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REPORT

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Bachelor of Hospitality Management Thesis

Solutions enhancing guests' satisfaction about service quality at The Ashima Nguyen Trai, District 1, Ho Chi Minh City

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Wishing you always live a healthy life, full of positive energy and success in your work.

Sincerely,
Authors of the thesis.

Abstract

This study investigates the affect of service quality on customer satisfaction at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City. The topic focuses on applying quantitative methods to measure and evaluate customer satisfaction with service quality at restaurants. A survey was conducted with 157 valid respondents. This research will identify key customer issues and recommend specific solutions to improve their experience. By using measurement tools such as surveys, statistics, and data analysis, this topic promises to provide a detailed insight into the current state of service quality and propose measures—specific solutions to enhancing guests' satisfaction at The Ashima Nguyen Trai restaurant.

Key words: guests' satisfaction, F&B quality, service environment, responsiveness, guests' value, service delivery system, The Ashima Nguyen Trai restaurant

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List of abbreviation

F&B	Food and Beverage
SE	Service environment
R	Responsiveness
GV	Guests' value
SDS	Service delivery system
GS	Guests' satisfaction

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CHAPTER 1 - INTRODUCTION

Chapter 1 opens the research paper, providing a comprehensive overview of the problem to be researched, including fundamental information contributing to the research problem, research object and objectives, and the significance of the research. Besides, chapter 1 also shows the structure of the research topic and its new contributions.

1.1. Background

1.1.1. Background of the F&B Industry in the World

The Food and Beverage (F&B) industry, an integral component of the global economy, is a diverse and dynamic sector encompassing the production, distribution, and consumption of food and beverages. This field also plays a crucial role in employment generation worldwide. The F&B industry can be broadly categorized into various segments, including restaurants, cafes, fast-food chains, catering services, and more. Its growth is fueled by the rising global population, urbanization, and an increasing trend toward dining out and food delivery services. Moreover, the industry's competitiveness is heavily influenced by factors such as food quality, service quality, pricing, and branding. Accordingly to the topic of the research, the authors will provide an overview and more focus on the restaurant industry in some big countries around the world. In 2022, total food service and drinking place sales in the United States reached around 975.9 billion US dollars (Statista, n.d.). The result is in May 2022, the United States has over 2.1 million waiters and waitresses, according to Statista. During the same time period, there were around 1.3 million restaurant chefs and approximately 613,070 bartenders in the United States. Meanwhile in Japan, in 2021, the market size of the food service industry is up to about 17 trillion Japanese Yen, generating revenue of about 6.8 trillion Japanese Yen. As of 2022, the restaurant industry in Japan has provided employment for about 3.71 million people.

Globalization has also led to a fusion of culinary traditions and cuisines, resulting in a vibrant and diverse restaurant landscape. Moreover, the advent of digital platforms and mobile applications has revolutionized the way customers access and interact with restaurant establishments. These platforms facilitate online reservations, food delivery, and reviews. As a result, by 2022, sales generated through food delivery services accounted for 7% of the

restaurant industry in Japan. Additionally, according to the most recent poll from November 2022 in Russia, more than 30% of restaurant representatives claimed that 26 to 50% of their orders were for delivery (Statista, n.d.).

1.1.2. Background of the F&B Industry in Vietnam

Vietnam is a rapidly developing nation in Southeast Asia and has experienced remarkable economic growth in recent years. The F&B industry especially in the restaurant industry has been a significant contributor to this growth, driven by the country's burgeoning middle class, increased urbanization, and evolving consumer preferences. Vietnamese consumers are becoming increasingly discerning, seeking quality dining experiences, and exploring a variety of international cuisines. Grasping this change, many food service establishments have been built. Specifically, by 2022, there were more than 338 thousand food and beverage businesses across Vietnam (Statista, n.d.).

The restaurant industry in Vietnam is characterized by a diverse culinary heritage, therein, traditional Vietnamese dishes, such as pho, banh mi, and spring rolls, have gained global popularity, contributing to the country's reputation as a food destination. Furthermore, the government's efforts to promote tourism have led to a surge in the number of international visitors, creating opportunities for the growth of the restaurant industry. However, challenges such as food safety concerns, competition, and changing customer expectations have also emerged as key considerations for industry stakeholders.

1.1.3. Background of the Food and Beverage Industry in Ho Chi Minh City

Ho Chi Minh City, the economic and cultural hub of Vietnam, is home to a vibrant and competitive F&B industry specifically is restaurant industry. As the one of country's largest city, it serves as a microcosm of the nation's culinary diversity and evolving consumer trends. The city's F&B scene is characterized by a wide range of dining options, from street vendors and traditional eateries to upscale restaurants and international franchises. Ho Chi Minh City's restaurant industry benefits from its strategic location, attracting both tourists and locals alike. The city's rich cultural heritage and cosmopolitan atmosphere contribute to the dynamic culinary

landscape. Moreover, the advent of technology and the proliferation of food delivery services have transformed the way residents and visitors access food services in the city. Of the more than 338 thousand food and beverage establishments across Vietnam, more than 57% of food and beverage establishments in Vietnam are located in the South of the country (Statista, n.d.).

In 2023, culinary magazine The Guide Michelin came to Vietnam and conducted a culinary review. As a result, Ho Chi Minh City has 16 restaurants honored in the Bib Gourmand list (Restaurants that are both unique and affordable) out of a total of 29 restaurants and businesses (cafebiz, n.d.). This result partly emphasizes the special importance of service quality in becoming a critical factor in retaining customers and achieving sustainable success in this competitive market.

In the context of this backdrop, this research paper aims to explore and propose solutions to improve customer satisfaction with service quality at The Ashima Nguyen Trai restaurant, a prominent brand in providing healthy natural foods in Ho Chi Minh City's F&B industry. The findings of this study are expected to provide valuable insights for not only The Ashima Nguyen Trai restaurant but also for F&B businesses in the broader Vietnamese.

1.2. Rationale for Choosing the Topic

Realizing the potential and rapid development of the F&B industry in general and the restaurant industry in particular, the authors carried out the research project "Solutions Enhancing Guests' Satisfaction about Service Quality at The Ashima Nguyen Trai, District 1, Ho Chi Minh City". The authors decided to conduct research at The Ashima Nguyen Trai restaurant because we understood the meaning and value that the brand founder wanted to bring to customers. That is to create a peaceful place, luxurious space, delicate care and enjoy the quintessential flavor of natural mushroom hotpot - a hotpot good for health and beauty. The authors always want to spread healthy cuisine to all consumers, especially in the context of many fast-food restaurants appearing, this desire becomes even stronger. In order to help restaurants better understand customers, the authors surveyed the factors that affect their satisfaction with service quality and collected 157 valid samples.

In addition, the SERVQUAL model (Parasuraman et al., 1988) is one of the commonly used models when evaluating service quality. However, in the restaurant context in Ho Chi Minh City or specifically in District 1, the authors found that very few studies have been conducted based on this model. Therefore, this research topic was carried out with the aim of providing another aspect in applying and adapting the SERVQUAL model to suit the restaurant context.

1.3. Research Objectives

1.3.1. General Objective

The research project determines the factors affecting guests' satisfaction about the service quality at The Ashima Nguyen Trai restaurant in Ho Chi Minh City through evaluation methods and guests' satisfaction surveys. Based on data analysis, the authors will propose solutions and recommendations that the restaurant can apply to enhance guests' satisfaction about service quality at The Ashima Nguyen Trai restaurant. As a result, providing better service quality and improving guests' satisfaction

1.3.2. Specific Objectives

There are three main objectives, which include:

- Identify and analyze the factors affecting the service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City.
- Identify and analyze the factors affecting guests' satisfaction about service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City.
- Propose solutions to enhance guests' satisfaction about the service quality at the Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City.

1.4. Research Questions:

To achieve the research goal, the topic needs to focus on solving questions:

- ❖ First, what factors affect the service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City?
- ❖ Second, what factors affect guests' satisfaction about the service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City?
- ❖ Third, what specific solutions or improvements can be implemented at The Ashima Nguyen Trai to enhance guests' satisfaction?

1.5. Research Subjective and Research Scope

1.5.1. Research subjective

1.5.1.1. Research subjective

Solutions enhancing guests' satisfaction about service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City.

1.5.1.2. Survey Objective

Customers who are using or used to use the service at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City.

1.5.2. Research Scope

➢ Research place: The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City.

➢ Time to collect data, information, and business results of The Ashima Nguyen Trai restaurant: during 5 years (from 2018 to 2022).

➢ Time to carry out the research: from September 5th, 2023 to December 2023.

➢ Time to conduct survey: one month from October 14th to 12 November

➢ Expected number of valid respondents: 200

1.6. Research Method

Research in economics is conducted using quantitative research methods. The quantitative research methods for the study on "Solutions enhancing guests satisfaction about service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City" encompass a two-fold approach. Firstly, a comprehensive literature review is undertaken to establish a theoretical foundation, drawing insights from scholarly articles, internal data, and primary newspapers. This step critically evaluates existing knowledge on service quality in the restaurant industry, identifying gaps and laying the groundwork for the subsequent survey. After the scale was formed, the authors conducted small interviews with experts in the F&B field to check the scale's suitability against reality and make adjustments before conducting the survey.

Secondly, the authors utilized convenient sampling for both online and offline channels is conducted to collect primary data and already collected 157 valid samples. The survey focuses on specific service quality elements such as food quality, service responsiveness, ambiance, and

cleanliness,... We have opted for a quantitative research approach, employing a survey form featuring a 5-level Likert scale to gather numerical data. The collected data will undergo comprehensive analysis using SPSS software. This analytical process encompasses descriptive statistical analysis, evaluating the reliability of variables through Cronbach's Alpha, identifying latent factors through Exploratory Factor Analysis (EFA), conducting the Pearson analysis to check the correlation between variables, then using linear regression analysis to test the hypotheses of the proposed model and finally evaluating the factors affecting guests' satisfaction about service quality at The Ashima Nguyen Trai restaurant by using descriptive statistical methods. This methodological choice ensures a robust examination of the data, allowing for a nuanced understanding of the relationships between variables and facilitating the identification of underlying factors influencing guest satisfaction at The Ashima Nguyen Trai restaurant. The study concludes with recommended strategies prioritized by the level of influence, providing actionable insights for The Ashima Nguyen Trai restaurant to enhance its services and elevate overall customer satisfaction.

1.7. Research meaning

The results of the project are a premise reference information channel to help The Ashima Nguyen Trai restaurant have a more authentic basis for factors affecting service quality and customer satisfaction, thereby proposing solutions. Intervention solutions and further enhance customer satisfaction with service quality at the restaurant. At the same time, the results of the project also contribute to future research authors having more information in researching solutions to improve customer satisfaction in the service industry, especially the restaurant segment. The results of the project will also be a useful source of reference information for future research on using the SERVQUAL model to evaluate service quality in the restaurant context in Viet Nam.

1.8. Research outline

The report will include five chapters as follows:

- *Chapter 1: Introduction*

This chapter will provide an overview of the restaurant industry in some big countries and Vietnam. Besides, the authors present the reasons for choosing this topic, research objectives, research questions, research subjective, research scope, research method and research outline.

- *Chapter 2: Literature review*

In this chapter, the authors will present a theoretical foundation for the research topic and propose a research model with hypotheses.

- *Chapter 3: Methodology*

After providing general information about The Ashima Nguyen Trai, the authors will build and complete the scale of the proposed model in this chapter. Then, small interviews with experts will be conducted in order to adjust and supplement the measurement scale.

- *Chapter 4: Analyses and findings*

In this chapter, the authors will present the results of the survey process and data analysis by using SBSS software, and evaluate the scale and the influence of different variables.

- *Chapter 5: Conclusion and recommendations*

Based on statistical results, the authors will answer research questions and provide solutions to help The Ashima Nguyen Trai restaurant improve guests' satisfaction in terms of service quality. In addition, this chapter also points out some limitations and shortcomings of this research.

CHAPTER 1 - SUMMARY

In Chapter 1, the authors provided an overview of the F&B industry context from broad to narrow. The highlighted content of this section includes basic information such as the research problem, subjects, research objectives and significance of the research. In addition, the authors also presented the structure of the research topic and its new contributions in this chapter.

CHAPTER 2 - LITERATURE REVIEW

Chapter 2 presents an overview of the fundamental theoretical foundations surrounding the research issue. Prerequisite research models and research models related to the research topic are also mentioned. In addition, chapter 2 also introduces the research model as well as research hypotheses for the topic.

2.1. Theoretical background

2.1.1. Service Quality

As stated by Gefan (2002), service quality is determined by customers' personal comparison of the service quality they want to receive and what they actually receive.

The SERVQUAL model, introduced by A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry in 1985, is a research methodology used to assess consumer expectations and perceptions of service quality. The model consists of five dimensions: tangibles, access, courtesy, competency, reliability, competence, responsiveness, credibility, security, and knowing the consumer. The model has been reduced from 10 to 5, now focusing on reliability, assurance, tangibles, empathy, and responsiveness.
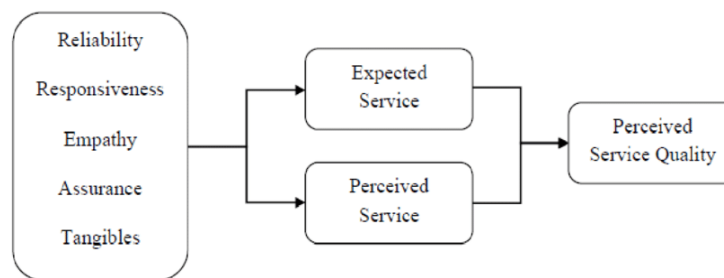
Figure 2.1.1 SERVQUAL Model

(Source: Parasuraman et al., 1988)

1.   **Reliability:** This refers to the business's ability to deliver the service with accuracy and consistency. It determines whether the business met its commitments or not.

2.   **Assurance:** This aspect relies on the business's staff. Whether or not they have expertise in creating credibility and trust in the eyes of the customer. It demands proper knowledge and dedication.

3.   **Tangibles:** Physical infrastructure, machinery, employees, and communication resources are all included in this dimension.

4.   **Empathy:** This component relates to how much consideration and importance the company accords to client needs and requests.

5.   **Responsiveness:** This factor is associated with the business's ability and willingness to assist clients and deliver on-target service as committed.

According to the definition, services are different from tangible things in that they are not generally sensed or touched tangible objects. More specifically, intangibility means that services are performances that the client is the only one to have access to. A service cannot be produced and stored for later use if it is perishable. Heterogeneity refers to the fact that a producer's effectiveness and a consumer's impression vary frequently from one producer to another, from one client to another, and from one day to the next. Services are therefore inconsistent and unavoidably variable.

Exploration of enhancing service quality has continued to be the main focus of research throughout the years. One of the inseparable factors of customer satisfaction is service quality in the service industry as a whole and the Food & beverage field in particular. Both in business and academics, the terms quality and satisfaction can be used interchangeably, as if they were fundamentally the same evaluative concept. The definitions mentioned earlier indicate the two are quite similar. The differences between them, however, are of interest to various scholars (cf. Dabholkar, 1993; Gotlieb, Grewal, & Brown, 1994). For instance, according to some academics researching service quality, quality may be evaluated over a longer period of time and is more general than satisfaction (Bitner & Hubbert, 1993; Parasuraman et al., 1988).

In contrast, some studies on customer satisfaction contend that quality is the more precise assessment and a factor in satisfaction, the more comprehensive review (Oliver, 1993). Service Quality is a strategy used by businesses to continuously improve the processes, products, and

services they provide. Customer satisfaction will go up alongside increasing levels of service quality offered by the business, and in reverse (Marnovita, 2020). Perceived service quality was described by Parasuraman, Zeithaml, and Berry (1985) as "a general judgment, or attitude relating to the superiority of a service." and stated that the degree and nature of the gap between consumer perceptions and expectations are reflected in the evaluation of service quality.

