

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

INFLUENCE OF SERVICESCAPE ON CUSTOMER
SATISFACTION AND REPATRONAGE INTENTION
TOWARDS THE ROCK BY COLOR STONES
RESTAURANT

ZAW WIN HTUT

EMBA II - 27

EMBA 18th BATCH

DECEMBER, 2022

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ACADEMIC YEAR (2019-2022)

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**Influence of Servicescape on Customer Satisfaction and Repatronage Intention towards The Rock by Color Stones Restaurant**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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December, 2022

ABSTRACT

The main purposes of this study are to examine the effect of servicescape factors on customer satisfaction towards The Rock by Color Stones Restaurant and to analyze the effect of customer satisfaction on repatronage intention towards The Rock by Color Stones Restaurant. Both primary and secondary data are used in this study. Systematic random sampling method is used to conduct personal interview with every 5th coming customer into the restaurant. Data Collection period is from 1st November to 30th November (3 days a week: Friday, Saturday and Sunday) in 2022. Structured questionnaire with 5-point Likert scale is applied for primary data collection. All four servicescape factors namely ambient conditions, spatial layout and functionality, signs, symbols and artefacts, and facility cleanliness have a strong positive effect on customer satisfaction. Among them, ambient conditions is the most effective factor on customer satisfaction. Findings indicate that customer satisfaction has a positive effect on repatronage intention of customers. The Rock by Color Stones Restaurant should be applied an effective kitchen exhaust filtration system based upon molecular filtration and the Heating, Ventilation and Air-Conditioning (HVAC) scent diffuser. To improve spatial layout and functionality, the fine dining should accommodate 20 square feet per person by taking into account space needed for traffic aisles, wait stations, cashier, etc. Illuminated signs from the wall or ceiling should also be hanged for directing customers to the bar, exit, rest rooms or the checkout counter. The Rock by Color Stones Restaurant should always ensure to clean and sanitize a work area before closing the restaurant and before starting to prepare food to preventing foodborne illness. Finally, the restaurant management of The Rock by Color Stones Restaurant should focus the servicescape of other restaurants in order to attract more customers and retain loyal customers.

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CHAPTER 1

INTRODUCTION

Nowadays, customers are seeking a memorable experience. The restaurant industry is one of the key contributors for the service sector in many countries. It is relatively competitive in nature with stiff competition within the industry due to an increasing number of new entrants offering differentiated food products and services. For the success of restaurant operations and the sustainability of the enterprise, restaurateurs try to create a pleasant atmosphere, pay attention to exterior and interior design, and provide excellent service to their customers. On the other hand, the customers are becoming more demanding and their needs are rather diverse (Stevens et. al., 1995).

Bitner (1992) introduced the term *servicescape* to define the context for a service encounter. It refers to several dimensions of the physical surrounding or built environment that impact on customers' satisfaction and behavior in service organizations such as restaurants. In other words it is described as the physical surrounding of a restaurant where service between employees and customers take place. It comprises of several elements such as; ambient conditions (temperature, air quality, noise, colour, lighting, music among others); Spatial layout and functionality (space and layout, equipment, furnishings and others); Signs, symbols and artefacts (signage, personal artefacts, style of décor).

Restaurateurs aim at enhancing the physical environment of their restaurants to provide these experiences. Service products usually consist of both tangible and intangible features. The Tangible elements consist of the physical environment which may include architectural designs, ambient conditions, style of decor and equipment. All these are considered as very important and are said to influence customer perceptions of the *servicescape*, which consequently leads to customer satisfaction. Service organizations which are able provide the most appropriate combination of both were likely to gain competitive advantage over others (Mohamed & Jaafar, 2013).

A restaurant with a pleasant ambience can influence customer satisfaction despite serving substandard food (Magnini & Parker, 2009). Wakefield and Blodgett (1996) argues that physical environment is an important determinant of customers' behavioral intentions when the service is primarily for hedonic purposes and customers spend moderate to long

durations in the physical surroundings. In the context of upscale restaurants, customers may spend several hours or more. The primary foodservice offering must be of acceptable quality, but pleasing and delighting physical environments which are lighting, décor, layout, employee appearance may determine, to a large extent, the degree of overall satisfaction and repatronage. Lastly, the importance of Servicescape varies among service providers.

Satisfaction affects the future behaviors of customers in that satisfied customers have repatronage intentions, recommend the restaurant to others, eat at the restaurant more often, offer positive word-of-mouth advertising, and are willing to pay more (Han & Ryu, 2009). Repatronage intentions refer to the probability that diners will return to the restaurant in the future (Wakefield & Blodgett, 1996). Satisfaction with the servicescape of the restaurant improves the customers' repatronage intentions.

1.1 Rationale of the Study

A highly competitive business environment in the restaurant sector makes it essential for restaurants to meet diner's expectation in order to survive in the long term. Customer satisfaction is essential to restaurant business because it can lead to repatronage intention of customers. Developing repatronage intention was seen as the necessary prerequisite for the future survival of the restaurant.

As the restaurant industry grows there is need for restaurateurs to focus on enhancing the physical surrounding of restaurants and not only focus on providing high quality food and service. Hospitality service is complex, thus restaurateurs should not only focus on offering high quality food and services but also other elements such as the physical environment. Through servicescape, restaurateurs can make a differentiation in their business and make their consumers interest and feel satisfaction.

Today's customers are seeking a memorable "experience," and servicescapes are an extremely important component of this experience. Therefore, the servicescape of a restaurant is among the key factors in attracting and satisfying customers in this food and beverage industry. It is an integral part of value proposition and service experience as it can attract attention very easily. In addition, it facilitates the customers' experience, but it also influences their first impressions before entering the restaurant or interacting with a staff member. Customers are the lifeblood of the restaurant, so looking at customer satisfaction

should be an ongoing, constant part of the responsibilities of a restaurant owner or manager. When the customers get a higher level of satisfaction, they are likely to visit the restaurant again. On the other hand, if the customers are not satisfied with the servicescape of the restaurants, they will not visit those restaurants again. Moreover, inefficient and poor servicescape and design of the restaurant will lead to frustrate both employees and diners. Good restaurant servicescape will help in achieving an overall positive impression of an excellent dining experience and also help in retaining diners. These indicate that the importance of servicescape in delivering service to customers in the restaurant industry, however, there is still a lack of empirical researches regarding servicescape of restaurants in Myanmar. Thus, restaurants have to care its servicescape factors.

During the COVID-19 pandemic, many Myanmar restaurants have used a plethora of techniques to visually showcase their commitment to cleanliness (e.g., personal protection equipment), enhanced way finding and signage, practiced physical distancing and minimized shared objects (e.g., moving to single-use service items). The growing consumer class of Myanmar has become an attractive developing market for restaurants. The increasing trend of eating out at restaurants has led to the growth of the restaurant industry. Hence, the number of restaurants has greatly increased in Myanmar over the past few years and there is high competition in the industry.

As one of the restaurants in Yangon, The Rock by Color Stones Restaurant faces high competition in the market. Therefore, it needs to know which servicescape factors lead to diner's satisfaction and repatronage intention. This study will focus on the servicescape factors of The Rock by Color Stones Restaurant in the context of customer satisfaction and repatronage intention.

1.2 Objectives of the Study

The two objectives of the study are:

- 1) To examine the effect of servicescape factors on customer satisfaction towards The Rock by Color Stones Restaurant
- 2) To analyze the effect of customer satisfaction on repatronage intention towards The Rock by Color Stones Restaurant

1.3 Scope and Method of the Study

This study mainly focuses on the effect of servicescape on customer satisfaction and repatronage intention to The Rock by Color Stones Restaurant in Yangon.

Systematic random sampling method is used to collect the structured questionnaire from every 5th coming customer into the restaurant. In additions, personal interview is conducted when necessary Data Collection period is from 1st November to 30th November (3 days a week: Friday, Saturday and Sunday) in 2022. Both primary and secondary data are used in this study. Structured questionnaire with 5-point Likert scale is applied for primary data collection. Secondary Data include previous research paper, text-books, websites and other related information resources from The Rock by Color Stones Restaurant. Descriptive method and linear regression method are used for data sampling.

1.4 Organization of the Study

This study consists of five chapters. Chapter (1) presents introduction, rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter (2) describes the theoretical background. Chapter (3) presents the Profile and Servicescape of the Rock by Color Stones restaurant. Chapter (4) describes analysis on customer satisfaction and repatronage intention towards the Rock by Color Stones restaurant. Chapter (5) presents conclusion, recommendation and suggestion for further study.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter is organized with three main sections: theories of service operation management, empirical studies and conceptual framework of the study.

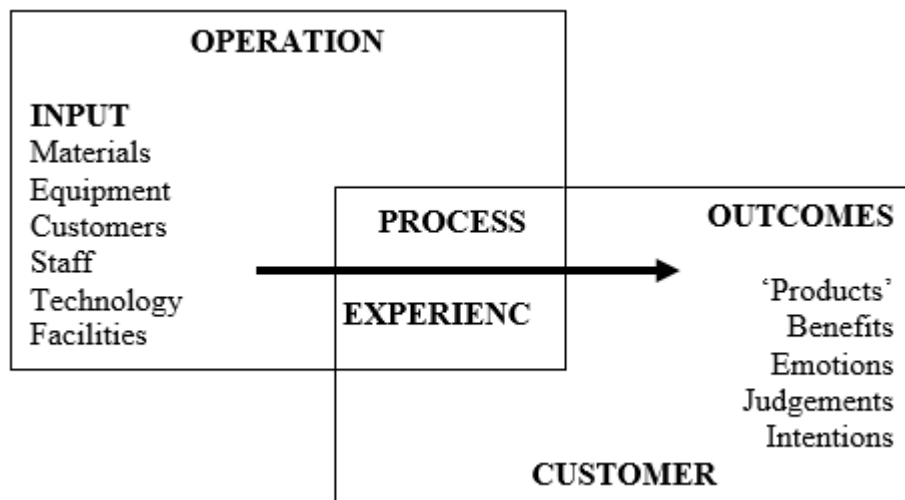
2.1 Theories of Service Operation Management

In this study, two main theories are reviewed to construct the conceptual framework of the study.

