



THE ANALYSIS INFLUENCE OF SERVICE QUALITY  
TOWARDS CUSTOMER SATISFACTION: A CASE OF  
MCDONALDS IN LIPPO CIKARANG

By

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**SKRIPSI ADVISOR**  
**RECOMMENDATION LETTER**

This skripsi entitled “**The Analysis Influence of Service Quality towards Customer Satisfaction: A Case of McDonalds in Lippo Cikarang**” prepared and submitted by Fadilah Rahman in partial fulfillment of the requirements for the degree of Management in the Faculty of Business has been reviewed and found to have satisfied the requirements for a skripsi fit to be examined. I therefore recommend this skripsi for Oral Defence.

Cikarang, Indonesia, September 22, 2015.

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## **DECLARATION OF ORIGINALITY**

I declare that this kripsi, entitled “**The Analysis Influence of Service Quality towards Customer Satisfaction: A Case of McDonalds in Lippo Cikarang**” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, September 22, 2015.

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## **PANEL OF EXAMINERS APPROVAL SHEET**

Herewith, the Panel of Examiners declares that the Skripsi entitled “**The Analysis Influence of Service Quality towards Customer Satisfaction: A Case of McDonalds in Lippo Cikarang**” that was submitted by Fadilah Rahman majoring in Management from the Faculty of Business was assessed and approved to have passed the oral Examinations on September 29<sup>th</sup>, 2015.

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## **ABSTRACT**

This research aims to test and analysis influence of service quality towards customer satisfaction in McDonalds Lippo Cikarang. The dimensions of service quality are tangible, empathy, reliability, responsiveness and assurance. This study is using quantitative research analysis, multiple regression method with collect data from questionnaires and using Statistical Product and Service Solution (SPSS) version 17 was used to analyze the data. Questionnaires were distributed and self-administered to 100 respondents. The respondents were customers, who have been visited in McDonalds Lippo Cikarang. The result on this research has shown that in partially empathy, reliability and assurance have significant influence towards Customer Satisfaction and independent variable in simultaneous have significant influence towards Customer Satisfaction. Adjusted R square of 0.457 showed that 45.7% Customer Satisfaction in McDonalds in Lippo Cikarang can be explained by empathy, reliability and assurance. While the remaining 54.3% are influenced or explained by other variables not included in this research model.

*Keyword: Tangible, Empathy, Reliability, Responsiveness, Assurance and Customer Satisfaction.*

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**Cikarang, Indonesia, September 22, 2015**

**Fadilah Rahman**

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# CHAPTER I

## INTRODUCTION

### 1.1. Background Study

In the modern era, the Indonesian people, especially urban communities became interested and like fast food such as hamburgers, Kentucky, spaghetti, pizza, hot dogs and much more. This interest is basically caused by urban communities mobility more quickly and like all simple things, rapidly consumed, and is supported by dense family activities outside the home so there is no time to prepare food (Mufidah 2012: 158). Besides wanting consumed simple and fast foods, people also look for other forms of satisfaction, among different flavors, service, and atmosphere.

Currently, the development of fast food restaurants from year to year increase (Indonesian Franchise Directory Issue 3, 2007). This is indicated by widespread presence of restaurants which serves fast food in Indonesia. , Increasing levels of competition, will lead customer to face alternative products, various price and quality with the result that customers will always search the highest value of some products (Kotler, 2005 in Aryani and Febrina, 2010). Fast food restaurant certainly has advantages and each strategy that can attract consumers to consume the products they offered. These conditions require the restaurant improve the quality of services provided to customers constantly. It is intended to make customers feeling satisfied and giving positive contribution to the restaurant.

Service quality is needed for creating customer satisfaction and service quality is connected to customer expectations. Oliver (1997) argues that service quality can be described as the result from customer comparisons between their expectations

about the service they will use and their perceptions about the service company. That means that if the perceptions would be higher than the expectations the service will be considered excellent, if the expectations equal the perceptions the service is considered good and if the expectations are not met the service will be considered bad.

Oliver (1997) argues that customer satisfaction can be described as a judgement that a product or service feature, or the product or service it self, provides pleasurable consumption. Satisfaction can also be described as a fulfilment response of service and an attitude change as a result of the consumption. Gibson (2005) put forward that satisfied customers are likely to become loyal customers and that means that they are also likely to spread positive word of mouth. Understanding which factors that influence customer satisfaction makes it easier to design and deliver service offers that corresponds to the market demands.