According to experts, in order to reach the target level, consumer expectations must be modified to reflect the services offered by service providers (Thomas, 1999). Additionally, Tjiptono, 2016 defines quality of service as a measurement of how well the level of service can meet consumer expectations. The capacity of certain organizations or companies to fulfill expectations or desires based on the requirements of clients or visitors determines the quality of service.

Customers are either satisfied or dissatisfied with the service quality, or both. Customer satisfaction can only be assessed through themselves, and businesses can know the level of customer satisfaction with the services they provide through consulting customers. by means such as interviews, and questionnaires. The degree of satisfaction determined through questionnaires in evaluating the quality of a service is known as a dimension or indicator of quality of service (Risdah, 2019).

2.1.2. Guest Satisfaction

Customer Satisfaction is frequently ascertained as a significant factor that reflects the service quality that the business provides. This is because when the service is quality enough to satisfy customers, it tends to create a feeling of satisfaction with what they expect the firm to provide them. Whereas if the service quality is poorly provided, customer satisfaction will inevitably decrease significantly

According to Johnson et al. (1995), customer satisfaction is defined as a customer's total assessment of the purchase and consumption of a good or service. Additionally, the degree to which a customer experience generates pleasant emotions is known as Customer Satisfaction (Rust & Oliver, 1994). It's never simple to make customers pleased. It's equally challenging to keep them satisfied for a long time. However, you can never be completely certain if your

customers will be fulfilled or not, even if you believe your product or service is of high quality. After all, a brand's ability to satisfy its clients depends on a wide range of criteria. The truth is that until businesses can figure out how to satisfy their customers' demands, their firm is not going to achieve success. Additionally, service providers need to be aware of the various wants of clients so that they can enhance their products and service's features and design.

The measure or indication of Customer Satisfaction is whether or not the performance fulfills or exceeds expectations, whether or not the performance falls short of the expectations of the potentially unsatisfied consumers, and whether or not the customer is satisfied or delighted (Kotler 2006). The customer satisfaction model is a collection of deterministic equations that attempts to measure how satisfied consumers are with a business's goods, services, or general performance. The model is an effective tool for businesses to use when deciding how to modify, enhance, or upgrade their products and services in an effort to satisfy customers.

The Kano Model of Customer Satisfaction: Professor Noriaki Kano first came up with and developed the Kano Model in 1984. It was created as a result of a study into the different elements of goods and services that satisfy consumers. The Kano Model is a methodology for determining a product's most crucial characteristics and their anticipated contribution to increasing customer satisfaction. Additionally, it demonstrates the connection between customer satisfaction levels and service features.
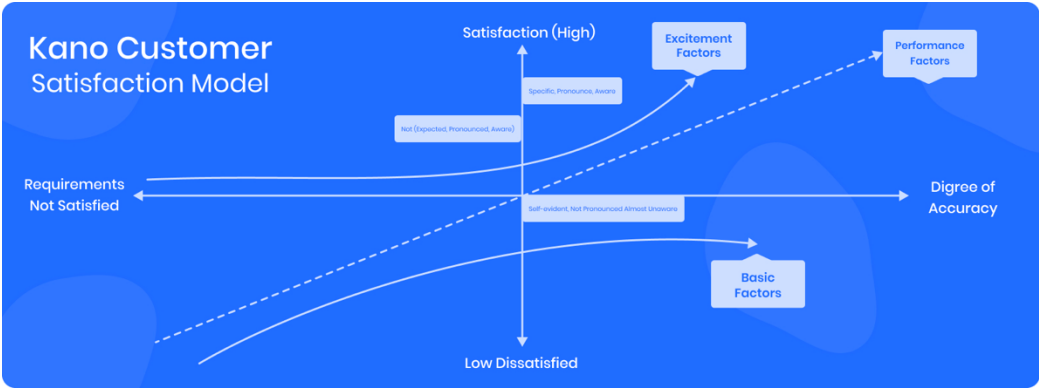
Figure 2.1.2 Kano Model of Customer Satisfaction

(Source: Noriaki Kano, 1984)

- **Basic Factors**: As the name indicates, these are fundamental product characteristics that customers demand and are key to their satisfaction. Customers will be displeased if they are absent.

- **Performance Factors:** Customers are always willing to pay for a product for its performance attributes, and these aspects deliver an equivalent increase in customer satisfaction.

- **Excitement Factors:** Overcoming customer expectations and ultimately persuading them of a product and brand are attractive qualities. A wow impact can be produced by even the smallest change to a product feature.

- **Indifferent Factors**: Regarding the level of enjoyment, these qualities may not be significant. They frequently go unnoticed and frequently only apply to a very narrow customer base.

Mention the Hospitality industry, especially the restaurant industry, to determine whether the product or service a restaurant is providing is qualified or not, businesses will evaluate based on the level of customer satisfaction (Johnson & Fornell cited in Gustafsson et al., 2005). When customers are satisfied, they tend to stick around for a long time and bring more profits to the business industry (Eshghi et al. 2007). According to Oliver (cited in Jayson 2023), Satisfaction is a summary psychological state that occurs when emotions surrounding disconfirmed expectations combine with a consumer's prior feelings about a consumption experience.

That means customers have evaluated the business, or specifically the restaurant, through the information they have access to, and from there, the guests' perceptions are formed even before they arrive and truly experience at the restaurant. And this feeling also plays a big part in deciding whether or not they will come to experience the restaurant. If performance exceeds expectations, the customer will be positively disaffirmed (satisfied), or if performance does not meet expectations, the customer will be negatively disaffirmed (dissatisfied). (Oliver cited in Nicholas et al., 2023). In the service industry, it may include factors such as service setting, atmosphere, and staff performance.

Furthermore, the service is also inconsistent (Robert C. Ford, 2004), which sometimes increases customers' expectations (or reduces them) but when the actual experience does not meet them (or exceed them). This problem is like a double-edged sword. According to Oliver (cited in Jayson 2023), Satisfaction is a summary psychological state that occurs when emotions surrounding disconfirmed expectations combine with a consumer's prior feelings about a consumption experience. If the service quality is well managed and stably maintained, it will create a "wow" effect for customers. If it is poorly handled, it will reduce customer satisfaction. Therefore, many studies have suggested that customer satisfaction is an important key to competitive advantage.

2.2. Proposed Research Model and Hypothesis Development

2.2.1. The Proposed Research Model

SERVQUAL is a concise multi-item scale for assessing consumer perceptions of service quality that was developed by Parasuraman and his colleagues from 1985 to 1988. In the process of developing the scale, they have made efforts to design an instrument that can be applied to a broad spectrum of services. According to Svensson (2002), this model is quite comprehensive and can be used in many different contexts. From then until now, numerous authors have already applied the SERVQUAL model to many fields and industries to better comprehend the service expectations and perceptions of customers and, as a result, improve and enhance the service. As a result, the authors selected the SERVQUAL scale as the theoretical foundation upon which to create and develop the research model and examine the factors affecting guests' satisfaction with service quality at The Ashima Nguyen Trai restaurant, District 1, and based on that, propose solutions to enhance it.

Notably, although widely applicable, it seems to lack a specific method or systematic process for managers to measure and evaluate service quality in a service interaction from both sides, that is from the perspective of both the service provider and the customer (Svensson, 2002). Managers in service industries need effective tools and procedures to assess and improve service quality. They require methods that allow them to understand how well their employees are delivering service, as well as how satisfied customers are with the service they receive. The absence of a clear method or procedure for this bi-directional evaluation can make it challenging for managers

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to make informed decisions and enhancements to improve service quality. Therefore, many other authors have adapted the SERVQUAL model to different contexts.

For example, Andaleeb and Conway (2006) indicated that assurance and empathy are two dimensions that did not have a great significance in the restaurant industry, and in parallel, discovered that reliability, the quality of food and the staff's response was more crucial and appreciate in the food industry.
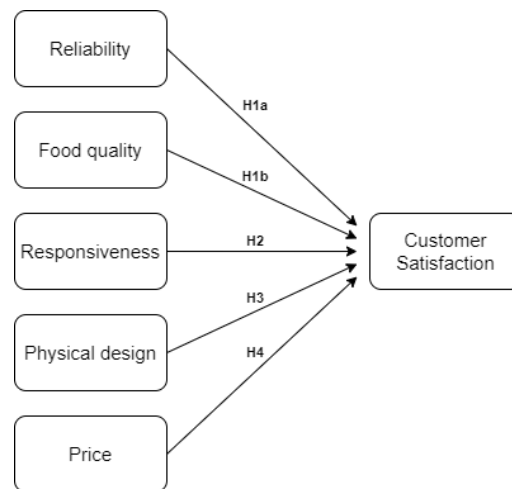
Figure 2.2.1.1 Research framework in Customer satisfaction in the restaurant industry: an examination of the transaction-specific model

(Source: Andaleeb and Conway, 2006)

Additionally, Lee (2016) proposed the HEALTHQUAL model following a meticulous research process and references to various healthcare-related models. These referenced models include Healthcare Service Quality (HCSQ) by Myer (1969) as well as service quality measurement models such as SERVQUAL (Parasuraman et al, 1988) and SERVPERF (Cronin and Taylor 1992). According to the author, the HEALTHQUAL model was developed to provide a more accurate and suitable measurement method in the context of modern healthcare. Notably, this model integrates assessment factors from three different perspectives: the patient's viewpoint, evaluations from certifying bodies, and insights from hospitals. Consequently, this model has the potential to suggest effective strategies for improving and enhancing quality. Therefore, this model is considered an example of adjusting the SERVQUAL model for the healthcare sector.
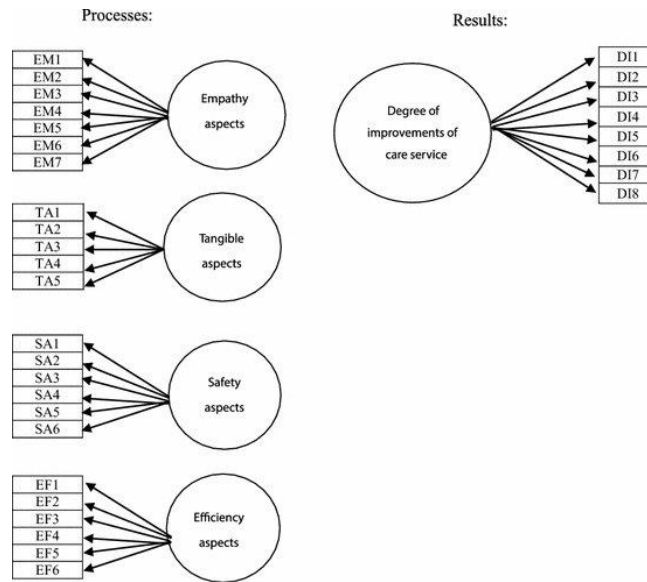
Figure 2.2.1.2 The proposed measurement items for HEALTHQUAL

(Source: Lee, 2016)

Accordingly, based on the restaurant context, the authors eliminated the assurance dimension. Based on the definition of Parasuraman et al. (1988), assurance is the combination of some original dimensions including communication, credibility, security, competence, and courtesy. It is the way that employees deliver their knowledge and courtesy to their customers to experience the company service or goods with peace of mind. This dimension is significant primarily in industries that have a high level of risk involved in each purchase or payment for a prepaid service whose outcome is difficult to predict or understand. For example, in the retail market, the company must have policies to ensure the benefits of the customer and the representative employee will properly communicate it to customers so that they can feel secure in making purchasing decisions. In conjunction with that, in the banking industry, the main factor that makes customers choose to trust and feel secure in using the service is the professionalism, high professional knowledge, and polite attitude of the staff. Therefore, assurance does not seem to play an important role in the restaurant industry. Additionally, the use of instruments such as "you feel safe when you are in the transaction with the restaurant" or "you choose the restaurant because the behavior of the workers instills confidence in you"(both statements deduced from SERVQUAL) doesn't feel to be suitable for the restaurant field (although the two factors of knowledge and courtesy mentioned in this dimension are veritably important) the workers instills

confidence in you"(both statements deduced from SERVQUAL) doesn't feel to be suitable for the restaurant field(although the two factors of knowledge and courtesy mentioned in this dimension are veritably important) (Andaleeb and Conway, 2006).

In the context of enhancing the applicability of Parasuraman's service quality model to the restaurant industry, the authors modified the names of the dimensions to be more specific and appropriate to the context. Specifically, the transformation of the "reliability" factor to "F&B quality" serves to emphasize the pivotal role that the quality of food and beverages plays in shaping the overall service experience within a restaurant setting. Within the restaurant industry, customers often evaluate the reliability of the restaurant based on the quality of the food and beverages they receive. Here, reliability extends beyond the mere punctuality and accuracy of service delivery to encompass the assurance of consistently high-quality food and beverages.

Furthermore, the authors notice that the "tangibles" and "service environment" can interchangeably. Because, in the field of restaurants, the physical setting and environment hold immense significance in influencing the customer experience. This encompasses interior design, music, lighting, and the overall comfort of the space. Rather than solely focusing on tangible elements, the term "service environment" encapsulates the holistic impression of the surroundings that customers encounter during their dining experience.

Additionally, in the SERVQUAL scale, empathy is defined as the firm's caring, attention to each of its consumers as the individual. This dimension is a critical factor in industries such as healthcare and counseling, where personalized care and attention are essential for understanding and addressing the emotional needs of patients or clients. In these fields, empathy plays a crucial role in building trust and providing emotional support, which are integral to the overall service experience.

For instance, in healthcare, healthcare providers must exhibit empathy to connect with patients on a personal level, showing that they genuinely care about the patient's well-being. This helps patients feel heard and understood during their medical journey.

However, in the context of the restaurant industry, we can gain a deeper understanding of the dimension of empathy. In this field, empathy is not merely about service providers understanding and connecting with the emotional needs of guests. It also highlights a crucial aspect of the restaurant industry, which is the ability to deliver value to guests during their culinary experiences. Within the restaurant industry, ensuring that guests feel valued, and cared for and that their individual preferences are considered can significantly contribute to their satisfaction and loyalty. The concept of "guests' value" is introduced to encompass the essence of this relationship in the realm of service quality within restaurants. Considering this context, it is reasonable to replace the term "empathy" with "guests' value" to accurately reflect the nature of this relationship in the restaurant industry. This emphasizes the importance of creating emotional connections and meeting the individual preferences and desires of guests, thereby building strong relationships between guests and restaurants.

After review, the authors decided to keep the responsiveness factor because it is completely suitable for the research context, helping to provide a perspective on the influence of employee feedback on overall performance. customer satisfaction.

In addition, to ensure the quality of products is delivered to customers in the way that customers expect, researchers often use the "service delivery system"- an element used in the customer experience measurement model (Ford, Sturman and Heaton, 2012). According to Ford et al. (2012), providing a high-quality customer experience is important for customer satisfaction and organizational success. Therefore, the authors applied the factor "service delivery system" to the scale to measure customer satisfaction.

Moreover, the author also relied on previous research results on guests' satisfaction to find out more factors that affect guests' satisfaction related to service quality, to appropriate research theory, and propose a research model that is suitable and efficient.