2.1.1 Two Perspectives on Service Process

Service process is typically evaluated or assessed from two perspectives: operation's service concept perspective and customer perspective. The concept of service provided (operation perspective) and service received (customer perspective) is depicted by (Johnston et. al., 2012) as shown in Figure (2.1).

Figure (2.1) Service Provided and Service Received



Source: Johnston et. al., (2012)

A key challenge (and sometimes a difficulty) for many managers in service operations is that they see things from an internal, organisational viewpoint, often referred

to as ‘inside-out’. There are two views regarding service concept: operation’s perspective and customer’s perspective.

(a) Operation’s Perspective

The operation’s perspective understands the service provided. It focuses on the inputs that have to be managed (including the customer – often seeing them as an ‘input’ to be processed rather than as a person) and making sure that all the processes are working well. Managers, quite naturally, spend their time worrying about managing their resources and processes, managing capacity, scheduling people, meeting performance targets and financial goals.

(b) Customer’s Perspective

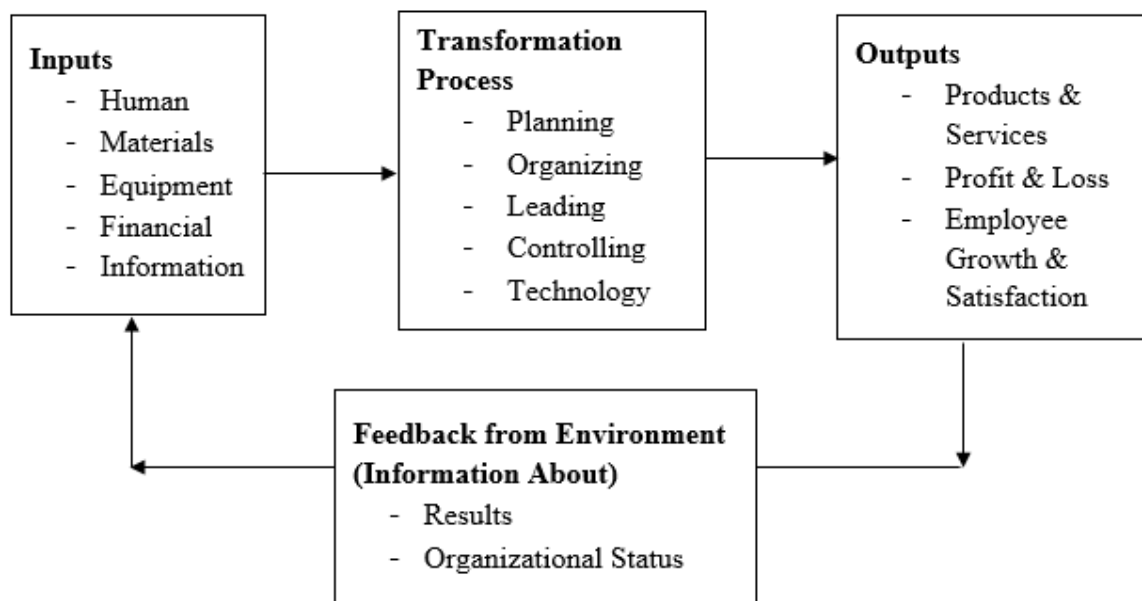
The customers will see (the same) things from a very different perspective, ‘outside-in’ according to Figure (2.1). They are interested in the service received, their experience and the outcomes such as how they feel, the ‘products’ they receive and how they benefit from the service. Customers of the service are less concerned with the management of resources, processes and targets; they want a good experience, they want to have a good outcome and to benefit from the service. The nursery staff may see their key activities as child development and education, whereas the parent (as customer) may see it as an expensive babysitting service while they are at work. These different views may cause some conflicts. For example, when the parent is held up at work they may expect a babysitting service to wait a while for them, whereas a teacher will expect the parent to be on time and make alternative arrangements should they be late. Managing the relationship with the customer, managing customer expectations and perceptions and delivering the customer experience are key challenges in managing service operations.

2.1.2 The System Theory

The origin of the system theory is from the study of biologist Ludwig von Bertalanffy (1982), and then it is applied at the organization and business contexts. System theory proposed two main points: system is a set of interrelated and interdependent elements and system is also a loop of input-process-output-feedback. With the system view

of organization, resources (financial capital, human capital and information) are the input to the process the process is the guideline of how to control and manage the different transactions of the organization to be effectively carried our (management function: planning, organizing, leading and controlling and the technology in this IT era) and the output is the result come services, profit of loss, and employee growth and satisfaction, which all can be combined as competitive advantage of the organization. Thus, in this IT age, technology adoption at the service industry is essential.

Figure (2.2) System View of Organization



Source: www.marks4english.staffs.com

Systems theory states that organizational success relies on synergy, interrelations and interdependence between different subsystems. It Emphasizes that the whole is greater than the sum of the parts, and that the parts or subsystems are related to each other and to the whole. As arguably the most valuable component of a company, employees make up various vital subsystems within an organization.

2.1.3 Key Concepts of Service Management

This study focused on some key concepts of service management as background theoretical concepts: Service concept, customer experience, servicescape and customer journey.

(a) Service Concept

The service concept defines what the organization does, what marketing have to sell and what the operations have to deliver. In a product-based organization this is usually straightforward; the product can be seen and touched. But a service is an activity or process and it is easy for various people inside the organization to have quite different views about what that process is. The service concept is an important way of capturing the nature of a service so that customers know what they are getting and staff understand what they are providing. The service concept can also be used to help develop new services.

The service concept is something very important to service organizations, but is often not articulated, shared or understood. It is something that is more emotional than a business model, deeper than a brand, more complex than a good idea and more solid than a vision. It is also something that can unite employees and customers and create a business advantage. A service concept should provide sufficient detail to make it clear what the organization is selling/providing and what the customer is buying/receiving. Thus the service concept represents the nature of the service offering, which guides operations staff and managers to know what to deliver and how to deliver it and helps marketing know what to offer to the customers or users. A service concept should provide sufficient detail to make it clear what the organization is selling/providing and what the customer is buying/receiving. Thus the service concept represents the nature of the service offering, which guides operations staff and managers to know what to deliver and how to deliver it and helps marketing know what to offer to the customers or users. The service concept can be used operationally to help design and specify the service and assess the operational implications of those design changes.

(b) Customer Experience

A customer experience is the customer's direct and personal interpretation of, and response to, their interaction and participation in the service process and its outputs, involving their journey through a series of touch points. A customer experience statement is a description of the customer's experience and the outcomes from the point of view of the customer. It needs to be written in an outside-in way, i.e. from the customer's point of view, including the emotions they should feel as a result of the experience and the benefits

they should get from it. This information should already be captured in the organization's service concept (Carbone, 2006).

A critical part of the experience statement is the identification of the emotions the organization wants their customers to feel, or more correctly, the emotions that their customers will want to feel as a result of the service. Aspects of the customer experience include: the degree of personal interaction, the responsiveness of the service organization, the flexibility of customer-facing staff, customer intimacy, the ease of access to service personnel or information systems, the extent to which the customer feels valued by the organization, the courtesy and competence of customer-facing staff and interactions with other customers (Pine et. al., 1998).

(c) Servicescape

The term servicescape is used to describe the physical surroundings of the service. The servicescape also influences the nature of the interaction between customers and between customers and employees. Seating arrangements or the amount of background noise, for example, may encourage or discourage conversation and/or interaction (Ford, 2011).

Bitner (1992) refers to the servicescape as the built environment or, more specifically, the man-made, physical surroundings as opposed to the natural or social environment. So the service environment, sometimes referred to as the servicescape, needs to be designed to create the right atmosphere for the service to fit with the service concept. He proposes that servicescape consists of three dimensions, including; Ambient Conditions that is temperature, air quality, noise, colour, lighting, music, scent and others; Spatial layout and functionality that is layout, equipment, furnishings; Signs, symbols and artefacts for example signage, personal artefacts, style of décor, among others. It is widely recognized that service environment comprises of both tangible (that is, buildings, equipment and furniture) and intangible for example, lighting, colours, music, air quality among other elements which make up the service experience (Hoffman & Turley, 2002).

(i) Ambient Conditions

Bitner (1992) also concurs and refers to ambient conditions as intangible aspects affecting individual responses to the environment and they include background characteristics of the physical environment such as lighting level, temperature, aroma, and background music among others. The importance of ambience to create an image and influence customer satisfaction is particularly pertinent in the hospitality industry (Ryu & Jang, 2008).

