitchen and Dining Operations When Grouped According to Profile Variables

Kitchen	F-value	p-value
Number of Years in the Business	2.137	0.081
Number of Employees	1.153	0.346
Seating Capacity	2.326	0.073
Dining	F-value	p-value
Number of Years in the Business	1.700	0.158
Number of Employees	0.931	0.456
Seating Capacity	1.655	0.180

*Significant at $p\text{-value} < 0.05$

Table 7 presents the difference of responses on the assessment of restaurant on the aspect of kitchen and dining operation when grouped according to profile variables. The researcher fails to reject the null hypothesis of no significant difference on the assessment of restaurant on the aspect of kitchen operation. This means that no difference exists and implies that different restaurant follows the same operation in the kitchen. However, no significant difference exists across each profile variables. The

result shows that restaurants have the same dining operation.

Action plan for continuous business operation enhancement on operational efficiency and customer satisfaction

The proposed action plan focuses on avoiding the shortage of stocks; upgrading and maintaining the facilities available on the restaurants; ensuring the smooth flow of operation without or minimal equipment malfunction; assessing the products overall impact to guests; intensifying the customer satisfaction activities and programs of restaurant business; and ensuring maximum efficiency of the employees

CONCLUSION

Majority of the restaurants are operating for five (5) years or less, having employees of 11 to 20 and with 101 to 125 seating capacity. Restaurants are efficient on the aspect of kitchen operations and dining operations. Customers are satisfied in terms of processes, product, proactivity, people and policy. Restaurants sometimes encountered problems in kitchen operation and dining operation. There is no significant difference in the operational efficiency of restaurant when grouped according to profile variables. The action plan for continuous business operation enhancement was proposed.

RECOMMENDATION

Management must implement a facilities maintenance and enhancement program to upgrade and maintain the facilities available on the restaurants and to provide complete lines of amenities for dining and kitchen area. Implementation of the 5S must be observed.

Ensure that every member of the workforce from the managers to the kitchen helper take solid, simultaneous and continuous training to remain outstanding in the highly competitive industry. Restaurant management may continually improve customer service through an effective system of customer feedback mechanism by conducting research on their customers.

Higher Education Institutions offering Hospitality Management Programs may include courses in customer satisfaction with emphasis on customer relations and service.

The restaurant owners may consider the implementation of venturing into ISO certification and National accreditation.

Future researchers may use this research for cross reference and further studies. Future study may be conducted using other variables to further confirm the result of the study.

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