Factors	Item	Authors
F&B quality	FBQ	Andaleeb and Conway (2006); Kim, Ng and Kim (2009)
Service environment	SE	Ford, R. C., et al. (2012); Sabir et al. (2014)
Responsiveness	R	Parasuraman et al. (1988)
Guests' value	GV	Holbrook (1994); Woodruff (1997); Zeithaml (1988)
Service delivery system	SDS	Ford, R. C., et al. (2012); Roth and Menor (2003)

Table 2.2.1 Factors affecting guests' satisfaction

(Source: conducted by the authors, 2023)

This research takes into account five independent variables, including F&B quality, service environment, responsiveness, service delivery system, and guests' value. Furthermore, there is one dependent variable known as "guest satisfaction". Based on that, the authors hypothesize as follows: guests' satisfaction at The Ashima Nguyen Trai is affected by service quality which includes F&B quality, service environment, responsiveness, service delivery system and guests' value. Following that, the authors propose the following research model:
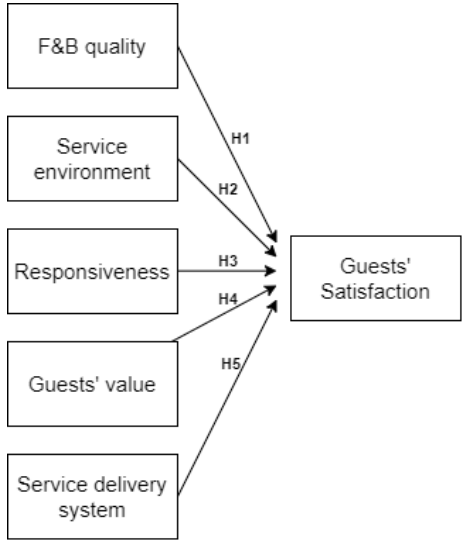
Figure 2.2.1.3 Proposed research model

2.2.2. Empirical Review and Hypothesis Development

One of the essential factors that drives guests' satisfaction in the service industry as a whole, and the F&B field as specific is service quality which includes five factors in the proposed research model. PZB (1985) research showed examples of situations whereby customers were pleased with a particular occurrence but did not think the organization provided high-quality services generally. Customer satisfaction is viewed as it relates to a specific transaction because the majority of customer satisfaction measures relate to a specific evaluation of a service segment (Howard and Sheth, 1969; Hunt, 1979); as a result, situations of satisfaction over time lead to perceptions of service quality (PZB, 1988). According to Oliver (cited in Andaleeb and Conway, 2006), guests' attitude quickly changes after experiencing satisfaction. According to this viewpoint, customer fulfillment is considered as only one image in a family album, but service quality is the entire album. The hypothesis development is to fully understand each element that constitutes and affects service quality, furthermore the impact of service quality on guests' satisfaction as the proposed research model.

2.2.2.1. F&B quality affects guests' satisfaction

Amongst the most important aspects of a dining experience is the quality of the food (Namkung and Jang, 2007; Sulek and Hensley, 2004). When mentioning Food & Beverage quality we can easily think about what makes a meal or a drink considered quality. It can be that the food is fresh, at the right temperature, in reasonable portions and the drink tastes well with nice decoration. Susskind and Chan (2000) argued that from the perspective of the consumer, food quality is a major factor in deciding whether or not to visit a restaurant. Kivela et al. (2000) examined the impact of quality food on customer satisfaction and repeat business by taking into account a number of food quality factors, including flavor, menu diversity, and nutrition. Raajpoot (2002) measured product quality (food quality) in the food service sector using meal presentation, portion size, menu design, and variety of dishes.

Kotler (2011) contended that a product's or service's quality must start with the needs of the client and end with their perceptions. Product and service quality can be identified by determining whether what customers have purchased meets their expectations. If so, the quality

of the good or service can be judged to be satisfactory. In terms of restaurants, better food quality will give higher customer satisfaction. Similarly, higher customer satisfaction will result from higher-quality services. On the other hand, a product or service will be considered to be of low quality if the level of service falls short of what customers expect and leads to guests' non-satisfaction.

In the opinion of Johns and Howard (1998), service quality in food-service businesses is distinctive, intangible, and subjective in nature. Customers evaluate their experiences and expectations to determine whether or not they are satisfied with the services they receive. It links to the F&B industry, in which the service or product that guests inevitably experience is food and drink. Therefore, based on these theoretical foundations and empirical studies, this research proposed the following hypotheses:

H1: F&B quality affects guests' satisfaction

2.2.2.2. Service environment affects guests' satisfaction

Service research has shown that the physical surroundings have an impact on customer satisfaction (e.g. Bitner, 1990, 1992; Harrell et al., 1980). When assessing the quality of a service, customers look to the physical surroundings for clues (Bitner, 1992; Chang, 2000). According to the Managing Quality Service In Hospitality book, the service environment consists of five categories: ambient conditions, use of space, functional congruence, signs; symbols; artifacts, and other people. Figure 3-1, the 'servicescape' is within the service environment which is also considered as the guest's perceived service environment.
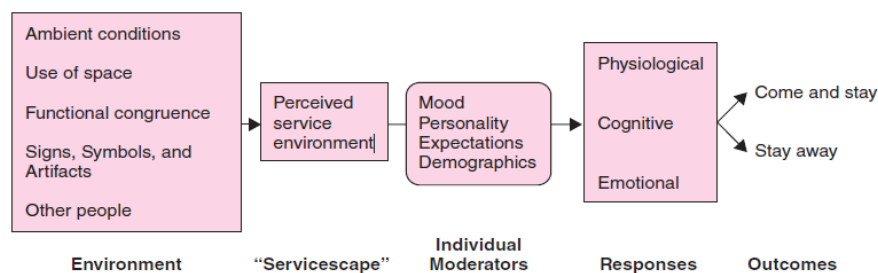
Figure 2.2.2.2 Guest Responses to Environmental Influences

(Source: Bitner, 1992)

As mentioned before, service quality and guests' satisfaction can be defined by guests through several aspects, which consist of the service environment. Service environments can directly or indirectly affect guest's experience when using service at the restaurant. The impact of the service environment on the customer dining experience also contributes to how customers perceive the service quality and the satisfaction that the business provides. Therefore the service environment somehow affects guests' satisfaction. Customers' assessments of the quality of the service as well as their post-purchase behaviour have been found to be influenced by the servicescape, or primarily the tangibles of the restaurants (e.g. Kim and Moon, 2009). In fact, Bitner (1992) provided a thorough model for comprehending how a service organization's physical environment may affect specific client behaviors. The dimensions include ambient conditions such as background noise, music, smell, lighting, and temperature, the physical layout which includes the arrangement of furniture and equipment, and signs, symbols, and artifacts like decoration and advertisement. According to Bitner (1992), customers may base their emotional evaluations of service quality on whether they are satisfied with them or not on external indicators present in the servicescape due to the intangible character of services. The hypothesis that we recommend:

H2: Service environment affects guests' satisfaction

2.2.2.3. Responsiveness affects guests' satisfaction

In agreement with the SERVQUAL literature, responsiveness refers to a staff member's readiness to assist a customer and offer prompt service. Assistance and service provided in a timely manner are what customers seek from the servers who should be able to be aware of guests' demands in a restaurant. As stated by various researchers there are two dominant elements in service quality: reliability is referred to as the first dimension's core component of the service, while responsiveness and the remaining elements in the Servqual model are referred to as the deliverance process aspects of the service. Thus, the restaurant's staff is always ready and capable of meeting the needs and solving problems that customers may have when using services. Which will contribute to the assessment of guests' satisfaction about service quality. The research hypothesis is proposed as:

H3: Responsiveness affects guests' satisfaction

2.2.2.4. Guests' value affects guests' satisfaction

Zeithaml (1985) examined the following definitions of value in her description: (1) value as low price; (2) value as whatever the customer wants in a product/service (3) value as the quality the customer receives for the price; and/or (4) value as what the customer receives in exchange for what they give. In this hypothesis development of the research, we want to focus on the fourth definition. We believe that the services that firms provide to guests have to be equal or moreover, exceeding what they want. So that they have an overall satisfaction about the service quality which is what they obtain in exchange for what they have handed out to the business (time, effort, money). Dodds et al. (1991) viewed perceived value as a tradeoff between perceived quality and perceived cognitive as well as money sacrifice (also see Dodds and Monroe, 1985; Monroe and Chapman, 1987; Teas and Agarwal, 1997). Thereupon, guests' perceived service quality levels should be precisely related to guests' value which leads them to feel satisfied. The greater the value guests perceived, the more likely the firm performance met or exceeded guests' expectations and the greater the level of guests' satisfaction. This results in the following hypothesis:

H4: Guests' value affects guests' satisfaction

2.2.2.5. Service delivery system affect guests' satisfaction

As Robert C. Ford (2004) stated the service delivery system consists of all aspects of the service experience product, service setting, and service delivery system, and it is important for business to consider the complete procedure that delivers the service to the customer as well as the systems required to ensure that it operates properly. In the service industry, in order for a service to be provided, providers and customers typically must interact. The majority of service transactions are seen by customers as an evolving series of events. People frequently conceptualize dining out as consisting of three separate parts, such as arriving at the restaurant, ordering and consuming a cocktail, ordering and consuming a meal, and lastly, paying the bill and leaving. (Abelson, 1981). Within every part need to make sure that the entire service delivery system, or the procedure by which the service is provided to the customer, is designed in a flawless way and having well-informed, passionate, and enthusiastic staff offer the service

product to customers. So that the service delivery to guests can occur in the way that they expect. If not, then the service delivery will be one of the factors that make guests feel unsatisfied. In contrast, a service delivery system that can bring the experience that satisfies customer needs and contributes to creating excellent service quality is very important. Hence, we hypothesize the following:

H5: Service delivery system affects guests' satisfaction

CHAPTER 2 - SUMMARY

In chapter 2 of the research, service quality and guest satisfaction in the food and beverage industry are explored. It introduces the SERVQUAL model, discusses unique service features, and examines the relationship between service quality, customer satisfaction, and their interpretations in business and academic contexts. The chapter highlights guest satisfaction's importance in the hospitality sector, particularly in restaurants. It outlines a research model based on SERVQUAL, adapting it to the restaurant industry, and concludes with hypotheses on dimensions influencing guest satisfaction, paving the way for empirical research. This chapter aims to enrich our understanding of factors impacting guest satisfaction in the food and beverage industry, ultimately enhancing service quality in restaurant settings.

CHAPTER 3 - Overview of Ashima Restaurant and Research Methodology

3.1. Overview of The Ashima Nguyen Trai restaurant

3.1.1. General information

- Registered Name: The Ashima Nguyen Trai
- Address: 331A Nguyễn Trãi, P. Nguyễn Cư Trinh, Quận 1, TP.HCM
- Opening time: 10:00 – 22:00
- Phone number: 028 730 07407
- Website: https://ashima.com.vn/

Since its debut in 2005, Ashima mushroom hotpot has won over diners with its quality dishes and professional service. Emphasizing the selection of ingredients, Ashima meets the food safety standards of every customer. Premium mushrooms and accompanying ingredients are directly imported from Japan, South Korea, and Shangri-la, ensuring not only diversity but also high-quality and nutritious dishes. To provide the best culinary experience, Ashima meticulously selects a team of chefs. In addition to preparing delicious meals, the chefs also have a deep understanding of various mushrooms for optimal preparation.

3.1.1.1. Restaurant space

Ashima Nguyen Trai was launched in 2017 with a capacity of 160 guests, suitable for events such as gatherings, celebrations, and group meetings. Moreover, the restaurant provides VIP rooms with capacities ranging from 6 to 20 people, available for pre-bookings and some standard services such as free Wi-Fi, parking areas, and issuing VAT invoices. The Ashima Nguyen Trai Restaurant is like a splendid mushroom villa nestled in the bustling heart of Saigon, designed in the classic French style, the green and delicate natural scenery, ensure guests a sense of both luxury, modernity, and closeness. Furthermore, the thoughtfulness of The Ashima Nguyen Trai also brings care, relaxation and tranquility to guests during their meals.

3.1.1.2. The menu

● *Over 40 types of premium mushrooms*

Ashima considers mushrooms as the soul of hotpot. Dubbed the "queen of plants," mushrooms are not only delicious but also rich in nutrients. The menu at Ashima Nguyen Trai offers a unique selection of dishes based on the functions of each type of mushroom. All mushrooms are fresh or preserved in their original state, stored at suitable temperatures. When ordering, customers receive detailed explanations of each mushroom from the serving staff. In addition to familiar mushrooms like enoki and shiitake, Ashima distinguishes itself from the rarest and finest mushrooms globally, such as Matsutake, lion's mane mushroom, and more.

● *Sweet and flavorful broth*

Ashima Nguyen Trai is not only known for its nutritious mushroom menu but also for its rich and sweet hotpot broths. In addition to the traditional sukiyaki, nutritious, and clear broths, vegetarian broth is also a popular choice. What makes Ashima's hotpot unique is the traditional secret recipe. Rare mushrooms and various Chinese herbs such as red dates, wolfberries, and ginseng are blended in a fragrant and sweet bone broth. Combined with careful seasoning, this creates a distinctive brand of Ashima mushroom hotpot.

3.1.2. Revenue

Year	Revenue (VND)	Number of Customer	Average spending
2019	20.534.234.707	44.649	460.000
2020	14.843.085.940	28.544	520.000
2021	6.732.800.205	9.618	700.000

Table 3.1.2 Revenue of The Ashima Nguyen Trai over five years from 2019 to 2022

The mushroom hot pot restaurant has exhibited varying financial performance over the period from 2019 to 2022, as reflected in its revenue figures. In 2019, the establishment recorded a robust revenue of VND 20,534,234,707, demonstrating a significant financial achievement. However, the subsequent years witnessed a noticeable decline, with revenue figures decreasing to 14,843,085,940 VND in 2020 and further down to 6,732,800,205 VND in 2021. The most

recent year, 2022, saw a resurgence in revenue, reaching 19,434,104,472 VND, indicating a potential recovery or strategic shift.

The number of customers served by the mushroom hot pot restaurant follows a similar trend, reflecting a decrease in customer turnout over the specified years. In 2019, the restaurant accommodated 44,649 customers, but this number dropped to 28,544 in 2020 and further to 9,618 in 2021. Notably, there was a significant increase in the number of customers in 2022, reaching 26,991, suggesting a positive shift in consumer interest or an effective customer retention strategy.

Despite the fluctuating revenue and customer numbers, the average spending per customer at the mushroom hot pot restaurant has seen a gradual increase pattern. In 2019, the average spending was VND 460,000, which increased to VND 520,000 in 2020. Significantly, there was a notable rise in average spending in 2021, with customers spending an average of VND 700,000. The most recent data from 2022 reflects a slight increase in average spending, reaching VND 720,000 per customer.

These financial metrics collectively indicate a dynamic business environment for the mushroom hot pot restaurant during the global pandemic COVID-19, with potential areas for improvement and strategic adjustments to optimize revenue, customer engagement, and average spending. The increase in average spending in 2022 and the resurgence in revenue may point towards positive changes or successful business initiatives during that period.

3.1.3. SWOT Analysis

SWOT Analysis	
Strengths	**S1.** The Ashima restaurant, a part of the Golden Gate Group, possesses a unique and distinctive business model that engenders curiosity within the customer community.
	S2. It boasts a substantial base of loyal customers and maintains a high level of credibility within the customer community.
	S3. Ashima is an enduring brand with a history spanning 18 years, known for its signature dish, "Mushroom Hotpot."
	S4. The staff undergoes comprehensive training, and the processes are established with a high level of professionalism.
	S5. The company has extensive experience in the Food & Beverage (F&B) industry over the years.
	S6. The workforce comprises enthusiastic and dedicated young individuals who are passionate about their work.
	S7. The Golden Spoon points system assists The Ashima Nguyen Trai restaurant in enhancing its customer care capabilities.
	S8. The senior management team consists of experienced and highly skilled personnel.
	S9. It employs a modern production and business management system.
	S10. The company possesses a strong financial capacity.
Weaknesses	**W1.** Communication and advertising appear relatively weaker compared to other competitive counterparts.
	W2. The business premises of The Ashima Nguyen Trai restaurant are all leased, resulting in low fixed business assets for the company.
	W3. The quality of the workforce is uneven.
	W4. Employee commitment to the restaurant is unstable.
	W5. The use of information technology and social media by the restaurant staff is still lacking.
	W6. High language and appearance requirements for employees, but the salary levels are not commensurate.
	W7. The average price per customer is high, leading to a smaller customer segment.