Wells and Foxal, (2012) on the other hand identified three primary dimensions of quality ambience in restaurants which influence customer satisfaction. These are ambient conditions (elements related to aesthetic appeal such as colour, lighting, music, among others); spatial layout and functionality; and signs, symbols and artefacts. Ambient elements are intangible background characteristics that tend to affect the all the five senses and may have a subconscious effect on customers. These background conditions include temperature, lighting, noise, music, and scent (Jain & Bagdare, 2011).

Kim et al., (2010) noted that ambient conditions are characteristic of the service environment that pertains to the five senses. Even when they are not consciously noted, they impact upon people's emotional well-being, perceptions and even attitudes. The resulting atmosphere then creates a mood which is perceived and interpreted by the customers. Ambient environment or atmosphere is composed of literally hundreds of design elements and details which have to work together to create desired service environment (Kim & Moon, 2009).

Aesthetic factors for example colours, lighting and artefacts are elements that can contribute to the creation of a restaurant environment that provides a positive dining experience to customers. According to (Bitner, 1992), individuals' perceptions of a restaurant servicescapes tend to include many aesthetics elements such as style of decor, furniture, pictures, paintings and architecture. Kuller et. al (2011) concurs that colour can contribute to the mood of a restaurant and that different colours and/or colour combinations can portray a different message or image to customers. In addition lighting can be one of the most powerful physical stimuli in restaurants, particularly in upscale restaurants (Ryu & Han, 2010). Countryman and Jang (2006) noted that first, lighting can be designed to guide people's movement through space and secondly lighting can be designed in such a way that it has a positive influence on the appreciation of a space, via the perception of that

space. However, (Dev & Heesup, 2011) argued that low temperatures are associated with negative affective status. Thus, there is need for classified restaurant to establish the role of the lighting dimension in creating patrons experiential value while dining out in a restaurant.

Hashin et. al (2011) asserted that, as music is such a key factor to setting the atmospherics in your restaurant, it is vital that the right style of music is played. They stated that loud, and fast music increases arousal, meaning customers tend to eat faster. Similarly, slow music makes customers drink slower, eat fewer bites per minute and make them more likely to order that extra glass of wine. In addition, (Wood & Allan, 2012) found out that customers tend to perceive that they spend less time in restaurants when there is music than when there is no music. A slower music tempo and lower volume has positive effect and can increase customer willingness to purchase and spend money more than fast music. Diners too spend more time and when the music matches their musical taste.

Noise is been classified as a non-musical sound. Sound is been perceived to be unpleasant if it is being noisy or loud. Kiryter (1985) argued that when sound is unexpected or is been perceived as been unpleasant if might lead to a negative emotion. If it is to silence, it might be as well unpleasant, balancing loud and regular sound might lead to a pleasant environment that can have a positive effect on the customer's behavior (Lin, 2004). Hui and Bateson, (1991) asserts that certain temperatures are associated with negative effect. This is also supported by (Bell & Baron, 1977) who argue that low temperatures for example around 62 °F are associated with negative affective states. Both heat and cold are more intense stimuli than temperatures that are considered comfortable. A positive association between high effective ambient temperatures and antisocial behavior has been demonstrated in laboratory experiments (Sundstrom & Sundstrom, 1989).

The internal air quality is often most affected by cigarette smoke, which can be remarkably offensive to nonsmokers. Nonsmokers have been found to respond to smoke-filled environs and smokers themselves in an emotionally charged manner (Jones, 1978). Han and Rye, (2010) adds that, temperature of the restaurant affects customers physiologically for instance if the temperature is too cold or too hot in the restaurant, customers will feel uncomfortable (Zelthaml & Bitner, 2006).

Ambient scents might also simply influence a customer's mood, emotion or subjective feelings (Jinsloo et. al., 2013). The influence of pleasant scents as a powerful

tool in increasing sales has gained much attention in the retail and restaurant businesses (Lin, 2004). Spangenberg et al, (2006) concur and assert that aroma in restaurants is one environmental factor that have shown to have influence on customer emotions and purchasing behaviour. They argue that when customers encounter a pleasant scent, they may experience some elevation in mood.

(ii) Spatial Layout and Functionality

Spatial layout refers to the way facility, equipment and furnishing are arranged, the size and shape of these items and spatial relationship among them (Han & Ryu, 2010). Functionality refers to the ability of the aforesaid items to facilitate customers' enjoyment and comfort. For instance the effective layout and functionality will provide for entry and exit and at the same time make ancillary areas like restrooms more accessible and this in turn creates a positive impression among the restaurant customers which leads to customer satisfaction (Harris & Goode, 2010).

Kim et al. (2012) too assert that spatial layout refers to the way in which objects for example machinery, equipment, and furnishings are arranged within the environment. Comfortable seats with ample space might reduce the feeling of being crowded. Seating comfort refers to the level of physical comfort desired from the seating quality and it is determined by the physical seat itself as well as the space between the seats (Chan, 2008). According to (Lap-Kwong, 2017), layout means the way in which objects which include machinery, equipment and furnishings are arranged within the environment.

(iii) Signs, Symbols and Artefacts

Signs and symbols refer to physical signs that may serve a symbolic role as well as provide cues for direction, and information about appropriate behaviour within the servicescape (Bitner, 1992). Signs, Symbols and Artefacts in the servicescape provide cognitive guidance in locating specific areas and physical features (Wakefield & Blodgett, 1996). Signage that gives implicit cues to customers about the restaurant's image, norms, and expected behaviors can play an important role in communication. Other aspects of interior design, such as ornamental signs, banners, pictures, and other fixtures, may also serve to enhance the perceived quality of the servicescape.

Décor (the quality of materials used in construction, artwork, and floor coverings) is a visual symbol used to create an appropriate atmosphere within the servicescape (Nguyen & Leblanc, 2002). Décor is important in the social setting of a restaurant such that it affects human behavior, particularly having an influence on social intimacy (Gifford, 1988). Similarly, décor can influence a customer's belief about whether a restaurant is trustworthy or not, expensive or affordable (Bitner, 1992), and successful or unsuccessful (Nguyen & Leblanc, 2002)

(iv) Facility Cleanliness

Cleanliness is a key aspect of servicescape (Wakefield & Blodgett, 1996). The absence of dirt (including dust, stains, and bad smells) is defined as cleanliness. There are two aspects of cleanliness, firstly, the state of being clean and free from dirt and secondly, the continuous cleaning-up process (Wakefield & Blodgett, 1996). The place needs to be cleaned before customers arrive and constantly cleaned throughout the operational hours. Cleanliness influences pleasant feelings and endears trust (Berta, 2005).

Similarly, cleanliness has been determined to be a significant factor for the revisit intention of customers (Hoffman et al., 2003). In the leisure and entertainment establishments where clients spend several hours in the premises, cleanliness is paramount for customer satisfaction (Wakefield & Blodgett, 1996). Restrooms and concession areas may become overflowing with trash and spilled drinks by the middle and latter parts of the event (i.e. the concert, the game, etc.). In these types of situation customers are likely to become dissatisfied.

Furthermore, cleanliness positively influences customer behavioural outcomes such as the intention to pay more and the intention to revisit (Lee & Kim, 2014). A clean and tidy place visually creates an image of professionalism and superior service (Gary & Sansolo, 1993). whether or not floors and carpets are clean, whether restrooms are polished and disinfected, whether or not concession areas are kept clean, and whether garbage cans are overflowing or if they are continually emptied, etc., will affect the perceived quality of the service facility.

From a management standpoint there are two aspects to cleanliness; pre-event preparation and ongoing clean-up. Ideally, a leisure service provider should not only work

to prepare the servicescape prior to customers' arrival, but should also monitor the servicescape and maintain cleanliness throughout the leisure service event.

2.2 Customer Satisfaction

Customer Satisfaction is defined as customers' perception of performance of the product or service in relation to his or her expectations (Schiffman and Kanuk, 2007). Customer Satisfaction refers to a belief which leads to the creation value for customers in managing their expectations, showing ability and responsibility to satisfy their needs (Usta et al., 2010). According Wai and Low (2005), customer satisfaction is important to determine the quality of service delivered to the customer through service or products. Oliver (1999) defined satisfaction as "the consumer's fulfillment response, the degree to which the level of fulfillment is pleasant or unpleasant".

Bowen and Chen (2001) stated that having a satisfied customer is not enough, but it must be accompanied by having a very satisfied customer. This is because customer satisfaction increases the number of loyal customers. According Bansal and Gupta (2001), building customer loyalty no longer deals with business because it is only way to build sustainable competitive advantage.

Satisfaction is commonly interpreted as a feeling which results in from a process of evaluating what has been received against what was expected from the purchase and usage of a product or service (Armstrong & Kotler, 1996). Bitner and Zeithaml (2003) stated that satisfaction is customer's evaluation of a service (or product) in terms of whether that service (or product) has met his/her needs and expectations. According to (Boselie et al., 2002) satisfaction is a positive and affective state of mind resulting from the appraisal of all aspects of a party's working relationship with another. Satisfied customers tend to be more loyal and they are less likely to move to the competitors (Baldinger & Rubinson, 1996). Keeping the shoppers happy and satisfied is an imperative for long-term business success.

Johnson, Anderson, and Fornell (1995) argue that customer satisfaction is a cumulative construct that is affected by market expectations and performance perceptions in any given period, and is also affected by past satisfaction from period to period. This definition is supported by (Fornell, 1992) who defined customer satisfaction as a function of customer expectation and perceived performance.

Conversely, if the consumer does not get any pleasurable and favourite fulfilment will make them dissatisfaction about products or services provided by restaurant. Therefore, those restaurants that are failing to meet a customer's need and want, it won't give the customer with any pleasurable and favourite fulfilment. Thus, the customer satisfaction is one of the important factors for the restaurant. According to (Noone, et al., 2007), there are many studies have addressed that the customer satisfactions are entirely direct linked to customer retention and the result was represented that if customers have more positive emotions toward the something then this will lead to satisfaction, whereas negative emotions like anger will lead to raising the customer dissatisfaction. In addition, the customer's emotions mostly might influence by extrinsic factor such as any kind of customer services that provided by restaurant.

Liu and Jang (2009) stated that interactions between services staff and customer in restaurants are very important thing as both of them emotions interact able to influence on customer's satisfaction. Customer satisfaction is normally largely dependent on perceived restaurant. According to Namkung and Jang, (2007), customers achieve the satisfaction if restaurant able to fulfil their establishment meets or exceeds those expectations. Whereas customer feeling dissatisfy if restaurant failure to fulfil establishment meet and also underperforms based on those expectations.

2.3 Repatronage Intentions

Repatronage intentions refer to notion that how likely a shopper will continue shopping at the same retail store in the future (Akbar, 2014). According to (Akbar, 2014), shoppers' repatronage intentions are known as revisit intention, continuance intention, and also customer retention. According to (Akbar, 2014) and several other researchers, there are several antecedents of repatronage intentions and one of them is Customer Satisfaction.

Repatronage intention is known as 'customers' revisit intention' or continuance intention that usually becomes an outcome variable in the context of retail operation, or synonymous as customer retention (Wakefield & Barnes, 1996). In other words, it refers to how likely a shopper will continue shopping at a retail store in the future. According to (Jones, et al., (2006), shopper's repatronage intention toward a retailer usually corresponds to customer's decision of choice. Furthermore, repatronage intention is seen as the individual's judgement about doing a repurchase from the same company.

Repatronage intention typically refers to the notion that how likely a shopper will continue shopping at a retail store in the future. Repatronage intention is quite similar to the repurchase intention germane to product consumption. According to (Jones, et al., (2006), shopper's repatronage intention toward a retailer usually corresponds to his/her 'decision of choice'. Repatronage intention also known as 'shopper's revisit intention' or 'continuance intention' is probably the most important outcome variable in the context of retail operation, since it is synonymous to customer retention (Wakefield & Barnes, 1996). Grace and O'Cass (2005) investigated several antecedents of customer's repatronage intention and found customer satisfaction to be the strongest one like other researchers (Babin & Darden, 1996).

Hellier et al. (2003) defined re-patronage intention as an individual's decision to revisit the same place or service provider. When a customer satisfied with the service provider, the probability for the customer to use the service again will high. Abdullah, Hambali, Kamal, Din, and Lahap (2016) found that good customer feedback can influence customers' intentional behaviour. Positive emotions occurred when the customer feel satisfied with the service provided. It leads to positive behavioural intention, such as re-patronage intention and willingness to recommend to others, generally known as word-of-mouth (Abdullah, et al., 2016).

2.3 Empirical Studies

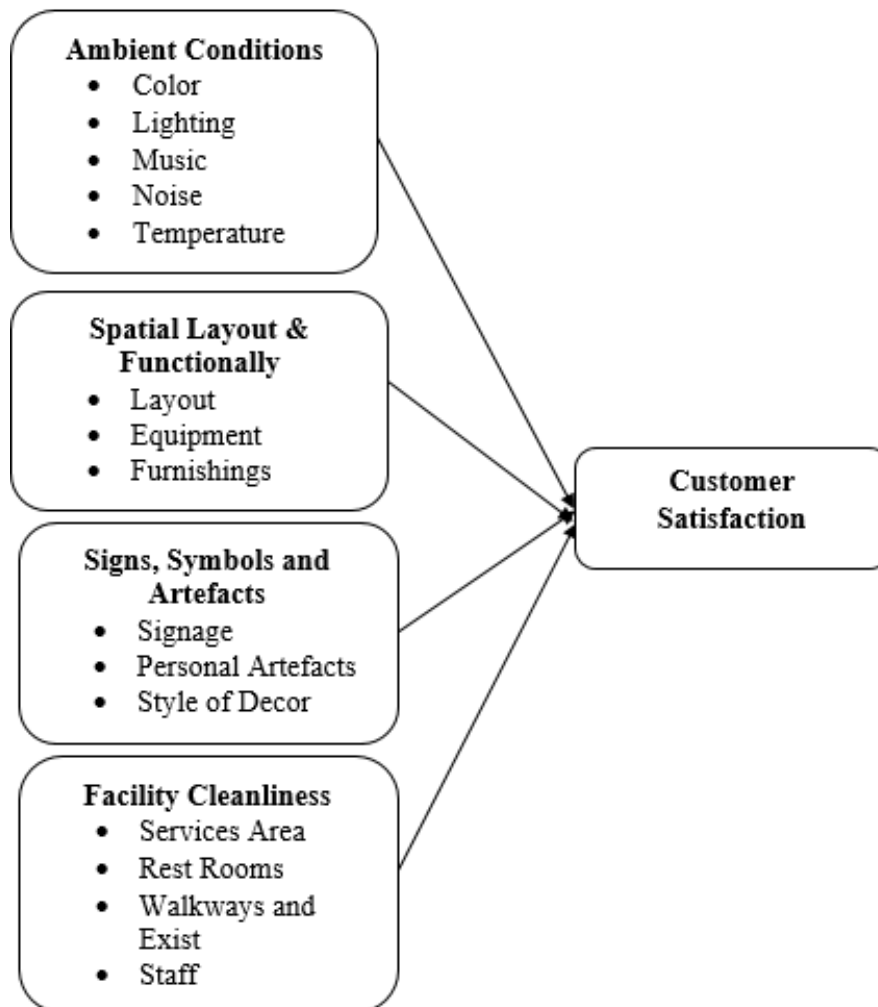
To develop the conceptual framework of the study, some previous research articles relating to servicescape, customer satisfaction, and repatronage intention. Many researchers including (Kamau, 2017) supported servicescape by developing his model. Yavetz and Rafaeli (2010) stated a model describing the effect of customer satisfaction on repatronage intention to the restaurant.

2.3.1 Review on Previous Paper of Kamau (2017)

Kamau (2017) conducted the research titled Influence of servicescape on Customer Satisfaction in Restaurants within Classified Hotels in Nairobi County, Kenya. The purpose of this study was therefore to assess the influence of servicescapes on customer satisfaction in restaurants within classified hotels in Nairobi County, Kenya. The study adopted a descriptive survey design.

The target population was all the 25 restaurants within the classified hotels. Sampling frame was drawn from customers who dine in these restaurants as well the restaurant managers. The sample size consisted of 384 customers and 22 restaurant managers, systematic sampling procedure was used to select the sampled customers while purposive sampling was used to select the managers. The researcher employed structured questionnaires, interview guides and observation checklists to collect data. Multiple regression analysis was also used to identify the best predictor variable for customer satisfaction. Figure (2.3) presents the conceptual framework of (Kamau, 2017).

Figure (2.3) Conceptual Framework of Kamau (2017)



Source: Kamau (2017)

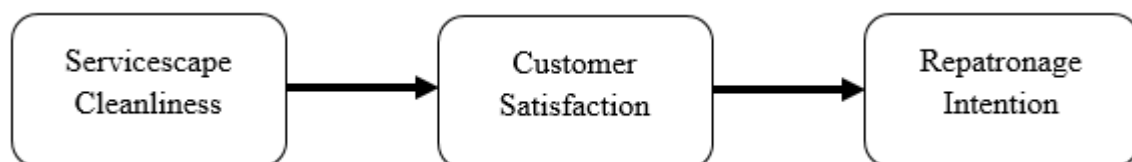
Findings revealed that customers were happy and satisfied with the ambient conditions; spatial layout and functionality; signs, symbols and artefacts as well as

cleanliness in the restaurants. Pearson moment correlation tests revealed that there was statistically significant relationships between ambient conditions; spatial layout and functionality; signs, symbols and artefacts as well as cleanliness and customer satisfaction. Results also revealed that the best predictor variable for customer satisfaction were the signs, symbols and artefacts, while gender was found to moderate the relationship between cleanliness and customer satisfaction.

2.3.2 Review on Previous Paper of Yavetz and Rafaeli

Yavetz and Rafaeli (2010) conducted the research titled the Effect of Servicescape Cleanliness on Customer Reactions. The goals of this exploratory research project were to contribute to the development of a theoretical understanding of consumer behavior, and to provide empirical findings that would confirm the importance of cleanliness in servicescapes. A sample of 80 consumers—40 restaurant patrons and 40 fast-food patrons—agreed to answer the questionnaire. Figure (2.4) presents the conceptual framework of (Yavetz & Rafaeli, 2010).