Opportunities	**O1.** With nearly 20 years of presence in the market, The Ashima restaurant's products have gained a high level of trust and loyalty from customers.
	O2. Being a part of the Golden Gate group, the restaurant has a strong foundation in customer care technology, which is becoming increasingly important in the era of the 4.0 technological revolution.
	O3. There is a constant demand for food consumption among the population, not only for its taste but also for its health benefits.
	O4. International economic integration, the adoption of technology, and deepening multilateral cooperation are trends that many independent businesses in Vietnam are embracing, and these are the customer segments that Ashima Restaurant is targeting.
	O5. The income of the population is steadily improving.
	O6. Ashima Restaurant is the only establishment in the F&B market that offers the "Mushroom Hotpot" product.
Threats	**T1.** The market for daily dining options is becoming increasingly diverse, with the emergence of numerous new competitors.
	T2. Unstable raw material supplies due to imported ingredients.
	T3. The low level of food safety within the community has raised concerns among consumers when dining at restaurants.
	T4. The rise of online food delivery services has impacted the business operations of dine-in restaurants.
	T5. Increasingly diverse and demanding customer needs require restaurants to enhance and elevate their service quality.
	T6. Direct impacts from global fuel and political instability.
	T7. Unfair competitive practices.

TOWS matrix	
SO Strategy	Promotion and Communication Strategy The Ashima Nguyen Trai restaurant has a long-standing brand and unique products. Therefore, it is imperative to devise strategies for increasing awareness among a larger customer base. Promotion and communication strategies play a pivotal role in ensuring that customers are informed about the restaurant's new offerings. A good service or product, if not effectively communicated to the customers, will yield minimal results. In today's competitive landscape, reaching the hearts of customers goes beyond just providing quality products and services. Restaurants must embrace modern technologies to ensure that customers can experience and access their benefits quickly. This is also a critical factor in establishing a competitive advantage for The Ashima Nguyen Trai restaurant.
ST Strategy	Product Development Strategy Competition in the market is not about eliminating competitors but rather delivering higher or innovative value to customers, making them choose us over our competitors. Currently, The Ashima Nguyen Trai restaurant has a financial advantage and a loyal customer base. Therefore, Ashima needs to create distinct, diverse, and competitively priced products to leave an unforgettable impression on customers. Market Penetration Strategy The Ashima Nguyen Trai restaurant is part of the Golden Gate Group, which provides strengths in brand recognition, distribution channels, location accessibility, product quality, and service quality. With the available capital, Ashima can expand its operations both domestically and internationally. Simultaneously, it should enhance product quality to meet the increasingly sophisticated tastes of customers, effectively seizing opportunities to explore the novelty sought by diners.
WO Strategy	To foster employee engagement, it is imperative to create an environment that offers opportunities for advancement and attractive benefits. Consequently, the establishment of a robust training and development program for the successor workforce remains a crucial mission to ensure the long-term sustainability and resilience of The Ashima Nguyen Trai restaurant.
WT Strategy	Customer Care Strategy Currently, The Ashima Nguyen Trai restaurant's biggest competitor in customer care is Haidilao. Therefore, The Ashima Nguyen Trai restaurant must develop customer care strategies that pay attention to even the smallest details of customer interactions in order to differentiate itself and ensure customer satisfaction.

Table 3.1.3 SWOT and TOWS Matrix of The Ashima Nguyen Trai restaurant

3.2. Research Method

3.2.1. Research Process
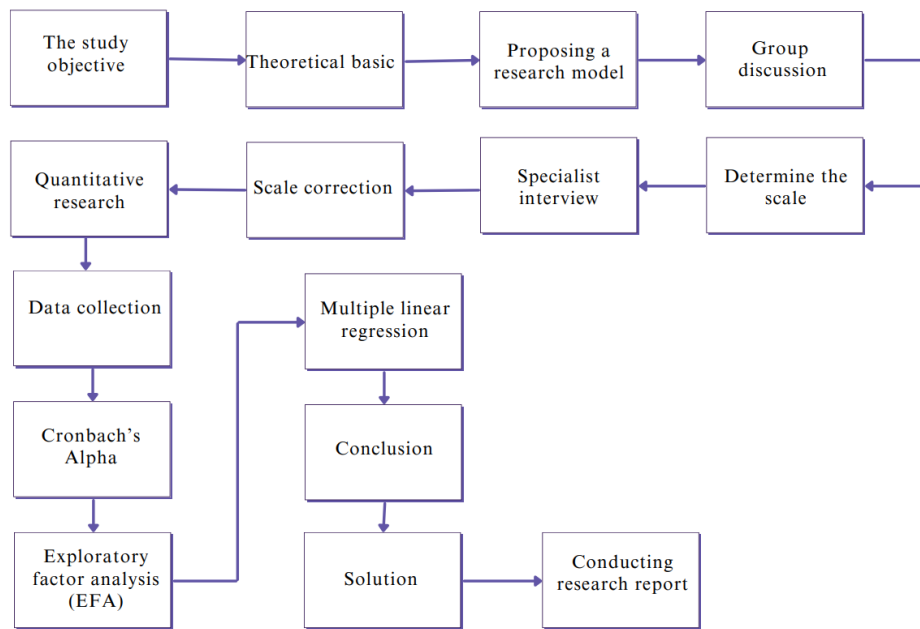
Figure 3.2.1. Research process

(Source: adapted by the authors, 2023)

This diagram provides an overview of the study's steps, incorporating both domestic and foreign theoretical foundations to support the authors' research endeavors. The authors consistently applied the research process diagram mentioned above throughout the implementation of the project, focusing on factors affecting guests' satisfaction about service quality at The Ashima Nguyen Trai restaurant. By delving into definitions and drawing conclusions from learning outcomes, the authors developed research models tailored to the project, integrating them with initial scales. Subsequently, internal discussions among the authors and face-to-face interviews with experts and were conducted to propose changes in the observed variables for the purpose of increasing conformity with reality. Following the synthesis of preliminary results, adjustments and supplements were made to formalize the scale. This paved the way for the creation of surveys, which included both online and offline surveys and received 170 responses from customers who had experienced at The Ashima Nguyen Trai restaurant in total, and the final 157 valid samples. The authors utilized SPSS software for analysing the reliability (Cronbach's

Alpha) of the collected data based on the scale, conducting exploratory factor analysis (EFA) to evaluate the consistency of the observed variables, and conducting multiple linear regression analysis. As a result, the authors propose several solutions tailored to each factor affecting guests' satisfaction about service quality.

3.2.2. Internal group discussion

In our collaborative discussion, the research team aligned objectives and generated a preliminary scale (Appendix 1). We chose convenience sampling for customers, prioritizing real-time data within the restaurant setting. Seven experts from different organizations were selected for the specialist interviews section to evaluate the scale. The survey design features screening and personal information sections, and a survey section based on a 5-point Likert scale. We introduced a QR code-based survey for efficient data collection, balancing real-time feedback and participant confidentiality. The consensus achieved in this discussion ensures a robust and well-structured study on solutions enhancing guests' satisfaction at The Ashima Nguyen Trai Restaurant.

3.2.3. Specialist interview and group discussion

In this research, the authors opted for conducting in-depth interviews with experts in the restaurant industry to check the scale's compatibility with reality and make adjustments before conducting the survey (Appendix 2). The first individual selected for the in-depth interviews was Mr. Tran Hoang Nghia, Restaurant Manager of The Ashima Nguyen Trai, chosen for his insightful understanding of the organization's dynamics. This choice aimed to delve into various facets of the service experience at Ashima Restaurant, combining insights from Mr. Nghia and the authors' own experiences within the business to achieve a comprehensive and unbiased evaluation. After that, seven experts with extensive experience in the FnB industry were engaged in interviews and surveys related to the research article. Their insights were sought to obtain practical feedback on the factors they collectively considered impactful on the service quality at Ashima Restaurant. In conducting the in-depth interviews, both online and offline to ensure convenience for the participants.

The survey designed for FnB experts was structured based on the outline in Appendix 1. Following the outlined questions, six key components of guests' experiences were identified: F&B quality, Service environment, Responsiveness, Guests' value, Service delivery system and Guests' satisfaction. The interview process commenced with a brief introduction to the research model, outlining the interview's purpose, and then soliciting participants' opinions.

No.	Factor affecting guest' experience in The Ashima Nguyen Trai restaurant	Factor affecting guest' experience in The Ashima Nguyen Trai restaurant	Agree frequency
1	F&B quality	Preserved	7
2	Service environment	Preserved	6
3	Responsiveness	Preserved	7
4	Guest's value	Preserved	5
5	Service delivery system	Preserved	6
6	Guest satisfaction	Preserved	6

Table 3.2.3 Expert interview result

The interview findings indicate that on average over the 80% of the experts agree with the suitability of the author's research model for the practical implementation of The Ashima restaurant. The participants in the interview also reached a consensus on the scales of the factors within the model. Consequently, the suggested research model remains unchanged, and the scales are incorporated into the formal research process.

3.2.4. Quantitative Method

The quantitative phase of this research employs a structured questionnaire survey administered to (number) customers of The Ashima Nguyen Trai restaurant. The use of a questionnaire allows for the systematic collection of numerical data, enabling a statistical analysis of customer satisfaction factors. The gathered data undergoes analysis using SPSS to assess Cronbach's Alpha, evaluate the consistency of the questions (Exploratory Factor Analysis), and perform multiple linear regression analysis.

3.2.5. Sampling Method

3.2.5.1. Sampling Techniques

The research employed convenient sampling to select participants for the survey. Convenient sampling was chosen due to its practicality, as it allowed for data collection within the natural setting of the restaurant. Despite the fact that this strategy made it easier to reach participants, it should be highlighted that convenient sampling may add potential biases resulting from participant self-selection.

3.2.5.2. Sampling Size

To ensure a comprehensive understanding of the solutions aimed at enhancing guests' satisfaction regarding service quality at The Ashima Nguyen Trai restaurant in District 1, Ho Chi Minh City, a well-balanced and representative sample size is crucial. According to several studies on sample size, the ratio should not be less than 5-to-1 (Gorsuch, 1983; Hatcher, 1994; Suhr, 2006). To conduct Exploratory Factor Analysis (EFA), the minimum sample size should be greater than 100, and the sample size must be at least 5 times the number of measured variables ($n > 100$; $n = 5k$, with k is the number of variables) (Hair et al., 2010). As mentioned, the survey form in this research comprises 28 observed variables. Therefore, the required sample size is calculated as $n = 5 * 28 = 140$.

Moreover, Comrey and Lee (1992) asserted that the number of participants should mirror the accountability for the consequent outcomes, as illustrated in the provided chart.

50	100	200	300	500	1000+
Very Poor	Poor	Fair	Good	Very Good	Execellent

Table 3.2.5.2 Standard sample size

(Source: Comrey and Lee, 1992)

Therefore, to ensure that the number meets the requirements and is not considered a bad result, the authors decided to conduct a survey of 220 samples to make the research results valid.

3.2.5.3. Data collection process

In order to perform comprehensive research on the elements influencing customer satisfaction at The Ashima Nguyen Trai restaurant, the data for this study were gathered using a thorough strategy that included primary data sources. A structured questionnaire, incorporating the established and adapted SERVQUAL model, is designed to measure service quality dimensions in the restaurant industry. The questionnaire also includes items related to customer demographics, visit frequency, and overall satisfaction, aiming to capture diverse aspects of dining satisfaction.

- **Data Collection Process**

Offline:

1. Informed Consent: Participants are presented with information about the research, ensuring informed and voluntary participation.
2. QR Code Implementation: A unique QR code linked to the online survey is displayed on the interviewer's device.
3. Accessing the Survey: Customers are encouraged to use their smartphones to scan the QR code, granting direct access to the Google Forms online questionnaire.
4. Online Questionnaire Completion: Customers complete the survey on their smartphones, providing real-time feedback on their dining experience.

Online: The authors posted a survey link on Facebook groups with screening questions (Have you ever been to The Ashima Nguyen Trai restaurant?) to find and collect the responses of guests who used to visit The Ashima Nguyen Trai restaurant.

Both of these approaches not only facilitate a seamless data collection process but also align with contemporary methods, offering participants a convenient and technology-driven means to contribute to the research.

3.2.5.4. Questionaire Design

A questionnaire serves as a comprehensive tool, comprising various interconnected questions aimed at the ultimate goal of collecting data from respondents (Malhotra and Birks, 1999). The structured framework consists of three sections: Screening Questions, Personal Information, and Survey Questions.

- Screening Questions: Utilizing the Nominal Scale, this section gathers raw responses from respondents to determine eligibility for the survey.

- Personal Information: Employing the Nominal Scale, this section collects demographic details using nominal responses.

- Survey Questions: Utilizing the 5-point Likert scale, this section gauges respondents' opinions on factors influencing guests' experiences at The Ashima Nguyen Trai restaurant within five levels.

The Likert Scale, a psychometric tool introduced by Likert in 1931, assesses respondents' agreement levels with statements based on their behaviors. The scale consists of five factors: F&B quality, Service environment, Responsiveness, Service delivery system, and Guests' value descriptors: "Strongly Disagree", "Disagree", "Neutral", "Agree", and "Strongly Agree".

The questionnaire, designed to address the research objective of enhancing guests' experiences at The Ashima Nguyen Trai restaurant, comprises 34 questions. Presented in Google Form, the survey includes 25 multiple-choice questions, each aligned with the 5-point Likert scale, and one open-ended essay question. To meet the research objectives, the survey questions are structured around five components of service:

- F&B quality

- Service environment

- Responsiveness

- Guests' value

- Service delivery system

The measurement scale is a combination of relevant studies in the field, drawing from Forsythe et al. (2006), Stone and Gronhaug (1993), Kim, Ferrin, and Rao (2008), Hartono et al. (2014), and Woodruff (1997). The web-based survey is conducted using Google Forms, ensuring both online and offline data collection methods. The questionnaire incorporates six key factors, with five independent variables and one dependent variable. The Likert scale, a widely used scaling method, is employed to measure respondents' opinions, ranging from 1 - Strongly Disagree to 5 - Strongly Agree (Taherdoost, 2019).