Figure (2.4) Conceptual Framework of Yavetz and Rafaeli (2010)



Source: Yavetz and Rafaeli (2010)

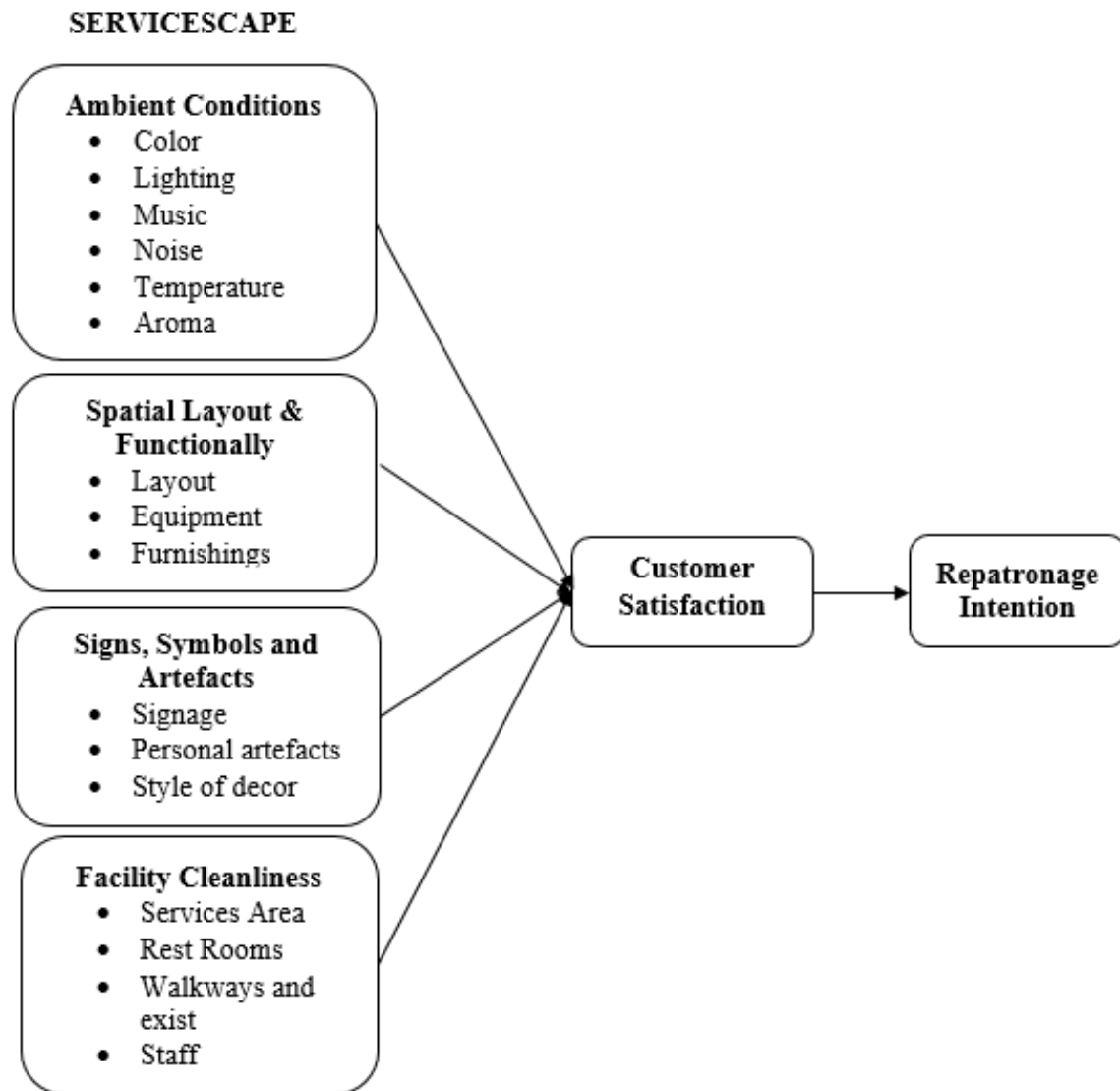
The findings demonstrated the importance of cleanliness in various servicescapes. Cleanliness was recognized as critical in specific servicescape contexts. Cleanliness was also found to be an important predictor of customers' reactions in contexts where it is not considered inherent to the service. The impact of cleanliness in a variety of services demonstrated its importance in managing customers' reactions and behaviors.

2.4 Conceptual Framework of the Study

According to the theoretical background, and two previous papers, conceptual framework of the study is developed. Independent variables include servicescape factors

such as ambient conditions, spatial layout and functionality, signs, symbols and artefacts, and facility cleanliness. Figure (2.5) presents the conceptual framework of the study.

Figure (2.5) Conceptual Framework of the Study



Source: Own Compilation (2022)

This conceptual framework of the study is developed by adapting two previous papers by (Kamau, 2017), and (Yavetz & Rafaeli, 2010). Servicescape and customer satisfaction variable are referred from the paper of (Kamau, 2017) while customer satisfaction and repatronage intention are referred from the paper of (Yavetz & Rafaeli, 2010). This study examines whether servicescape factors have effect on customer satisfaction. In addition, it also analyzes whether customer satisfaction will lead to repatronage intention to the restaurant.

CHAPTER 3

PROFILE AND SERVICESCAPE OF THE ROCK BY COLOR STONES RESTAURANT

This chapter presents the profile and servicescape of The Rock by Color Stones Restaurant. In addition, it presents the reliability test, and profile of the respondents based on the survey data.

3.1 Profile of The Rock by Color Stones Restaurant

The Rock by Color Stones Restaurant, established in 2000, is a multi-cuisine restaurant serving Thai, Chinese and Western foods. It has fine dining, and live music bar. In addition, it has night market in its compound occasionally. It is serving customers with 56 staff including waiters and cleaners. Opening hours are from 11:00 am to 11:00 pm. It is located at No. 34, Lay Daunt Kan Road, Yangon, Myanmar.

The Rock by Color Stones Restaurant is opened at a two story building. The ground floor is a fine dining area and upper floor is a bar with live music band. The food menu has 50 kinds of Asian food, 30 kinds of Western food and 70 kinds of Chinese food. It fills the raw meats and vegetables every 2 days to get fresh meat, fish and seafood. Available drinks include 20 types of cocktails, 20 types of whiskey, and 2 types of draught beer, 2 types of bottle local, 2 types of import, and 5 types of soft drinks and seasonal fruit juice. Full range of wine and champagne are also available.

Car parking is spacious and can accommodate at least 50 cars. Bar area has nightly live music shows of in-house singers. Occasionally, it arranges live music shows with popular singers. Moreover, it often hosts flexible events (example – Chinese New Year, Water Festival (Thingyan), Christmas, New Year, etc.). The outdoor area is an outdoor garden-style chill area. There are event halls and various events are organized. (Example: Birthday party, Staff party, Anniversary, Signing Ceremony, etc.).

3.2 Servicescape of The Rock by Color Stones Restaurant

In this section, servicescape of The Rock by Color Stones Restaurant is presented. Those servicescape includes ambient conditions, spatial layout & functionally, sign, symbols and artefacts, and facility cleanliness.

3.2.1 Ambient Conditions

The Rock by Color Stones Restaurant uses black and yellow wood as the theme color. The bar vibe is designed to attract all ages including middle-aged and old people. In addition, it is suitable to come with family members. Fine dining room and event hall only use black and white colors. As for light color, it is decorated with warm light colors that make customers feel comfortable.

Soft jazz and instrumental music are perfect choices for background music of the fine dining area. At the bar, customers can listen to many genres of music such as rock, pop etc. There is an open mic program every Sunday and customers can sing along with music band. Fine Dining and bar areas have designated non-smoking areas and smoking is only permitted in the outdoor garden area. The temperature is used to set at 25° C for the convenience of customers in the restaurant. Although there is some noise in the bar, there is less noise in the fine dining room since each table is separated by 6 feet from side to side and 2 feet from the back in the dining area. There are 2 special rooms and each room can accommodate about 10 people.

3.2.2 Spatial Layout & Functionally

The Rock by Color Stones Restaurant thoroughly sets frontend of the restaurant, which includes the entrance and reception, waiting area, cashier's desk, and dining area are well connected to the backend of the restaurant, which includes the restaurant kitchen, pantry, storage, and administration area. The entrance to the building is located to welcome patrons from a parking lot. There is a canopy over the entrance to signal the entrance of the restaurant. The kitchen is located away from the entrance to allow for a large open seating area and there is good visual connection between the kitchen door, the ordering station, the take-out counter and all the dining room seating. Hence, patrons do not get smell from the kitchen.

Inside the bar, wood table, and wood chair are set while in the fine dining area, steel structure with glass top table and sofa chairs are used. At the outdoor garden area, tank style tables and chairs are used. Fine dining accommodates 50 patrons while bar fits up to 100 people. Generally, garden area can accommodate 50 patrons. All the furnishings are customized to focus the convenience of the patrons. In addition, tables and chairs to the restaurant equipment are accommodated with enough space for work and movement. There is a host station located close to the entrance of the restaurant. The host will direct patrons to their seating on ground floor or up the stairs to bar. Both bar patrons or seated patrons in the fine dining can see the entry to the restroom area.

3.2.3 Sign, Symbols and Artefacts

The menu book is made with a leather cover. It presents food descriptions including food photos, summarized recipe and prices. The Rock by Color Stones Restaurant only uses ceramic tableware, stainless steel utensils, melamine chopsticks and disposable bamboo chopsticks. There are light boxes including retro neon signs for directions in the restaurant. All the signs, and symbols are written in English and large enough to see from anywhere in the restaurant.

The Rock by Color Stones Restaurant uses table mat to boast both elegance and durability. It also applies typography as decor. Moreover, restaurant is decorated with bold graphics, marquee letters, diagrams, and charts. It also employs skilful chefs for foods such as Chinese, Asian and Western. Those chefs prepares the foods with good presentations by using suitable plates, bows and other accessories. Bartender formulates and serves tasteful alcoholic or soft drink beverages.