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Factor	Item	Statement	1	2	3	4	5
F&B quality	1	The ingredients and beverages at the Ashima Nguyen Trai Restaurant are consistently fresh					
	2	Rare and valuable ingredients used at the Ashima Nguyen Trai Restaurant are not easy to buy elsewhere.					
	3	Food and beverages at the Ashima Nguyen Trai Restaurant are reliably prepared in accordance with food safety standards.					
	4	The presentation and decoration of food and beverages are visually appealing					
	5	You are satisfied with the taste of the food and beverages at the Ashima Nguyen Trai Restaurant					
Service environment	1	The Ashima Nguyen Trai Restaurant offers a clean and refreshing environment					
	2	The restaurant's design is elegant and eye-catching					
	3	The Ashima Nguyen Trai Restaurant features modern equipment					
	4	Music is appropriately played throughout the meal, creating a comfortable and relaxed ambiance					
	5	The seating arrangements at the Ashima Nguyen Trai Restaurant provide ample space and comfort for you					
	6	The restroom facilities at the Ashima Nguyen Trai Restaurant are fully equipped and clean					
Responsiveness	1	Staff provide you with information about various mushroom types before serving					
	2	Staff are readily available to assist you					

	3	Staff are never too busy to the extent that they cannot meet your requests						
	4	Staff promptly respond to your needs						
Service delivery system	1	The serving time for food and beverages is swift and prompt						
	2	You are satisfied with the service provided by the staff						
	3	Staff communicate politely and attentively to customers						
	4	The parking area, entrance, and restroom facilities at the Ashima Nguyen Trai Restaurant are conveniently located and easily accessible						
	5	The payment process is convenient and efficient						
Guests' value	1	The portion size of the food aligns well with the price and your expectations						
	2	You feel appreciated and well-cared for while using the services at the Ashima Nguyen Trai Restaurant						
	3	The restaurant is an ideal place to enjoy meals with family, friends, and associates						
	4	Utilizing the services at the Ashima Nguyen Trai Restaurant enhances your overall value						
	5	The restaurant establishes communication with you to express gratitude and acknowledge feedback after using the services						
Guest's satisfaction	1	You are satisfied with the quality of service at Ashima Nguyen Trai restaurant						
	2	You intend to continue using the services at Ashima Nguyen Trai restaurant in the future						
	3	You plan to recommend Ashima Nguyen Trai restaurant to friends and family						

Table 3.2.5.4 Measurement scale

3.3. Ethical Considerations

In this research, ethicalness is determined to be one of the most vital aspects among all; therefore, informed consent was sought from all participants, including customers and restaurant staff. The following steps were taken to ensure informed consent.

First and foremost, a clear explanation of every single aspect of the research which is research objectives, procedures, and the intended use of data was provided to all subjects involved in the research in both written and verbal forms. Participants were assured that their participation in this research was voluntary , and they had the right to cancel their involvement at any time during conducting the study. Their primary response as well as any participation and personal information would be confidential throughout the research process. Lastly, informed consent and agreement to use participants' input forms which outlined the key points above were sent to all participants. Every subject was requested to carefully read and sign before conducting the survey.

CHAPTER 3 - SUMMARY

Chapter 3 primarily focuses on presenting comprehensive information about The Ashima Nguyen Trai restaurant in general. This is aimed at facilitating a better understanding of the business under study. The chapter not only highlights the transformations that The Ashima Nguyen Trai Restaurant has undergone but also emphasizes how these changes have contributed to its improvement. Additionally, the chapter outlines the research procedures, delving into the quantitative research methods chosen by the authors and explaining the rationale behind their selection for this study. The authors also introduce the use of a SWOT model to offer an unbiased perspective, drawing on their firsthand experience at the restaurant. This model is employed to identify factors influencing guests' satisfaction, and it will be further integrated with survey research findings from the specified participant group in the upcoming chapter to determine the most impactful factors on guests' satisfaction.

CHAPTER 4 - ANALYSES AND FINDINGS

In this chapter, the authors will focus on the analysis of the data collected after surveying guest's satisfaction about service quality at The Ashima Nguyen Trai restaurant. Specifically, the authors will utilize the SBSS software to analyze and examine the impact of independent variables on the dependent variable, or in other words, to determine which factors significantly influence guests' satisfaction.

4.1. Analysis of raw findings

4.1.1. Demographic data

The data collection process for the research was conducted over a period from October 14, 2023, to November 12, 2023, spanning approximately one month. A total of 170 survey responses were gathered, but the target sample size was not met because of the time obstacle. Among these, 125 surveys were conducted directly with customers currently using services at The Ashima Nguyen Trai restaurant during its operating hours. 45 responses were collected through online means, targeting individuals who had previously experienced the restaurant's services. Following the classification process, 157 responses were identified as valid, while 13 responses were excluded as invalid. The invalid cases primarily included individuals selecting the option "Never visited the restaurant" or expressing their opinions by choosing a numerical value on the Likert scale from beginning to end. The decision to exclude these invalid responses aimed to optimize data quality, focusing on meaningful opinions from actively participating individuals, thus maximizing the value of the data in the analysis and drawing scientifically sound conclusions. Although the results obtained did not meet the original goal, they still met the requirements for SBSS analysis. Out of the 157 valid responses, the analysis process revealed several key characteristics, as follows:

Criteria		Frequency	Percentage (%)
Gender	Male	69	43.9
	Female	88	56.1
	Total	*157*	*100*
Age	From 18 to 22 years old	33	21.0
	From 23 to 30 years old	53	33.8
	From 31 to 40 years old	41	26.1
	Over 40 years old	30	19.1
	Total	*157*	*100*
Occupation	Students	17	10.8
	Teachers/Lecturers	12	7.6
	Office worker	54	34.4
	Civil servants	30	19.1
	Entrepreneurs	19	12.1
	Self-employed	12	7.6
	Other	13	8.3
	Total	*157*	*100*
Income	Under 5 million	14	8.9
	From 5 to under 7 million	5	3.2
	From 7 to under 10 million	24	15.3
	From 10 to under 15 million	55	35.0
	Over 15 million	59	37.6
	Total	*157*	*100*

Table 4.1 Sample Characteristic

(Source: Results of survey data analysis on SPSS, 2023)

Based on the analysis results, it can be observed that there are 88 responses (56.1%) from female guests, which is a higher proportion compared to male guests with 69 responses (43.9%). Regarding age, guests in the age range of 23 to 30 frequently use services at the restaurant,

accounting for 33.8% with 53 responses. Guests aged 31 to 40 also represent a substantial portion, reaching 26.1% (41 responses). Additionally, the "age" section with the lowest representation is guests above 40 years old, comprising 19.1% (30 responses), closely followed by the group of 18 to 22 years old with 21.0% (33 responses). In terms of occupation, the majority of guests are office workers, making up 34.4% with 54 responses. Therefore, the authors observe that guests in this category often allocate time to dine out to experience the service and connect with those around them. Meanwhile, entrepreneurs account for 12.1% (19 responses), students account for 10.8% (17 responses), teachers/lecturers and self-employed individuals both account for 7.6% (12 responses), and other professions make up 8.3% (13 responses). Regarding monthly income, while the group with income over 15 million VND has the highest proportion at 37.6% with 59 responses, the group with income from 10 to under 15 million VND is also significant, accounting for 35.0% with 55 responses. Thus, the authors acknowledge that income is a significant factor influencing guest's restaurant choices.

4.1.2. Approach channels

Regarding the approach channel, the authors allowed respondents to choose multiple options, meaning they could select all the forms that helped them recognize the Ashima Nguyen Trai. Therefore, the total responses for this section will be more than 157 results. According to the survey results, guests became aware of Ashima Nguyen Trai Restaurant from various sources. Among them, the most prevalent was through "social media" with up to 124 guests (23.0%) identifying the restaurant through this channel. This partly indicates that online marketing is performing well in its mission to establish brand awareness among guests. Following that, the second most common form was "random encounter" with 107 responses (19.9%). This result is entirely reasonable because the Ashima Nguyen Trai has been strategically designed and built on a busy and easily accessible street. Ranking third is "food delivery apps" with 99 responses (18.4%). In the remaining responses, 95 guests (17.7%) became aware of the restaurant through "introductions by friends and acquaintances", 82 respondents (15.2%) discovered the restaurant through "media outlets" and 31 guests (5.8%) got to know it through other channels.

	Criteria	Frequency	Percentage (%)
Channel	Random encounter	107	19.9
	Introduced by friends or acquaintances	95	17.7
	Social media (Facebook, Tiktok, etc.)	124	23.0
	Media outlets (websites, newspapers, etc.)	82	15.2
	Food delivery apps (Grab, ShopeeFood, etc.)	99	18.4
	Other	31	5.8
	Total	*538*	*100*

Table 4.1.2 Approach channels
Source: Results of survey data analysis on SPSS, 2023

4.1.3. Usage level

Regarding the frequency of using services at the Ashima Nguyen Trai, guests will respond based on four levels from "rarely" to "very frequently". In which, the "rarely" level accounts for only 12.7% (20 responses), with a mere 1% difference from the lowest level - "very frequently", which comprises 12.1% with 19 responses. Next, 36 guests (22.9%) chose "occasionally", indicating that they have visited the Ashima Nguyen Trai approximately 3 to 5 times. More than half of the responses (specifically, 82 responses) are from guests who have visited the restaurant from 5 to 10 times, making the "frequently" level the highest selected in this section.

	Criteria	Frequency	Percentage (%)
Frequency	Rarely (1-2 times per year)	20	12.7
	Occasionally (3-5 times per year)	36	22.9
	Frequently (5-10 times per year)	82	52.2
	Very frequently (>10 times per year)	19	12.1
	Total	*157*	*100*

Table 4.1.3 Usage level
(Source: Results of survey data analysis on SPSS, 2023)

4.2. Assessment of the Measurement Scale

4.2.1. Cronbach's Alpha

To assess the reliability of the scales constructed for each variable in the research model and to measure the consistency of responses, the authors employed statistical analysis using Cronbach's alpha through the Statistical Package for the Social Sciences (SPSS) software. Cronbach's alpha, also referred to as α or the alpha coefficient is one of the commonly used reliability measures designed to assess the internal consistency of scales in scientific and social research (Saunders, Lewis, and Thornhill, 2019). According to Saunders et al. (2019), the alpha coefficient values typically range from 0 to 1, and scales are considered highly reliable when the alpha value equals or exceeds 0.7. In other words, a high alpha value indicates reliable consistency among the questions or statements within the respective scale. Through the evaluation process, if the alpha value meets the reliability criteria, it serves to reinforce the validity and quality of the scale employed in the research. Additionally, the items within the scale must ensure a Corrected Item – Total Correlation equal to or greater than 0.3, and the Cronbach's Alpha if the Item Deleted value must be less than Cronbach's Alpha for it to be considered valid. In cases where the Cronbach's Alpha if Item Deleted value is greater than the overall Cronbach's Alpha, it is necessary to eliminate that particular item to enhance the Cronbach's Alpha value.

*F&B quality

Cronbach's Alpha	N of Items
.815	5

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
FBQ1	13.83	9.613	.611	.777
FBQ2	13.91	9.595	.622	.773
FBQ3	13.79	10.013	.571	.789
FBQ4	13.94	9.785	.600	.780
FBQ5	13.87	9.650	.616	.775

Table 4.2.1.1 F&B quality
(Source: Results of survey data analysis on SPSS, 2023)

The factor scale "F&B quality" (FBQ) is constructed from 5 observed variables from FBQ1 to FBQ5. The Cronbach's alpha coefficient of the scale is greater than 0.7 ($\alpha = 0.815$), meeting the requirements for both reliability and the value of the scale. The correlation coefficients of variables observed on the scale are all greater than 3, and none of them exceed Cronbach's alpha coefficient of the scale, so no observed variable is excluded. That result shows that the observed variables built to measure "F&B quality" are internally consistent.

*Service environment

Cronbach's Alpha	N of Items
.840	6

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
SE1	17.64	13.641	.548	.827
SE2	17.74	12.835	.636	.809
SE3	17.66	12.945	.672	.803
SE4	17.78	12.610	.657	.805
SE5	17.72	13.139	.604	.816
SE6	17.61	13.496	.581	.820

Table 4.2.1.2 Service environment
(Source: Results of survey data analysis on SPSS, 2023)

The factor scale "Service environment" (SE) is constructed from 6 observed variables from SE1 to SE6. The Cronbach's alpha coefficient of the scale is greater than 0.7 ($\alpha = 0.840$), meeting the requirements for both reliability and the value of the scale. The correlation coefficients of variables observed on the scale are all greater than 3, and none of them exceed Cronbach's alpha coefficient of the scale, so no observed variable is excluded. That result shows that the observed variables built to measure the "Service environment" are internally consistent.

*Responsiveness

Cronbach's Alpha	N of Items
.785	4

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
R1	10.66	6.355	.600	.728
R2	10.69	6.225	.609	.723
R3	10.74	6.220	.573	.742
R4	10.72	6.254	.583	.736

Table 4.2.1.3 Responsiveness
(Source: Results of survey data analysis on SPSS, 2023)

The factor scale "Responsiveness" (R) is constructed from 4 observed variables from R1 to R4. The Cronbach's alpha coefficient of the scale is greater than 0.7 (α = 0.785), meeting the requirements for both reliability and the value of the scale. The correlation coefficients of variables observed on the scale are all greater than 3, and none of them exceed Cronbach's alpha coefficient of the scale, so no observed variable is excluded. That result shows that the observed variables built to measure "Responsiveness" are internally consistent.

*Guest's value

Cronbach's Alpha	N of Items
.829	5

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
GV1	14.33	10.172	.558	.814
GV2	14.43	9.387	.709	.770
GV3	14.39	9.713	.640	.790
GV4	14.27	10.251	.567	.811
GV5	14.30	9.852	.658	.786

Table 4.2.1.4 Guest's value
(Source: Results of survey data analysis on SPSS, 2023)

The factor scale "Guest's value" (GV) is constructed from 5 observed variables from GV1 to GV5. The Cronbach's alpha coefficient of the scale is greater than 0.7 (α = 0.829), meeting the requirements for both reliability and the value of the scale. The correlation coefficients of variables observed on the scale are all greater than 3, and none of them exceed Cronbach's alpha coefficient of the scale, so no observed variable is excluded. That result shows that the observed variables built to measure "Guest's value" are internally consistent.

*Service delivery system

Cronbach's Alpha	N of Items
.834	5

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
SDS1	14.13	10.309	.572	.818
SDS2	13.96	9.684	.690	.785
SDS3	13.93	9.950	.665	.792
SDS4	13.99	9.859	.667	.791
SDS5	14.03	10.300	.578	.816

Table 4.2.1.5 Service delivery system
(Source: Results of survey data analysis on SPSS, 2023)

The factor scale "Service delivery system" (SDS) is constructed from 5 observed variables from SDS1 to SDS5. The Cronbach's alpha coefficient of the scale is greater than 0.7 (α = 0.834), meeting the requirements for both reliability and the value of the scale. The correlation coefficients of variables observed on the scale are all greater than 3, and none of them exceed Cronbach's alpha coefficient of the scale, so no observed variable is excluded. That result shows that the observed variables built to measure the "Service delivery system" are internally consistency.

4.2.2. Exploratory factor analysis (EFA)

The exploratory factor analysis (EFA) is a widely used statistical technique in social science and behavioral research to uncover the underlying structure of observed variables. This method aims to identify latent factors contributing to variations in the data, providing valuable insights into complex relationships within the dataset. Therefore, the authors employ EFA to assess the consistency of questions, aiding in evaluating the extent to which measurement items align coherently along the same dimension of the variable. Specifically, the application of EFA helps determine if the measured items are logically aligned along the same continuum of the variable, ensuring the reliability of the measurement instrument in a scientific study.

4.2.2.1. Exploratory factor analysis of the independent variables

The independent variables in the model, including FBQ, SE, R, GV, and SDS, will be subjected to exploratory factor analysis. The results show that the KMO measure is 0.770, which is greater than 0.5 and less than 1, the significance level (Sig) is 0.000 (<0.05), indicating that the results are statistically significant

KMO Measure of Sampling Adequacy		.770
Bartlett's test of Sphericity	df	300
	Sig.	.000

Table 4.2.2.1.1 KMO and Bartlett's test

(Source: Results of survey data analysis on SPSS, 2023)

When analyzing the total variance explained table, the authors observed that variables stabilize at the 5th row, indicating that the variables are grouped into 5 distinct categories. The initial eigenvalues attain a value of 1.741 (>1), and the cumulative is 62.243% (>50%), meeting the required criteria and holding practical significance. Based on the rotated component matrix table, it is observed that the factor loadings of the observed variables are all greater than 0.5. However, variable SE3 has not been properly categorized, and both SE3 and GV2 are currently contributing values to both groups. Therefore, the authors will proceed to examine and

sequentially eliminate each variable from bottom to top. Specifically, variables with a difference of more than 0.3 between the highest and second-highest factor loadings will be excluded.