3.2.4 Facility Cleanliness

In the kitchen, the food counters are divided into sections to prepare different kinds of foods. Two sets of uniforms are issued to each staff member. The restaurant employs enough staff including service staff, kitchen staff and security, and the helper. In addition, Service staff are required to wear jeans, sport shirts with restaurant logo and shoes. Floor corridors are cleaned at least once a day based on guest traffic and occupancy.

There are 6 rest rooms, 3 for men and 3 for women in the restaurant. The rest room is cleaned every 2 hours. The restaurant arranges member cards and discounts for regular customers. Platinum level members will get a 10 percent discount if they spend 3,000,000 in a month, and Gold level members will get a 5 percent discount if they spend 1,500,000 in a month.

3.3 Profile of Respondents

This section presents the profiles of respondents who filled and returned the structured questionnaire. Profile of the respondents is expressed by frequency and percentage in Table (3.1).

Table (3.1) Profile of Respondents

Sr. No.	Particular	Frequency	Percentage
	Total	110	100.00
1	Gender		
	Male	76	69.09
	Female	34	30.91
2	Age (Years)		
	Under 25	89	80.91
	26-35	17	15.45
	36-45	3	2.73
	46-55	1	0.91
3	Marital Status		
	Single	64	58.18
	Married	46	41.82
4	Education Level		
	Under graduate	86	78.18
	Graduate	21	19.09
	Post Graduate	3	2.73
5	Occupation		
	Company Employee	79	71.82
	Government Staff	5	4.55
	Business Owner	19	17.27
	Retired	7	6.36
6	Salary		
	300,001 ~ 500,000	14	12.73
	500,001 ~ 1,000,000	73	66.36
	Above 1,000,001	23	20.91

Source: Survey Data (2022)

According to Table (3.1), majority of the respondents are males as more males used to go night out with friends. Most of the respondents are under 25 years old and they used to visit restaurant or bar after work. In addition, they are single people and enjoy their free hours at outside. Regarding occupation, majority of the customers are company employees followed by business owners as the second largest group. Majority of the respondents earn from 500,001 Kyats to 1,000,000 Kyats. Hence, they can afford for their spending at the restaurant and bar.

3.4 Reliability Test

Reliability test concerns the extent to which a measurement of a phenomenon provides stable and consist result (Carmines and Zeller, 1979). The most commonly used internal consistency measure is the Cronbach Alpha coefficient. Questions are developed by using 5-point Likert scale. The result of the reliability test by Cronbach’s Alpha is presented in Table (3.2).

Table (3.2) Reliability Test

Sr. No.	Variable	No. of Items	Cronbach’s Alpha	Reliability Level
1	Ambient Conditions	7	.781	Reliable
2	Spatial Layout and Functionality	5	.725	Reliable
3	Signs, Symbols and Artefacts	6	.724	Reliable
4	Facility Cleanliness	5	.714	Reliable
5	Customer Satisfaction	7	.764	Reliable
6	Repatronage Intention	5	.786	Reliable

Source: Survey Data (2022)

According to Table (3.2), Cronbach’s Alpha scores are more than 0.7 for all items in the questionnaire. Therefore, the findings from the surveys are reliable and valid for this study.

3.5 Customer Perception on Servicescape of The Rock by Color Stones Restaurant

The servicescape factors can affect the satisfaction of the customers who are coming to The Rock by Color Stones Restaurant. In this study, servicescape factors include ambient conditions, spatial layout and functionality, signs, symbols and artefacts, and facility cleanliness.

(a) Ambient Conditions

Ambient conditions are the physical features that relate to the senses of sound, scent, temperature, size/shape perception, and lighting/colour scheme. Customer perceptions towards ambient conditions of The Rock by Color Stones Restaurant are presented in Table (3.3).

Table (3.3) Ambient Conditions

Sr. No.	Ambient Conditions	Mean Score	Std. Dev.
1.	Warm atmosphere color	3.25	1.09
2.	Appropriate Lighting	3.80	0.59
3.	Appropriate background music/sound	3.64	0.58
4.	Good Air quality in the Rock by Color Stones restaurant	3.65	0.61
5.	Comfortable Temperature in the Rock by Color Stones restaurant	3.75	0.60
6.	Appropriate odour/scent in the Rock by Color Stones restaurant	3.56	0.60
7.	Comfortable Noise level in the Rock by Color Stones restaurant	3.74	0.55
	Overall Mean	3.63	

Source: Survey Data (2022)

According to Table (3.3), most respondents agree that The Rock by Color Stones Restaurant use appropriate lightings since the restaurant is decorated with warm light colors that make customers feel comfortable. They also agree that temperature of the restaurant is comfortable temperature and they used to sit longer for relax, and business talks etc. The

Rock by Color Stones Restaurant sets at 25° C for the convenience of customers in the restaurant. Respondents also agree that the restaurant has appropriate scent. According to the overall mean score, respondents agree that The Rock by Color Stones Restaurant arranges the moderate level of ambient conditions.

(b) Spatial Layout and Functionality

Spatial layout and functionality refer to an arrangement of objects like furniture, machinery, equipment, and service areas that need by exhibitors in order to deliver the services. Customer perceptions towards spatial layout and functionality of The Rock by Color Stones Restaurant are presented in Table (3.4).

Table (3.4) Spatial Layout and Functionality

Sr. No.	Spatial Layout and Functionality	Mean Score	Std. Dev.
1.	Layout enabling to move around easily	3.83	0.57
2.	High quality furniture (e.g., dining table, chair)	3.73	0.59
3.	Sufficient chairs and tables	3.82	0.60
4.	Seating arrangement offering enough space	3.72	0.61
5.	Comfortable seats and dining tables	3.75	0.61
	Overall Mean	3.77	

Source: Survey Data (2022)

According to Table (3.4), most respondents agree that they can move around easily in The Rock by Color Stones Restaurant because the seating arrangement of the restaurant allows enough space. In addition, respondents agree that the restaurant arranges sufficient high quality comfortable chairs and dining tables since fine dining accommodates 50 patrons while bar fits up to 100 people. Generally, garden area can accommodate 50 patrons. According to overall mean score, respondents agree that they are satisfied with the spatial layout and functionality of The Rock by Color Stones Restaurant.

(c) Signs, Symbols and Artefacts

Signs, symbols and artefacts are ways that restaurants communicate with customers. They can be used to create awareness from customers because any materials help to facilitate customer awareness. Customer perceptions towards signs, symbols and artefacts of The Rock by Color Stones Restaurant are presented in Table (3.5).

Table (3.5) Signs, Symbols and Artefacts

Sr. No.	Signs, Symbols and Artefacts	Mean Score	Std. Dev.
1.	Attractive menu card/Brochures	3.74	0.60
2.	Visually attractive food presentation	3.75	0.57
3.	High quality tableware (e.g., glass, china, silverware)	3.71	0.58
4.	Attractive linen (e.g., table cloths, napkin)	3.73	0.60
5.	The directional signs to move in “The Rock by Color Stones Restaurant”	3.68	0.60
6.	Appropriate artefacts and decorations in “The Rock by Color Stones Restaurant”	4.08	0.47
	Overall Mean	3.78	

Source: Survey Data (2022)

According to Table (3.5), most respondents agree that they see the appropriate artefacts and decorations in The Rock by Color Stones Restaurant because the restaurant is decorated with bold graphics, marquee letters, diagrams, and charts. The restaurant uses ceramic tableware, stainless steel utensils, melamine chopsticks and disposable bamboo chopsticks. In addition, respondents agree that they can go around easily in the restaurant because The Rock by Color Stones Restaurant places light boxes including retro neon signs for directions in the restaurant. According to overall mean score, respondents agree that they are impressed with the signs, symbols and artefacts of The Rock by Color Stones Restaurant.

(d) Facility Cleanliness

Facility cleaning means the basic cleaning of the important areas such as surfaces, windows, walls, furniture, toilet, kitchens, cleanroom, etc. on a regular basis. Customer

perceptions towards Facility cleanliness of The Rock by Color Stones Restaurant are presented in Table (3.6).

Table (3.6) Facility Cleanliness

Sr. No.	Facility Cleanliness	Mean Score	Std. Dev.
1.	The Rock by Color Stones Restaurant maintaining clean food service areas	3.72	0.62
2.	The Rock by Color Stones Restaurant arranging clean rest rooms	3.74	0.60
3.	The Rock by Color Stones Restaurant maintaining clean walkways, corridors and exits	3.75	0.61
4.	Clean and neat restaurant	3.76	0.62
5.	The Rock by Color Stones Restaurant having neat and gracefully dressed staffs	3.67	0.61
	Overall Mean	3.73	

Source: Survey Data (2022)

According to Table (3.6), most respondents agree that The Rock by Color Stones Restaurant is clean and neat because the restaurant maintains clean walkways, corridors and exits. The restaurant cleans floor corridors at least once a day based on guest traffic and occupancy. Respondents also agree that there are clean food service areas and gracefully dressed staffs. They state that the rest rooms are clean since there are 6 rest rooms, 3 for men and 3 for women in the restaurant and the rest rooms are cleaned every 2hours. According to overall mean score, respondents agree that they are comfortable with the cleanliness of The Rock by Color Stones Restaurant.

CHAPTER 4

ANALYSIS ON CUSTOMER SATISFACTION AND REPATRONAGE INTENTION TOWARDS THE ROCK BY COLOR STONES RESTAURANT

This chapter presents the customer perception towards the servicescape factors of The Rock by Color Stones Restaurant. In addition, it presents the effect of servicescape factors on customer satisfaction. Finally, it includes the findings for the effect of customer satisfaction on repatronage intention towards The Rock by Color Stones Restaurant.

4.1 Analysis on the Effect of Servicescape Factors on Customer Satisfaction

This section analyzes the servicescape factors (Ambient Conditions, Spatial Layout and Functionality, and Signs, Symbols and Artefacts) on customer satisfaction by analyzing the data from 110 customers who visit The Rock by Color Stones Restaurant.

(a) Customer Satisfaction

Customer satisfaction depends on the servicescape of the restaurant. servicescape entails decorations, temperature, cleanliness, seating arrangement, noise level, speed of service, and food consistency according to menu. Customer satisfaction level is presented in Table (4.1).

Table (4.1) Customer Satisfaction

Sr. No.	Customer Satisfaction	Mean Score	Std. Dev.
1.	Enjoying spending time in “The Rock by Color Stones Restaurant”	3.73	0.63
2.	Enjoying decoration of “The Rock by Color Stones Restaurant”	3.76	0.60
3.	Enjoying the nice smell of “The Rock by Color Stones Restaurant”	3.71	0.60
4.	The Rock by Color Stones Restaurant provide pleasant moment	3.70	0.60
5.	The Rock by Color Stones Restaurant create relaxation and fresh	3.75	0.65
6.	Satisfied with the general atmosphere of the Rock by Color Stones restaurant	3.77	0.62
7.	Satisfied with services of the Rock by Color Stones restaurant	3.72	0.59
	Overall Mean	3.73	

Source: Survey Data (2022)

According to Table (4.1), most respondents are satisfied with the general atmosphere of The Rock by Color Stones Restaurant as the restaurant has warm lights, convenience temperature, and cleanness. They also enjoy the decorations, smell, table arrangements, and noise level of The Rock by Color Stones Restaurant. Hence, respondents are satisfied with the services of The Rock by Color Stones Restaurant. According to the overall mean score, customers agree that they have a moderate level of satisfaction regarding servicescape of The Rock by Color Stones Restaurant.

(b) The Effect of Servicescape Factors on Customer Satisfaction

This section analyses the effect of servicescape factors on customer satisfaction on The Rock by Color Stones Restaurant. To determine the impact of servicescape factors on customer satisfaction, multiple regression analysis is used, and the regression result is presented in Table (4.2).

Table (4.2) Effect of Servicescape Factors on Customer Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig
	B	Std Error			
(Constant)	-.188	.205		-.914	.363
Ambient Conditions	.347***	.072	.320	4.836	.000
Spatial Layout and Functionality	.194**	.076	.202	2.555	.012
Signs, Symbols and Artefacts	.289***	.088	.247	3.270	.001
Facility Cleanliness	.224***	.074	.237	3.048	.003
R Square	.792				
Adjusted R Square	.784				
F Value	99.737***				

Source: Survey Data (2022)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Ambient conditions has the expected positive sign, and the coefficient of the variable is significant with customer satisfaction The Rock by Color Stones Restaurant at 1 percent level. The positive effect means that the better ambient conditions leads to more customer satisfaction. The Rock by Color Stones Restaurant decorated with warm light colors and maintains comfortable temperature. Hence, customers enjoy at The Rock by Color Stones Restaurant and they used to sit longer for relax, and business talks etc.

Spatial layout and functionality has the expected positive sign, and the coefficient of the variable is significant with customer satisfaction of The Rock by Color Stones Restaurant at 5 percent level. The positive effect means that the better spatial layout and functionality leads to more customer satisfaction. The seating arrangement of the restaurant allows enough space so that people can move around easily. The Rock by Color Stones Restaurant also arranges sufficient high quality comfortable chairs and dining tables. Therefore, customers are satisfied with the convenient spatial layout and functionality of The Rock by Color Stones Restaurant.

Signs, symbols and artefacts variable has the expected positive sign, and the coefficient of the variable is significant with customer satisfaction of The Rock by Color

Stones Restaurant at 1 percent level. The positive effect means that the better signs, symbols and artefacts signs leads to more customer satisfaction. The Rock by Color Stones Restaurant is decorated with bold graphics, marquee letters, diagrams, retro neon signs for directions and charts. The restaurant has high quality ceramic tableware, stainless steel utensils, melamine chopsticks and disposable bamboo chopsticks. Therefore, customers are convenient while visiting the restaurant and they are satisfied with the signs, symbols and artefacts of The Rock by Color Stones Restaurant.

Facility cleanliness has the expected positive sign, and the coefficient of the variable is significant with customer satisfaction of The Rock by Color Stones Restaurant at 1 percent level. The positive effect means that the more facility cleanliness leads to more customer satisfaction. The Rock by Color Stones Restaurant maintains clean walkways, corridors and exits. There are clean food service areas and gracefully dressed staffs. Therefore, customers are convenient and satisfied with the cleanliness of The Rock by Color Stones Restaurant.

According to Standardized coefficient (Beta) score, ambient conditions is the most effective factor on customer satisfaction because the ambience in a restaurant plays an undeniably significant role in shaping the customers' overall dining experience.

4.2 Analysis on the Effect of Customer Satisfaction on Repatronage Intention

This section analyzes the servicescape factors (Ambient Conditions, Spatial Layout and Functionality, and Signs, Symbols and Artefacts) on customer satisfaction by analyzing the data from 110 customers who visit The Rock by Color Stones Restaurant.

(a) Repatronage Intention

Repatronage intention is important in the restaurant industry because it can determine the overall success of the business. Happy customers generate more positive feedback and reviews for the restaurant. Repatronage Intention of the customers towards The Rock by Color Stones Restaurant is presented in Table (4.3).

Table (4.3) Repatronage Intention

Sr. No	Repatronage Intention	Mean Score	Std. Dev
1.	Going to revisit “The Rock by Color Stones Restaurant” in the near future	3.81	0.59
2.	Giving recommend “The Rock by Color Stones Restaurant” to friends for gatherings	3.82	0.62
3.	Considering “The Rock by Color Stones Restaurant” as the first choice	3.63	0.62
4.	Having a strong intention to bring my family “The Rock by Color Stones Restaurant”	3.84	0.63
5.	Expecting to visit “The Rock by Color Stones Restaurant” restaurant more frequently	3.74	0.62
	Overall Mean	3.77	

Source: Survey Data (2022)

According to Table (4.3), most respondents have a strong intention to bring their families to The Rock by Color Stones Restaurant since they are satisfied with the services of the restaurant. In addition, respondents always recommend The Rock by Color Stones Restaurant to friends for gatherings. They are going to revisit The Rock by Color Stones Restaurant in the near future because the cleanliness, ambient conditions, and good signage attracts them. According to the overall mean score, respondents have a repatronage intention towards The Rock by Color Stones Restaurant.

(b) Effect of Customer Satisfaction on Repatronage Intention

This section analyses the effect of customer satisfaction on repatronage intention towards The Rock by Color Stones Restaurant. To achieve the desired objective, simple linear regression is applied and the result is shown in Table (4.4).

Table (4.4) Effect of Customer Satisfaction on Repatronage Intention

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig
	B	Std Error			
(Constant)	.610	.278		2.191	.031
Customer Satisfaction	.845***	.074	.739	11.408	.000
R Square	.546				
Adjusted R Square	.542				
F Value	130.134***				

Source: Survey Data (2022)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The variable of customer satisfaction has the expected positive sign, and the coefficient of the variable is strongly significant with repatronage intention at 1 percent level. The positive effect means that the increase in customer satisfaction leads to more repatronage intention. As customers are satisfied with the decorations, signage and cleanliness, they are comfortable at the restaurant. Hence, they have a strong intention to revisit The Rock by Color Stones Restaurant in the near future.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions. It also includes the suggestions and recommendations for servicescape of The Rock by Color Stones Restaurant to improve customer satisfaction and repatronage intention of the customers. Finally, it presents the need for further research.

5.1 Findings and Discussion

The main objectives of this study are to examine the effect of servicescape factors on customer satisfaction towards The Rock by Color Stones Restaurant and analyze the effect of customer satisfaction on repatronage intention The Rock by Color Stones Restaurant. Systematic random sampling method is used to conduct personal interview with every 5th coming customer into the restaurant. Data Collection period is from 1st November to 30th November (3 days a week: Friday, Saturday and Sunday) in 2022. Structured questionnaire with 5-point Likert scale is applied for primary data collection.

Regarding demographic data, majority of the respondents are males and they are under 25 years old. It is found that most of the respondents are single people and working as the company employees. They earn from 500,001 Kyats to 1,000,000 Kyats.

According to the regression result, all four servicescape factors namely ambient conditions, spatial layout and functionality, signs, symbols and artefacts, and facility cleanliness have a strong positive effect on customer satisfaction. Among them, ambient conditions is the most effective factor on customer satisfaction.

It is found that increase in ambient conditions of the restaurant leads to more customer satisfaction because fine dining room, bar and event hall of The Rock by Color Stones Restaurant are decorated with warm light colors and set comfortable temperature. Therefore, customers are satisfied with the ambient conditions of The Rock by Color Stones Restaurant.