	Component				
	1	2	3	4	5
SE4	.741				
SE5	.729				
SE1	.720				
SE6	.705				
SE2	.667				
GV3		.789			
GV1		.749			
GV5		.696			
GV2		.680			.565
GV4		.678			
SE3	.583	.644			
FBQ5			.761		
FBQ2			.742		
FBQ1			.726		
FBQ4			.705		
FBQ3			.656		
SDS2				.783	
SDS4				.783	
SDS1				.708	
SDS5				.676	
SDS3	.548			.632	
R2					.747
R3					.726
R1					.715
R4					.690
Eigenvalues	7.816	2.186	2.036	1.782	1.741
Cumulative %	31.266	40.008	48.151	55.279	62.243

Table 4.2.2.1.2 Results of factor analysis of the independent variables

(Source: Results of survey data analysis on SPSS, 2023)

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Consequently, the authors have successively excluded SE3, SDS3, and GV2, resulting in a rotated component matrix table with variables arranged in 5 distinct groups, as follows:

- Group 1, including FBQ1, FBQ2, FBQ3, FBQ4, FBQ5
- Group 2, including SE1, SE2, SE4, SE5, SE6
- Group 3, including SDS1, SDS2, SDS4, SDS5
- Group 4, including R1, R2, R3, R4
- Group 5, including GV1, GV3, GV4, GV5

	Component				
	1	2	3	4	5
FBQ5	.766				
FBQ2	.739				
FBQ1	.730				
FBQ4	.704				
FBQ3	.655				
SE1		.771			
SE5		.742			
SE6		.716			
SE4		.690			
SE2		.658			
SDS1			.771		
SDS2			.739		
SDS5			.735		
SDS4			.731		
R3				.764	
R1				.747	
R2				.725	
R4				.672	
GV1					.807
GV3					.736
GV5					.722
GV4					.684
KMO					.847
Sig.					.000
Eigenvalues	6.199	2.003	1.892	1.732	1.433
Cumulative %	28.177	37.283	45.882	53.753	60.267

4.2.2.2. Exploratory factor analysis of the dependent variable

The results of the Exploratory Factor Analysis (EFA) for the dependent variable 'customer satisfaction' with five observed variables show that the scale meets the requirements. Specifically, all five observed variables converge into one factor. The results of the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test indicate a Sig. value of 0.000 and a KMO coefficient of 0.704, which suggests the factor analysis is appropriate. Additionally, the factor loadings of all observed variables are greater than 0.5 (ranging from 0.823 to 0.853), indicating convergence of the scale. The total cumulative is 70.435% (>50%), Eigenvalues coefficient is 2.113 (>1), meeting practical significance criteria.

	Component
GS1	.853
GS2	.841
GS3	.823
KMO	.704
Sig.	.000
Eigenvalues	2.113
Cumulative %	70.435

Table 4.2.2.2 Results of factor analysis of the dependent variable

(Source: Results of survey data analysis on SPSS, 2023)

4.3. Regression analysis

4.3.1. Correlation analysis

With representative variables established by averaging observed variables post exploratory factor analysis, the author group conducted Pearson correlation analysis to examine the strong linear

correlations between the dependent variable and independent variables, and among independent variables.

		GS	FBQ	SE	R	GV	SDS
GS	Pearson Correlation	1	.562**	.520**	.607**	.541**	.577**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
FBQ	Pearson Correlation	.562**	1	.353**	.391**	.302**	.374**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
SE	Pearson Correlation	.520**	.353**	1	.397**	.287**	.290**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
R	Pearson Correlation	.607**	.391**	.397**	1	.270**	.399**
	Sig. (2-tailed)	.000	.000	.000		.001	.000
GV	Pearson Correlation	.541**	.302**	.287**	.270**	1	.345**
	Sig. (2-tailed)	.000	.000	.000	.001		.000
SDS	Pearson Correlation	.577**	.374**	.290**	.399**	.345**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

Table 4.3.1 Correlation matrix Pearson
(Source: Results of survey data analysis on SPSS, 2023)

The results of the Pearson correlation analysis indicate a significant correlation coefficient between the dependent variable, Guest's Satisfaction (GS), and the independent variables FBQ, SE, R, GV, SDS, with respective values of 0.562, 0.520, 0.607, 0.541, 0.577. All corresponding significance values (sig) are 0.000 (<0.05). Therefore, there exists a linear relationship between these independent variables and the dependent variable, justifying their inclusion in the model to account for the variance in guests' satisfaction. Specifically, variable R exhibits the highest correlation coefficient with the dependent variable (0.607), while variable SE demonstrates the lowest correlation coefficient (0.520). The independent variables show correlations among themselves, although it is not significantly pronounced. With these results, all independent variables meet the criteria for inclusion in regression analysis.

4.3.2. Multiple linear regression analysis

To assess the influence of the independent variables: F&B quality (FBQ), Service environment (SE), Responsiveness (R), Guest's value (GV), and Service delivery system (SDS) on the dependent variable: Customer Satisfaction (GS), the authors conducted a regression analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.818[a]	.670	.659	.47947	2.075

Table 4.3.2.1 Model summary

(Source: Results of survey data analysis on SPSS, 2023)

The analysis results indicate that the adjusted R^2 coefficient is 0.659, signifying the model's appropriateness at 65.9%. This suggests that the multiple linear regression model is suitable for the dataset with a 95% confidence level.

In addition, to assess the adequacy of the regression model, the authors employed an F-test in the ANOVA analysis. The results indicate that the F-test has sig. = 0.000 (<0.05). Consequently, the authors concluded that the proposed model is appropriate for the dataset.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.408	5	14.082	61.254	.000[b]
	Residual	34.713	151	.230		
	Total	105.121	156			

Table 4.3.2.2 F-test ANOVA

(Source: Results of survey data analysis on SPSS, 2023)

4.3.3. Testing the hypotheses of the model

Based on the regression results, all variables have significance values (sig.) < 0.05, and the standardized β coefficients > 0. This indicates that the independent variables have a positive impact on the dependent variable. In other words, when the independent variables decrease, the dependent variable also decreases, and vice versa. Therefore, hypotheses H1, H2, H3, H4, and H5 proposed in Chapter 2 are accepted.

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Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
1		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
	(Constant)	-.662	.262		-2.527	.013		
	FBQ	.234	.058	.218	4.015	.000	.745	1.343
	SE	.213	.061	.186	3.501	.001	.772	1.296
	R	.286	.056	.281	5.090	.000	.716	1.396
	GV	.282	.055	.263	5.090	.000	.820	1.219
	SDS	.249	.057	.239	4.403	.000	.742	1.348
a Dependent Variable: GS								

Table 4.3.3.1 Results of multiple linear regression analysis

(Source: Results of survey data analysis on SPSS, 2023)

To compare the magnitude of the impact of independent variables on the dependent variable and determine which variables have stronger or weaker effects, the authors examined the standardized β coefficients. The independent variable with the largest $|\beta|$ will have the strongest impact on the dependent variable, and conversely, the independent variable with the smallest $|\beta|$ will have the weakest impact on the dependent variable. The order of influence from strong to weak is H3, H4, H5, H1, H2.

Hypothesis	Content	Standardized Coefficients β	Result	Order of influence
H1	F&B quality affects guests' satisfaction	.218	Accepted	4
H2	Service environment affects guests' satisfaction	.186	Accepted	5
H3	Responsiveness affects guests' satisfaction	.281	Accepted	1
H4	Guests' value affects guests' satisfaction	.263	Accepted	2
H5	Service delivery system affects guests' satisfaction	.239	Accepted	3

Table 4.3.3.2 Summary of the results of multiple linear regression analysis

(Source: Results of survey data analysis on SPSS, 2023)

4.3.4. Guest's evaluation of factors

To statistically analyze and evaluate the degree of agreement or disagreement among the candidates concerning the observed variables, the researchers employed descriptive statistical methods. Utilizing a 5-point Likert scale, where the interval value = (Maximum – Minimum) / 5 = (5-1)/5 = 0.8, each mean value is interpreted as follows:

- 1.00 – 1.80: Strongly Disagree
- 1.81 – 2.60: Disagree
- 2.61 – 3.40: Neutral
- 3.41 – 4.20: Agree
- 4.21 – 5.00: Strongly Agree

4.3.4.1. Guest's evaluation about F&B quality

Observed variables	Content	Mean	Std. Deviation	Result
FBQ1	The ingredients and beverages at the Ashima Nguyen Trai Restaurant are consistently fresh	3.50	1.023	Agree
FBQ2	Rare and valuable ingredients used at the Ashima Nguyen Trai Restaurant are not easy to buy elsewhere.	3.43	1.014	Agree
FBQ3	Food and beverages at the Ashima Nguyen Trai Restaurant are reliably prepared in accordance with food safety standards.	3.55	.983	Agree
FBQ4	The presentation and decoration of food and beverages are visually appealing	3.39	.998	Neutral
FBQ5	You are satisfied with the taste of the food and beverages at the Ashima Nguyen Trai Restaurant	3.46	1.010	Agree
Average		3.47	1.006	Agree

Table 4.3.4.1 Guest's evaluation about F&B quality
(Source: Results of survey data analysis on SPSS, 2023)

The descriptive statistical results regarding guest evaluations of the F&B quality factor indicate an average rating of 3.47. Within this context, the criterion "Food and beverages at the Ashima Nguyen Trai Restaurant are reliably prepared in accordance with food safety standards" (FBQ3) received the highest evaluation, with an average score of 3.55. The criterion "The ingredients and beverages at the Ashima Nguyen Trai Restaurant are consistently fresh" (FBQ1) ranked second

highest, with an average score of 3.50. The criterion "You are satisfied with the taste of the food and beverages at the Ashima Nguyen Trai Restaurant" (FBQ5) ranked third highest, with an average score of 3.46. The criterion "Rare and valuable ingredients used at the Ashima Nguyen Trai Restaurant are not easy to buy elsewhere" (FBQ2) ranked fourth highest, with an average score of 3.43. Finally, the criterion "The presentation and decoration of food and beverages are visually appealing" (FBQ4) had an average rating of 3.39. These results indicate guest agreement with the quality of food and beverages at Ashima Nguyen Trai Restaurant.

4.3.4.2. Guest's evaluation about Service environment

Observed variables	Content	Mean	Std. Deviation	Result
SE1	The Ashima Nguyen Trai Restaurant offers a clean and refreshing environment	3.59	.934	Agree
SE2	The restaurant's design is elegant and eye-catching	3.49	.985	Agree
SE4	Music is appropriately played throughout the meal, creating a comfortable and relaxed ambiance	3.45	1.003	Agree
SE5	The seating arrangements at the Ashima Nguyen Trai Restaurant provide ample space and comfort for you	3.51	.965	Agree
SE6	The restroom facilities at the Ashima Nguyen Trai Restaurant are fully equipped and clean	3.62	.924	Agree
Average		3.53	.962	Agree

Table 4.3.4.2 Guest's evaluation about Service environment
(Source: Results of survey data analysis on SPSS, 2023)

The descriptive statistical results regarding consumer evaluations of the Service Environment factor indicate an average rating of 3.53. Within this context, the criterion "The restroom facilities at the Ashima Nguyen Trai Restaurant are fully equipped and clean" (SE6) received the highest evaluation, with an average score of 3.62. The criterion "The Ashima Nguyen Trai Restaurant offers a clean and refreshing environment" (SE1) ranked second highest, with an average score of 3.59. The criterion "The seating arrangements at the Ashima Nguyen Trai Restaurant provide ample space and comfort for you" (SE5) ranked third highest, with an average score of 3.51. The criterion "The restaurant's design is elegant and eye-catching" (SE2)

was rated fourth highest, with an average score of 3.49. Finally, the criterion "Music is appropriately played throughout the meal, creating a comfortable and relaxed ambiance" (SE4) had an average rating of 3.45. These results indicate customer agreement with the service environment at Ashima Nguyen Trai Restaurant.

4.3.4.3. Guest's evaluation about Responsiveness

Observed variables	Content	Mean	Std. Deviation	Result
R1	Staff provide you with information about various mushroom types before serving	3.61	1.004	Agree
R2	Staff are readily available to assist you	3.58	1.020	Agree
R3	Staff are never too busy to the extent that they cannot meet your requests	3.53	1.066	Agree
R4	Staff promptly respond to your needs	3.55	1.047	Agree
Average		3.57	1.034	Agree

Table 4.3.4.3 Guest's evaluation about Responsiveness

(Source: Results of survey data analysis on SPSS, 2023)

The descriptive statistical results regarding guest evaluations of the Responsiveness factor indicate an average rating of 3.57. Within this context, the criterion "Staff provide you with information about various mushroom types before serving" (R1) received the highest evaluation, with an average score of 3.61. The criterion "Staff are readily available to assist you" (R2) ranked second highest, with an average score of 3.58. The criterion "Staff promptly respond to your needs" (R4) ranked third highest, with an average score of 3.55. Finally, the criterion "Staff are never too busy to the extent that they cannot meet your requests" (R3) had an average rating of 3.53. These results indicate guest agreement with the responsiveness at Ashima Nguyen Trai Restaurant.

4.3.4.4. Guest's evaluation about Guest's value

Observed variables	Content	Mean	Std. Deviation	Result
GV1	The portion size of the food aligns well with the price and your expectations	3.60	1.012	Agree
GV3	The restaurant is an ideal place to enjoy meals with family, friends, and associates	3.54	1.016	Agree
GV4	Utilizing the services at the Ashima Nguyen Trai Restaurant enhances your overall value	3.66	.985	Agree
GV5	The restaurant establishes communication with you to express gratitude and acknowledge feedback after using the services	3.63	.969	Agree
Average		3.61	.996	

Table 4.3.4.4 Guest's evaluation about Guest's value

(Source: Results of survey data analysis on SPSS, 2023)

The descriptive statistical results regarding guest evaluations of the Guest's value factor indicate an average rating of 3.61. Within this context, the criterion "Utilizing the services at the Ashima Nguyen Trai Restaurant enhances your overall value" (GV4) received the highest evaluation, with an average score of 3.66. The criterion "The restaurant establishes communication with you to express gratitude and acknowledge feedback after using the services" (GV5) ranked second highest, with an average score of 3.63. The criterion "The portion size of the food aligns well with the price and your expectations" (GV1) ranked third highest, with an average score of 3.60. Finally, the criterion "The restaurant is an ideal place to enjoy meals with family, friends, and associates" (GV3) had an average rating of 3.54. These results indicate guest agreement with the value that the Ashima Nguyen Trai Restaurant provides to them.

4.3.4.5. Guest's evaluation about Service delivery system

Observed variables	Content	Mean	Std. Deviation	Result
SDS1	The serving time for food and beverages is swift and prompt	3.38	1.009	Neutral
SDS2	You are satisfied with the service provided by the staff	3.55	1.009	Agree
SDS4	The parking area, entrance, and restroom facilities at the Ashima Nguyen Trai Restaurant are conveniently located and easily accessible	3.52	.997	Agree
SDS5	The payment process is convenient and efficient	3.48	1.004	Agree
Average		3.48	1.005	Agree

Table 4.3.4.5 Guest's evaluation about Service delivery system

(Source: Results of survey data analysis on SPSS, 2023)

The descriptive statistical results regarding guest evaluations of the Service delivery system factor indicate an average rating of 3.48. Within this context, the criterion "You are satisfied with the service provided by the staff" (SDS2) received the highest evaluation, with an average score of 3.55. The criterion "The parking area, entrance, and restroom facilities at the Ashima Nguyen Trai Restaurant are conveniently located and easily accessible" (SDS4) ranked second highest, with an average score of 3.52. The criterion "The payment process is convenient and efficient" (SDS5) ranked third highest, with an average score of 3.48. Finally, the criterion "The serving time for food and beverages is swift and prompt" (SDS1) had an average rating of 3.38. These results indicate that the service delivery system at Ashima Nguyen Trai Restaurant has effectively met customer expectations.