Increase in spatial layout and functionality of the restaurant leads to more customer satisfaction since customers want good seating arrangements to move around easily. The

Rock by Color Stones Restaurant arranges good seating plan and use sufficient high quality comfortable chairs and dining tables. Thus, customers are satisfied with the spatial layout and functionality of The Rock by Color Stones Restaurant.

Regression result indicates that increase in signs, symbols and artefacts of the restaurant leads to more customer satisfaction since customers like high quality materials such as tableware. The Rock by Color Stones Restaurant is decorated with bold graphics, marquee letters, diagrams, retro neon signs for directions and charts. In addition, it has high quality ceramic tableware, stainless steel utensils, melamine chopsticks and disposable bamboo chopsticks. Therefore, customers are convenient and they spend much time while visiting The Rock by Color Stones Restaurant.

Regression result also shows that increase in facility cleanliness of the restaurant leads to more customer satisfaction because Restaurant cleanliness is considered one of the most significant conditions when customers evaluate overall restaurant quality or decide their levels of satisfaction. The Rock by Color Stones Restaurant maintains clean walkways, corridors, rest rooms and exits. In addition, there are clean food service areas and gracefully dressed staffs. There are clean food service areas and gracefully dressed staffs. Therefore, customers are comfortable with the cleanliness and they are satisfied while visiting The Rock by Color Stones Restaurant.

Findings indicate that increase in customer satisfaction leads to more repatronage intention of customers. As customers are satisfied with the ambient conditions, decorations, signage and cleanliness, they are comfortable at the restaurant. Hence, they have a strong intention to revisit The Rock by Color Stones Restaurant.

5.2 Suggestions and Recommendations

The Rock by Color Stones Restaurant should prioritize the ambient conditions first in order to improve customer satisfaction and repatronage intention of customers. It should be applied an effective kitchen exhaust filtration system based upon molecular filtration. The kitchen ventilation system should also be designed to prevent condensing atmospheres in the exhaust duct, upstream of the filters. It should also be equipped a clever gizmo known as the Heating, Ventilation and Air-Conditioning (HVAC) scent diffuser. By choosing a “signature scent” in the restaurant, it can reinforce customers’ memory of the brand.

To improve spatial layout and functionality, the fine dining should accommodate 20 square feet per person by taking into account space needed for traffic aisles, wait stations, cashier, etc. For safety reasons and to allow for the free flow of traffic for diners and servers, the traffic path between occupied chairs should be at least 18 inches wide. The Rock by Color Stones Restaurant should be set the floor plan to leave at least 4–5 feet per table, including chair space. This allows for free movement of servers between stations and the kitchen. This spacing also provides enough comfortable room for the guests to move around. By doing the right seating and floor plans, customers will be more convenient to move around in the restaurant.

Regarding Signs, Symbols and Artefacts, The Rock by Color Stones Restaurant should apply bright neon signs that will attract customers and let them know if the restaurant is open or closed. It should place an A-frame sign inside the door to direct people to seat themselves or explain how to order. It should also hang illuminated signs from the wall or ceiling directing customers to the bar, exit, rest rooms or the checkout counter. By placing visible directional signs, customers will be more convenient to find and go to the place they want.

The Rock by Color Stones Restaurant should always ensure to clean and sanitize a work area before closing the restaurant. The food stations should also be cleaned and sanitized again before starting to prepare food to preventing foodborne illness. In addition, napkins, and tablecloths should always be cleaned daily. The restaurant management should set a scheduled time for cleaning. This should be at the end of each employee's shift. Moreover, restrooms should be checked hourly. By maintaining the cleanliness, customers will be more satisfied and will have strong repatronage intention.

Finally, the restaurant management of The Rock by Color Stones Restaurant should focus the servicescape of other restaurants in order to attract more customers and retain loyal customers.

5.3 Limitations and Need for Further Study

This study only focuses on the effect of servicescape on customer satisfaction and repatronage intention to The Rock by Color Stones Restaurant in Yangon. It does not cover the servicescape of other restaurants. Hence, further study should pay attention to the servicescape of other restaurants to cover the whole restaurant industry. In addition, the

further study should focus the demographic factors of the customers and Coivd-19 pandemic so that it will cover the customer satisfaction and repatronage intention towards restaurant during this period.

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APPENDIX A

QUESTIONNAIRE SURVEY

Dear Sir/Madam,

The purpose of this questionnaire is to collect data on the **Influence of Servicescape on Customer Satisfaction and Repatronage Intention towards The Rock by Color Stones Restaurant** as part of my academic research study for the MBA at YUE. I appreciate your valued time in responding to the questions and assure you of confidentiality and privacy.

Section A: General Information

1. Gender

- Male Female

2. What is your age?

- Under 25 26-35 36-45 46-55 Above 55

3. Marital Status

- Single Married

4. Education Background

- High School Undergraduate Graduate Post Graduate
 Others.....

5. Occupation

- Company Employee Government Staff Business Owner
 Retired Others.....

6. Salary

- 300,001 ~ 500,000 300,001 ~ 500,000 500,001 ~ 1,000,000
 Above1,000,001

Section B: SERVICESCAPE

Please state level of your agreement on each statement by providing the most relevant number.

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Ambient Conditions

No	Items	Scale				
		1	2	3	4	5
1.	Colors used create a warm atmosphere.					
2.	Lighting is Appropriate.					
3.	Background music/sound is appropriate.					
4.	Air quality in The Rock by Color Stones Restaurant is good.					
5.	Temperature in The Rock by Color Stones Restaurant is comfortable.					
6.	The odour/scent in The Rock by Color Stones Restaurant is appropriate.					
7.	Noise level is comfortable.					

Spatial Layout and Functionality

No	Items	Scale				
		1	2	3	4	5
1.	Layout makes it easy for me to move around.					
2.	Furniture (e.g., dining table, chair) is of high quality.					
3.	There are sufficient chairs and tables in The Rock by Color Stones Restaurant.					
4.	Seating arrangement gives me enough space.					
5.	Seats and dining tables are comfortable.					

Signs, Symbols and Artefacts

No	Items	Scale				
		1	2	3	4	5
1.	Menu card design/Brochures are attractive.					
2.	Food presentation is visually attractive.					
3.	Tableware (e.g., glass, china, silverware) is of high quality.					
4.	The linen (e.g., table cloths, napkin) are clean and attractive.					
5.	The directional signs give guidelines on how to move in this Rock by Color Stones restaurant.					
6.	Artefacts and decorations in The Rock by Color Stones Restaurant are appropriate.					

Facility Cleanliness

No	Items	Scale				
		1	2	3	4	5
1.	The Rock by Color Stones Restaurant maintains clean food service areas.					
2.	The Rock by Color Stones Restaurant maintains clean					
3.	The Rock by Color Stones Restaurant maintains clean walkways, corridors and exits.					
4.	The staff in The Rock by Color Stones Restaurant are clean and neat.					
5.	The employees are neat and gracefully dressed.					

Customer Satisfaction

No	Items	Scale				
		1	2	3	4	5
1.	I enjoy spending time in The Rock by Color Stones Restaurant.					
2.	I like the decoration of The Rock by Color Stones Restaurant.					
3.	I like the nice smell of The Rock by Color Stones Restaurant.					
4.	The Rock by Color Stones Restaurant provide pleasant moment					
5.	The Rock by Color Stones Restaurant create relaxation and fresh for me.					
6.	Satisfied with the general atmosphere of The Rock by Color Stones Restaurant.					
7.	I am satisfied with services of The Rock by Color Stones Restaurant.					

Repatronage Intention

No	Items	Scale				
		1	2	3	4	5
1.	I would like to revisit The Rock by Color Stones Restaurant in the near future.					
2.	I would recommend The Rock by Color Stones Restaurant to friends for gatherings.					
3.	I would consider The Rock by Color Stones Restaurant as my first choice.					
4.	I have a strong intention to bring my family to The Rock by Color Stones Restaurant.					
5.	I would more frequently visit The Rock by Color Stones Restaurant.					

APPENDIX B

Effect of Servicescape Factor on Customer Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 ^a	.792	.784	.18386

a. Predictors: (Constant), Facility Cleanliness Mean, Ambient Conditions Mean, Signs, Symbols and Artefacts Mean, Spatial Layout and Functionality Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.486	4	3.371	99.737	.000 ^b
	Residual	3.549	105	.034		
	Total	17.035	109			

a. Dependent Variable: Customer Satisfaction Mean

b. Predictors: (Constant), Facility Cleanliness Mean, Ambient Conditions Mean, Signs, Symbols and Artefacts Mean, Spatial Layout and Functionality Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.188	.205		-.914	.363
	Ambient Conditions Mean	.347	.072	.320	4.836	.000
	Spatial Layout and Functionality Mean	.194	.076	.202	2.555	.012
	Signs, Symbols and Artefacts Mean	.289	.088	.247	3.270	.001
	Facility Cleanliness Mean	.224	.074	.237	3.048	.003

a. Dependent Variable: Customer Satisfaction Mean

Effect of Customer Satisfaction on Repatronage Intention
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.542	.30589

a. Predictors: (Constant), Customer Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.177	1	12.177	130.134	.000 ^b
	Residual	10.106	108	.094		
	Total	22.282	109			

a. Dependent Variable: Repatronage Intention Mean

b. Predictors: (Constant), Customer Satisfaction Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.610	.278		2.191	.031
	Customer Satisfaction Mean	.845	.074	.739	11.408	.000

a. Dependent Variable: Repatronage Intention Mean