4.3.4.6. Guest's evaluation about Guest's satisfaction

Observed variables	Content	Mean	Std. Deviation	Result
GS1	You are satisfied with the quality of service at Ashima Nguyen Trai restaurant	3.83	.962	Agree
GS2	You intend to continue using the services at Ashima Nguyen Trai restaurant in the future	3.81	.975	Agree
GS3	You plan to recommend Ashima Nguyen Trai restaurant to friends and family	3.78	.997	Agree
Average		3.81	.978	Agree

Table 4.3.4.6 Guest's evaluation about Guest's satisfaction

(Source: Results of survey data analysis on SPSS, 2023)

The descriptive statistical results regarding guest evaluations of the Guest's satisfaction factor indicate an average rating of 3.81. Within this context, the criterion "You are satisfied with the quality of service at Ashima Nguyen Trai restaurant" (GS1) received the highest evaluation, with an average score of 3.83. The criterion "You intend to continue using the services at Ashima Nguyen Trai restaurant in the future" (GS2) ranked second highest, with an average score of 3.81. Finally, the criterion "You plan to recommend Ashima Nguyen Trai restaurant to friends and family" (GS3) had an average rating of 3.78. These results indicate that guests express a high level of satisfaction when utilizing the services at Ashima Nguyen Trai Restaurant.

CHAPTER 4 - SUMMARY

In this chapter, the authors have provided statistical data on some basic customer information such as demographics, approach channels, and usage level. To assess the reliability of the responses, the authors conducted a reliability test of the scale (using Cronbach's alpha), evaluated the consistency of the questions (Exploratory Factor Analysis), and performed multiiple linear regression analysis. Finally, the authors calculated the average scores of the factors and concluded that the Responsiveness factor has the strongest impact on customer satisfaction with the quality of service, followed by the Guests' value factor, the Service delivery system has the third-strongest impact, F&B quality is the fourth-strongest factor, and lastly, the Service environment factor.

CHAPTER 5 - CONLUTION AND SOLUTIONS

5.1. Discussion

5.1.1. Research question 1:

What factors affect the service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City?

To measure the quality of services based on guests' perceptions, numerous studies have been conducted by various authors, yielding valuable models that have been applied across diverse fields. Particularly noteworthy is the SERVQUAL model by PZB (1988), as discussed in Chapter 2. Many researchers have refined the SERVQUAL model to enhance its applicability to specific sectors. The progenitor of SERVQUAL itself has undergone multiple modifications to increase its generalizability. Consequently, in applying the SERVQUAL model to this research, the authors have referenced additional relevant models within the service domain (as discussed in Chapter 2). Drawing from the real-world scenario at The Ashima Nguyen Trai restaurant, the study proposes five factors influencing service quality: F&B quality, Service environment, Responsiveness, Guests' value, and Service delivery system.

5.1.2. Research question 2:

What factors affect guests' satisfaction about the service quality at The Ashima Nguyen Trai restaurant, District 1, Ho Chi Minh City?

According to Parasuraman et al. (1988), service quality and satisfaction are two concepts that are related to each other, accordingly, over time the awareness of service quality will develop naturally through satisfaction. In other words, the origin of satisfaction lies in the quality of service provided (Thang and Thao 2021). Therefore, the guests' satisfaction about the service quality at The Ashima Nguyen Trai restaurant in District 1, Ho Chi Minh City is also influenced by several key factors. These factors encompass Food and Beverage (F&B) quality, Service Environment, Responsiveness, Guests' Value, and Service Delivery System. The high standards of F&B quality, reflected in aspects such as adherence to safety standards, freshness of ingredients, and overall taste, contribute significantly to guest satisfaction. The Service Environment, including restroom facilities, seating arrangements, and overall ambiance, plays a

crucial role, as highlighted by positive ratings in these areas. The Responsiveness of the staff, evidenced by their effectiveness in addressing guests' needs and providing timely assistance, further enhances the overall service experience. Guests' value, the value that the restaurant brings to guests, as indicated by the alignment of portion sizes with prices, the establishment's appeal for social gatherings, and the establishment's communication to express gratitude, adds another layer to their satisfaction. Additionally, the efficiency of the Service Delivery System, covering aspects like parking, entrance accessibility, payment processes, and prompt serving times, completes the spectrum of factors influencing guest satisfaction. Collectively, these elements contribute to shaping a positive and holistic service quality experience at The Ashima Nguyen Trai Nguyen Trai, fostering contentment among its guests.

5.1.3. Research question 3:

What specific solutions or improvements can be implemented at The Ashima Nguyen Trai to enhance guests' satisfaction with various service quality dimensions?

5.1.3.1. Responsiveness

Based on the statistical results presented in Chapter 4, Responsiveness emerges as the most influential factor affecting customer satisfaction. Consequently, it is evident that the responsiveness of the service team plays a pivotal role in contributing to overall customer satisfaction. Almost all survey participants concur that, prior to serving, the staff consistently communicates the names and functions of the mushrooms they utilize (R1). Guests also express favorable sentiments, noting that the restaurant's staff is always ready to assist them (R2), never overlook their requests (R3), and promptly respond to their needs (R4).

However, juxtaposed with these positive aspects, certain deficiencies contribute to guest dissatisfaction. The statistical findings reveal that the criterion "Staff are never too busy to the extent that they cannot meet your requests" received the lowest rating among the four criteria, with an average score of 3.53. Following closely is the criterion "Staff promptly respond to your needs" with an average score of 3.55. It can be inferred that at times, the staff may be overly occupied, resulting in an inability to fulfill customer requests or delayed responses. Therefore, the restaurant must to allocate more time for staff training to enhance service skills and

knowledge about the restaurant, ensuring uniformity and maintaining the quality of staff. Additionally, the part-time staff allocation strategy in each shift is crucial. If these staff members have not undergone thorough training, the restaurant should assign them tasks related to the back office such as preparing and supporting the official staff, minimizing direct interactions with customers to avoid unintended incidents. In addition, to increase employee motivation, the restaurant should review the welfare policy, regularly conduct surveys to record employees' thoughts and opinions, and demonstrate understanding and empathy. When the employees feel like an integral part of the business, they are more likely to prioritize customer satisfaction and work towards meeting their requirements.

Addressing the issue related to the transmission of information about the various types of mushrooms. In practice, during the service process, staff consistently convey this information, but the process happens quite quickly and continuously. That means, a series of names and functions are listed within a short period, making it challenging for guests to grasp immediately or remember afterward. Therefore, the authors suggest that the restaurant could supplement the menu with distinctive functions of each type of mushroom. By doing this, during the ordering process, guests can easily know the nutritional value of the foods they are about to order or consume, not solely relying on images and names. In this manner, when serving, the staff re-communicating this information will have a positive impact on recalling the details of guests.

5.1.3.2. Guests' value

Analyzing the descriptive statistical findings from customer evaluations on the Guest's value factor at The Ashima Nguyen Trai restaurant, it is observed that Guests' value is the second most impactful factor on customer satisfaction. Within this category, the criterion "The restaurant is an ideal place to enjoy meals with family, friends, and associates" received the lowest agreement among the four criteria. It is apparent that, for the majority of customers, The Ashima Nguyen Trai restaurant has not effectively provided a sense of comfort and relaxation. This issue may be attributed to various reasons, such as the restaurant not being particularly child-friendly, and the service approach creating a perceived distance for families, friends, or associates, as they feel less at ease and connected when staff excessively involved during meals. To enhance the

restaurant's appeal for family gatherings and socializing with friends, the authors suggest that, instead of staff solely focusing on meticulous customer service, efforts should be made to establish a personal connection through brief conversations, health inquiries, menu recommendations, and, most importantly, connect guests and their partners by reducing staff involve into customers' dining experiences. Establishing such connections can make meals more memorable, contributing to positive customer experiences at The Ashima Nguyen Trai restaurant, thereby making it the top-of-mind choice for future gatherings. Moreover, the restaurant should consider incorporating a few dishes and beverages tailored for children—a crucial demographic within the family customer group.

Furthermore, the criterion "The portion size of the food aligns well with the price and your expectations" did not garner widespread agreement from survey participants. This suggests that customers perceive the pricing at The Ashima Nguyen Trai restaurant as higher than expected, or in other words, that the portion sizes are not commensurate with the expenditure. Consequently, the restaurant should reassess its pricing or adjust portion sizes to align with customer expectations. One small suggestion to address this issue is for the restaurant to explore collaborations with local businesses to source seasonal, locally produced ingredients. This not only ensures quality but also reduces transportation costs, potentially allowing for increased portion sizes while maintaining affordability and cost-effectiveness.

5.1.3.3. Service delivery system

Based on the descriptive statistical findings regarding guest evaluations of the Service Delivery System (SDS) factor at The Ashima Nguyen Trai restaurant, the criterion "The serving time for food and beverages is swift and prompt" received the least agreement, indicating a delay in service that impacts the overall customer experience. This delay may stem from the restaurant's insufficient provision of equipment for the service process or may be attributed to the staff. Therefore, the authors propose two solutions to address this issue.

Firstly, the restaurant must ensure the availability of adequate equipment, especially during peak hours, and ensure that all staff members are well-versed in the proper usage and storage of these tools to facilitate a smooth and unobstructed service process. Secondly, restaurants also need to

pay attention to the physical health as well as the mental health of employees, because they are the ones in direct contact with customers and represent the Ashima brand.

Additionally, the criterion "The payment process is convenient and efficient" received mixed opinions from survey participants. Therefore, the restaurant should reconsider its payment process. The authors suggest that, when customers opt for card payments, staff should conduct the card transaction at the table to enhance transparency and efficiency. For customers requiring value-added tax invoices (VAT invoices), staff should carefully verify information, double-check with the customer, and promptly send the invoice to the company. This ensures accuracy and expediency in catering to the needs of customers about the payment process.

5.1.3.4. F&B quality

The findings from the descriptive statistical analysis of guest evaluations on the F&B quality factor at The Ashima Nguyen Trai restaurant reveal an average rating of 3.47.and has the fourth strongest influence out of the five factors affecting guests' satisfaction about service quality at The Ashima Nguyen Trai restaurant. Within the five criteria under F&B quality, the criterion "The presentation and decoration of food and beverages are visually appealing" received the least agreement. Based on the analysis results, the majority of customers agree that the food at the restaurant ensures freshness, food safety, and flavor, leading to satisfaction. However, they express the view that the decoration of dishes lacks attractiveness, and they also believe that the restaurant's specialty mushroom products are not difficult to obtain elsewhere. Therefore, the restaurant should reconsider its approach to food presentation and strive to convey more stories about its unique mushroom products, such as Matsutake mushrooms, to enhance customer understanding of the restaurant's efforts in providing rare and distinguished mushroom products – a rarity not commonly found in all restaurants, thus serving the customers better.

5.1.3.5. Service environment

Based on the descriptive statistical results, the authors observe that the Service Environment is the least influential factor in customer satisfaction at The Ashima Nguyen Trai restaurant. However, with the aim of enhancing customer satisfaction, the authors also propose several

general recommendations. In order to demonstrate care for customers, the restaurant may consider equipping additional facilities for babies, elderly individuals, and persons with disabilities in the restroom area, such as changing tables, handrails, and child-friendly hand washing basins. To create a spreading effect, the restaurant may contemplate establishing an impressive space related to nature, mushrooms, or simply tying it to special events throughout the year for customers to have a corner to take photos of each time they visit the restaurant. With this solution, customers incidentally become marketers for the restaurant through their pictures.

5.2. Limitations and future research

5.3.1. Limitations

Firstly, the study solely focused on the effects of the impact of five identified factors,, neglecting a large number of additional possible effects that were not taken into consideration. In addition, the study's temporal limitations—conducted in a small amount of time with a small sample size—produced results that were just passably acceptable. Due to the research's exclusive conduct at The Ashima Nguyen Trai restaurant, biases may remain despite diligent measures to ensure its quality and comprehensiveness.

Secondly, because customer satisfaction is fundamentally subjective, the study is subject to inherent limitations. Participants are likely to answer survey questions in a careless way because of the general mentality of annoying hesitation Primary data presents two distinct challenges: response bias and recall of memories. Primary data mostly depends on a person's points of view and experiences. It's possible that participants will give answers that are socially acceptable, which shifts the results away from sincere reflections and toward socially acceptable feedback. Furthermore, asking participants about previous occurrences raises the risk of erroneous or biased information.

Thirdly, the study's short time frame and limited sample size add additional limits to these difficulties. Although they were not specifically taken into account, outside events like holidays, local events or special promotions during the data-collecting period may have had an impact on consumer experiences and satisfaction. An additional degree of complexity arises from the

possibility that the study's period is insufficient to capture possible seasonal variations in consumer satisfaction.

Acknowledging these limitations is necessary for a responsible and truthful presentation of the research's limitations. It is important to stress that these drawbacks do not take away from the study's value in providing insight into the factors influencing guests' satisfaction at Ho Chi Minh City's The Ashima Nguyen Trai restaurant.

Better yet, they offer insightful information for further study, emphasizing the necessity of resolving these limitations and expanding our comprehension of customer satisfaction in the context of the restaurant business as a whole.

5.3.2. Future research

For the future research, authors can apply other factors that are related to guests' satisfaction about service quality instead of the five identified factors of this research. This can help the studies have a roundabout understanding of the effects of the factors that mentioned and how guests' satisfaction and service quality are affected from them.

Moreover, future researchers should consider conducting research on a larger scale of time and location instead of limiting it to one destination or a small timeframe. So that the research can have a bigger and more trusted data, population.

The next recommendation for research in the future involves selecting a suitable analytical approach for large and intricate sample sizes. However, the choice of method depends on the objectives of upcoming research endeavors.

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APPENDIX

Appendix 1 : Preliminary Scale

Factor	Item	Statement
F&B quality	1	The ingredients and beverages at The Ashima Nguyen Trai restaurant are consistently fresh
	2	Rare and valuable ingredients used at The Ashima Nguyen Trai restaurant are not easy to buy elsewhere.
	3	Food and beverages at The Ashima Nguyen Trai restaurant are reliably prepared in accordance with food safety standards.
	4	The presentation and decoration of food and beverages are visually appealing
	5	You are satisfied with the taste of the food and beverages at The Ashima Nguyen Trai restaurant
Service environment	1	The Ashima Nguyen Trai restaurant offers a clean and refreshing environment
	2	The restaurant's design is elegant and eye-catching
	3	The Ashima Nguyen Trai restaurant features modern equipment
	4	Music is appropriately played throughout the meal, creating a comfortable and relaxed ambiance
	5	The seating arrangements at The Ashima Nguyen Trai restaurant provide ample space and comfort for you
	6	The restroom facilities at The Ashima Nguyen Trai restaurant are fully equipped and clean
Responsiveness	1	Staff provide you with information about various mushroom types before serving
	2	Staff are readily available to assist you
	3	Staff are never too busy to the extent that they cannot meet your requests
	4	Staff promptly respond to your needs
Service delivery system	1	The serving time for food and beverages is swift and prompt
	2	You are satisfied with the service provided by the staff

Factor	Item	Statement
	3	Staff communicate politely and attentively to customers
	4	The parking area, entrance, and restroom facilities at The Ashima Nguyen Trai restaurant are conveniently located and easily accessible
	5	The payment process is convenient and efficient
Guests' value	1	The portion size of the food aligns well with the price and your expectations
	2	You feel appreciated and well-cared for while using the services at The Ashima Nguyen Trai restaurant
	3	The restaurant is an ideal place to enjoy meals with family, friends, and associates
	4	Utilizing the services at The Ashima Nguyen Trai restaurant enhances your overall value
	5	The restaurant establishes communication with you to express gratitude and acknowledge feedback after using the services
Guests' satisfaction	1	You are satisfied with the quality of service at The Ashima Nguyen Trai restaurant
	2	You intend to continue using the services at The Ashima Nguyen Trai restaurant in the future
	3	You plan to recommend The Ashima Nguyen Trai restaurant to friends and family

Appendix 2 : Group discussion questions

Solutions Enhancing Guests' Satisfaction about Service Quality at The Ashima Nguyen Trai, District 1, Ho Chi Minh City

To begin with, the authors express gratitude for your participation in responding to the survey questions provided below. The insights from experts are highly valuable and play a crucial role in the study's success. It is important to emphasize that your comments will be exclusively utilized for educational and research purposes and will be treated with utmost confidentiality. Sincere thanks.

1. Could you please tell us the Factors affecting guests' satisfaction about service quality at your business? …………………………………………………………………………………………………
………………………………………………………………………………………………

2. What do you think about the Factors affecting guests' satisfaction about service quality analyzed in this research paper?

FACTOR	AGREEMENT	
	Agree	Disagree
F&B quality		
Service environment		
Responsiveness		
Guests' value		
Service delivery system		

Please give reasons why you disagree with the Factors affecting guests' satisfaction about service quality listed above.

……………………………………………………………………………………………………

……………………………………………………………………………………………………

3. Please give your opinion on the impacts of Factors affecting guests' satisfaction about service quality at Ashima restaurant by ticking the boxes below.

Factor	Item	Statement	Agree	Disagree	Other
F&B quality	1	The ingredients and beverages at The Ashima Nguyen Trai restaurant are consistently fresh			
	2	Rare and valuable ingredients used at The Ashima Nguyen Trai restaurant are not easy to buy elsewhere.			
	3	Food and beverages at The Ashima Nguyen Trai restaurant are reliably prepared in accordance with food safety standards.			
	4	The presentation and decoration of food and beverages are visually appealing			
	5	You are satisfied with the taste of the food and beverages at The Ashima Nguyen Trai restaurant			
Service environment	1	The Ashima Nguyen Trai restaurant offers a clean and refreshing environment			
	2	The restaurant's design is elegant and eye-catching			

	3	The Ashima Nguyen Trai restaurant features modern equipment			
	4	Music is appropriately played throughout the meal, creating a comfortable and relaxed ambiance			
	5	The seating arrangements at The Ashima Nguyen Trai restaurant provide ample space and comfort for you			
	6	The restroom facilities at The Ashima Nguyen Trai restaurant are fully equipped and clean			
Responsiveness	1	Staff provide you with information about various mushroom types before serving			
	2	Staff are readily available to assist you			
	3	Staff are never too busy to the extent that they cannot meet your requests			
	4	Staff promptly respond to your needs			
Service delivery system	1	The serving time for food and beverages is swift and prompt			
	2	You are satisfied with the service provided by the staff			
	3	Staff communicate politely and attentively to customers			
	4	The parking area, entrance, and restroom facilities at The Ashima Nguyen Trai restaurant are conveniently located and easily accessible			
	5	The payment process is convenient and efficient			
Guests' value	1	The portion size of the food aligns well with the price and your expectations			
	2	You feel appreciated and well-cared for while using the services at The Ashima Nguyen Trai restaurant			
	3	The restaurant is an ideal place to enjoy meals with family, friends, and associates			

	4	Utilizing the services at The Ashima Nguyen Trai restaurant enhances your overall value			
	5	The restaurant establishes communication with you to express gratitude and acknowledge feedback after using the services			
Guests' satisfaction	1	You are satisfied with the quality of service at The Ashima Nguyen Trai restaurant			
	2	You intend to continue using the services at The Ashima Nguyen Trai restaurant in the future			
	3	You plan to recommend The Ashima Nguyen Trai restaurant to friends and family			

4. Could you explain why you disagreed with the factors affecting guests' satisfaction about the service quality at The Ashima Restaurant mentioned above?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

5. Could you list down other factors that affect guests' experience?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

Appendix 3: List of discussion participants

No.	Name	Organisation	Position
1	Tran Hoang Nghia	Ashima Nguyen Trai	Restaurant Manager
2	Do Van Binh	Ky Hoa Hotel Saigon	The Deputy of Ky Hoa Hotel Saigon
3	Tran Thanh Son	Saigon-Phutho Hotel	General Manager
4	Ly Hoai Nam	Nguyen Tat Thanh University	Lecturer
5	Vu Thi Thuy Linh	Mermaid Seaside Vung Tau Hotel	General Manager
6	Giang Le	Sheraton Saigon Hotel & Towers	VIPs & Club Service Manager
7	Quang Bui	Sheraton Saigon Hotel & Towers	Saigon Cafe's Kitchen Chef

Appendix 4: Survey questionnaire

CUSTOMER SATISFACTION ABOUT SERVICE QUALITY AT THE ASHIMA NGUYEN TRAI RESTAURANT

Dear Sir/Madam,

We are a group of students currently studying in the field of Tourism and Hospitality Management at FPT University, Ho Chi Minh City. Currently, we are conducting a customer survey as part of our graduation thesis on the topic: ***"Solutions Enhancing Guests' Satisfaction about Service Quality at The Ashima Nguyen Trai Restaurant, District 1, Ho Chi Minh City"***

Firstly, we would like to express our sincere gratitude to you for taking the time to participate in this questionnaire. Your valuable input will serve as a crucial foundation for us to complete this research. Lastly, we, the authors, commit that your opinions will only be used for educational and research purposes, and all your information will be kept confidential.

Thank you for your cooperation.

Questionnaire Number: ....

Interviewer: ....

Interview Date: ....

Interview Time: ....

I - CUSTOMER INFORMATION SECTION

1- What is your gender?

☐Male   ☐Female   ☐Other

2- How old are you?

☐18-22 years old   ☐23-30 years old   ☐31-40 years old   ☐Over 40 years old

3- What is your occupation?

☐Students

☐Teachers / Lecturers

☐Office workers

☐Civil servants

☐Entrepreneurs

☐Self-employed

☐Other ……………………………………

4- What is your monthly income?

☐Under 5 million

☐From 5 – under 7 million

☐From 7 – under 10 million

☐From 10 – under 15 million

☐Over 15 million

5- How did you become aware of the Ashima Nguyen Trai Restaurant?

☐Random encounter

☐Introduced by friends or acquaintances

☐Social media (Facebook, Tiktok, etc.)

☐Media outlets (websites, newspapers, etc.)

☐Food delivery apps (Grab, ShopeeFood, etc.)

☐Other ……………………………………

6- How frequently do you visit the Ashima Nguyen Trai Restaurant?

☐Rarely (1-2 times per year)

☐Occasionally (3-5 times per year)

☐Frequently (5-10 times per year)

☐Very frequently (More than 10 times per year)

II - SERVICE SURVEY SECTION

Please mark 'X' to the number corresponding to your level of agreement, from low to high, for each statement according to the following convention:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Factor	Item	Statement	1	2	3	4	5
F&B quality	1	The ingredients and beverages at The Ashima Nguyen Trai restaurant are consistently fresh					
	2	Rare and valuable ingredients used at The Ashima Nguyen Trai restaurant are not easy to buy elsewhere.					
	3	Food and beverages at The Ashima Nguyen Trai restaurant are reliably prepared in accordance with food safety standards.					
	4	The presentation and decoration of food and beverages are visually appealing					
	5	You are satisfied with the taste of the food and beverages at The Ashima Nguyen Trai restaurant					
Service environment	1	The Ashima Nguyen Trai restaurant offers a clean and refreshing environment					
	2	The restaurant's design is elegant and eye-catching					
	3	The Ashima Nguyen Trai restaurant features modern equipment					
	4	Music is appropriately played throughout the meal, creating a comfortable and relaxed ambiance					
	5	The seating arrangements at The Ashima Nguyen Trai restaurant provide ample space and comfort for you					
	6	The restroom facilities at The Ashima Nguyen Trai restaurant are fully equipped and clean					
Responsiveness	1	Staff provide you with information about various mushroom types before serving					

	2	Staff are readily available to assist you						
	3	Staff are never too busy to the extent that they cannot meet your requests						
	4	Staff promptly respond to your needs						
Service delivery system	1	The serving time for food and beverages is swift and prompt						
	2	You are satisfied with the service provided by the staff						
	3	Staff communicate politely and attentively to customers						
	4	The parking area, entrance, and restroom facilities at The Ashima Nguyen Trai restaurant are conveniently located and easily accessible						
	5	The payment process is convenient and efficient						
Guests' value	1	The portion size of the food aligns well with the price and your expectations						
	2	You feel appreciated and well-cared for while using the services at The Ashima Nguyen Trai restaurant						
	3	The restaurant is an ideal place to enjoy meals with family, friends, and associates						
	4	Utilizing the services at The Ashima Nguyen Trai restaurant enhances your overall value						
	5	The restaurant establishes communication with you to express gratitude and acknowledge feedback after using the services						
Guests' satisfaction	1	You are satisfied with the quality of service at The Ashima Nguyen Trai restaurant						
	2	You intend to continue using the services at The Ashima Nguyen Trai restaurant in the future						
	3	You plan to recommend The Ashima Nguyen Trai restaurant to friends and family						

3- In your opinion, what aspect of Ashima Restaurant on Nguyen Trai Street brings you the most satisfaction?

....

4- In your view, what strategies should the restaurant implement to enhance customer satisfaction about service quality?

....

SINCERELY APPRECIATE YOUR COOPERATION!

Appendix 5: Official results

1. Cronbach's alpha

- F&B quality

Cronbach's Alpha	N of Items
.815	5

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
FBQ1	13.83	9.613	.611	.777
FBQ2	13.91	9.595	.622	.773
FBQ3	13.79	10.013	.571	.789
FBQ4	13.94	9.785	.600	.780
FBQ5	13.87	9.650	.616	.775

- **Service environment**

Cronbach's Alpha	N of Items
.840	6

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
SE1	17.64	13.641	.548	.827
SE2	17.74	12.835	.636	.809
SE3	17.66	12.945	.672	.803
SE4	17.78	12.610	.657	.805
SE5	17.72	13.139	.604	.816
SE6	17.61	13.496	.581	.820

- **Responsiveness**

Cronbach's Alpha	N of Items
.785	4

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
R1	10.66	6.355	.600	.728
R2	10.69	6.225	.609	.723
R3	10.74	6.220	.573	.742
R4	10.72	6.254	.583	.736

● Guests' value

Cronbach's Alpha	N of Items
.829	5

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
GV1	14.33	10.172	.558	.814
GV2	14.43	9.387	.709	.770
GV3	14.39	9.713	.640	.790
GV4	14.27	10.251	.567	.811
GV5	14.30	9.852	.658	.786

● Service delivery system

Cronbach's Alpha	N of Items
.834	5

Item-Total Statistics				
	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item – Total Correlation	Cronbach's Alpha If Item Deleted
SDS1	14.13	10.309	.572	.818
SDS2	13.96	9.684	.690	.785
SDS3	13.93	9.950	.665	.792
SDS4	13.99	9.859	.667	.791
SDS5	14.03	10.300	.578	.816

2. Exploratory factor analysis (EFA)

- Independent variables

Rotated Component Matrix^a

	Component 1	2	3	4	5
SE4	.741				
SE5	.729				
SE1	.720				
SE6	.705				
SE2	.667				
GV3		.789			
GV1		.749			
GV5		.696			
GV2		.680			.565
GV4		.678			
SE3	.583	.644			
FBQ5			.761		
FBQ2			.742		
FBQ1			.726		
FBQ4			.705		
FBQ3			.656		
SDS2				.783	
SDS4				.783	
SDS1				.708	
SDS5				.676	
SDS3	.548			.632	
R2					.747
R3					.726
R1					.715
R4					.690

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.770
Bartlett's Test of Sphericity	Approx. Chi-Square	2165.585
	df	300
	Sig.	.000

- ○ **Eliminate SE3**

Rotated Component Matrix^a

	Component 1	2	3	4	5
SE1	.739				
SE6	.734				
SE5	.732				
SE4	.724				
SE2	.637				
FBQ5		.765			
FBQ2		.741			
FBQ1		.727			
FBQ4		.700			
FBQ3		.658			
SDS2			.785		
SDS4			.784		
SDS1			.709		
SDS5			.677		
SDS3	.550		.637		
GV1				.771	
GV3				.763	
GV5				.725	
GV2				.679	.563
GV4				.672	
R2					.753
R3					.727
R1					.722
R4					.684

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.770
Bartlett's Test of Sphericity	Approx. Chi-Square	2165.585
	df	300
	Sig.	.000

- ○ **Eliminate SDS3**

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
FBQ5	.764				
FBQ2	.737				
FBQ1	.732				
FBQ4	.701				
FBQ3	.659				
GV1		.770			
GV3		.765			
GV5		.726			
GV2		.679		.567	
GV4		.672			
SE1			.770		
SE5			.741		
SE6			.715		
SE4			.689		
SE2			.660		
R2				.751	
R3				.729	
R1				.727	
R4				.695	
SDS1					.770
SDS2					.735
SDS4					.735
SDS5					.733

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.791
Bartlett's Test of Sphericity	Approx. Chi-Square	1540.552
	df	253
	Sig.	.000

○ **Eliminate GV2**

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
FBQ5	.766				
FBQ2	.739				
FBQ1	.730				
FBQ4	.704				
FBQ3	.655				
SE1		.771			
SE5		.742			
SE6		.716			
SE4		.690			
SE2		.658			
SDS1			.771		
SDS2			.739		
SDS5			.735		
SDS4			.731		
R3				.764	
R1				.747	
R2				.725	
R4				.672	
GV1					.807
GV3					.736
GV5					.722
GV4					.684

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	1218.953
	df	231
	Sig.	.000

● Dependent variables

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.704
Bartlett's Test of Sphericity	Approx. Chi-Square	136.360
	df	3
	Sig.	.000

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

3. Multiple linear regression analysis

● Pearson correlation result

Correlations

		GS	FBQ	SE	R	GV	SDS
GS	Pearson Correlation	1	.562**	.520**	.607**	.541**	.577**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	157	157	157	157	157	157
FBQ	Pearson Correlation	.562**	1	.353**	.391**	.302**	.374**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	157	157	157	157	157	157
SE	Pearson Correlation	.520**	.353**	1	.397**	.287**	.290**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	157	157	157	157	157	157
R	Pearson Correlation	.607**	.391**	.397**	1	.270**	.399**
	Sig. (2-tailed)	.000	.000	.000		.001	.000
	N	157	157	157	157	157	157
GV	Pearson Correlation	.541**	.302**	.287**	.270**	1	.345**
	Sig. (2-tailed)	.000	.000	.000	.001		.000
	N	157	157	157	157	157	157
SDS	Pearson Correlation	.577**	.374**	.290**	.399**	.345**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	157	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

● Multiple linear regression results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.818[a]	.670	.659	.47947	2.075

a. Predictors: (Constant), SDS, SE, GV, FBQ, R
b. Dependent Variable: GS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.408	5	14.082	61.254	.000[b]
	Residual	34.713	151	.230		
	Total	105.121	156			

a. Dependent Variable: GS
b. Predictors: (Constant), SDS, SE, GV, FBQ, R

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.662	.262		-2.527	.013
	FBQ	.234	.058	.218	4.015	.000
	SE	.213	.061	.186	3.501	.001
	R	.286	.056	.281	5.090	.000
	GV	.282	.055	.263	5.090	.000
	SDS	.249	.057	.239	4.403	.000

a. Dependent Variable: GS