McDonald's Indonesia, is one of the fastest growing fast food franchise restaurant since its first store opened in Indonesia in 1991. This restaurant is famous with its high quality standard of food, especially for young generation in the urban area where most of its restaurants are located. A part from its food high quality standard, service quality towards its customers such as the time to serve the food, cleanliness, location, convenience, and affordable price are some of the reasons why this restaurant is famous about. As per common service industry characteristic, service quality which in this thesis is translated in to 5 dimensions i.e. Tangible, Empathy, Reliability, Responsiveness and Assurance, is one of the key success factor for fast food restaurant in creating customer satisfaction and customer loyalty, therefore the McDonald's Indonesia management always takes very serious attention on this aspect through its so tight Standard Operation Procedure (SOP) manual.

Schneider and Bowen (1985) and Tornow and Wiley (1991) found a positive correlation between the attitude of employees, the attitude of customers and employee and customer perceptions of service quality. They also found that customer satisfaction is directly related to the attitude and perceptions of employees, in turn, the attitude and perceptions of employees relate to the organization and its management practices. They also said that customer satisfaction is not just relating to the values and attitudes of employees, which means that the overall effectiveness of the organization has direct impact on values and attitudes.

According to Oliver (1980) the customer satisfaction research literature concerns how well the service delivery occurs in comparison with expectations. Today customer satisfaction is an important subject and is also often discussed in marketing literature. Satisfaction can be described as a number of post experience decisions.

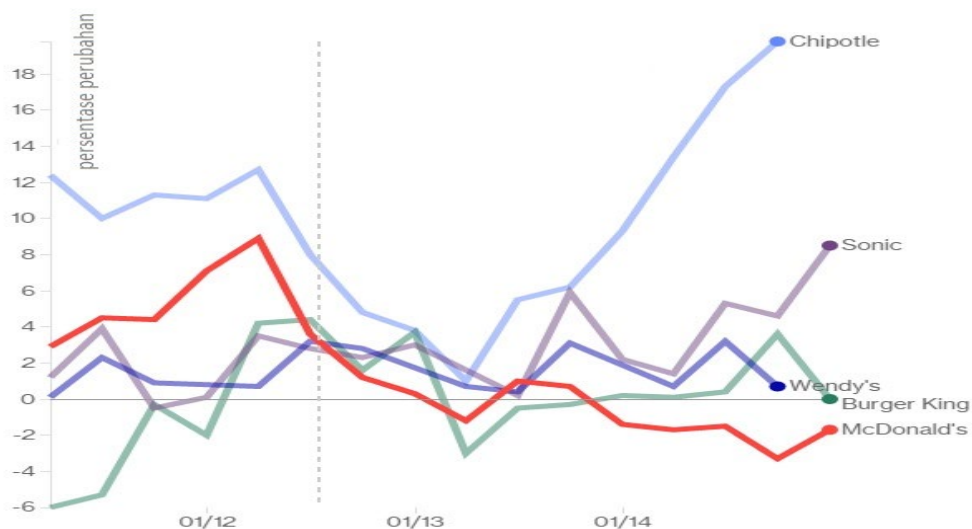
## **1.2. Problem Identification**

Both public and private organization now view customer as their central concern, regardless of their understanding of quality method and quality management (Edvardsson et al, 1994). Thus, without customer, the service firm has no reason to exist (Hoffman and Bateson, 1997). As we know that Mcdonalds is a service company which has a good performance and its customers always increase every year, but in recent years Mcdonalds has been decreasing. It shows on graph 1.1, in 2014 Mcdonalds decreased by 2,5%. It is different with its competitor which increased every year. Decreasing of Mcdonalds sales partly due to reports in China that McDonalds's beef supplier was caught using expired meat. It is implicated in the loss of using meat on the menu in China and Hong Kong Outlets (metrotvnews.com). It clearly shows that another fastfood company is

better than McDonalds. And also it shows that McDonalds's market share is less bulky than other fast food company.

And It also causes a some McDonalds outlets are widely especially in Indonesia, Lippo Cikarang McDonalds which as we know they just opened in 2009 very much has the consumer, but when in 2014, they decreased due to a report from the Chinese.

**Graph 1.1 Sales Data of McDonalds 2012 - 2014**



**Source : Bloomberg Intelligence**

### **1.3. Statement of Problem**

In this research, researcher discussed about how much is the impact from 5 service quality dimensions towards customer satisfaction of McDonalds Indonesia. Therefore, based on the statement above this thesis title is “The Analysis Influence of Service Quality towards Customer Satisfaction: a Case of

McDonalds in Lippo Cikarang, Cikarang”. The specific questions that are researched in this thesis are:

1. Do Tangible, Empathy, Reliability, Responsiveness and Assurance have partially influence towards customer satisfaction?
2. What is the Tangible, Empathy, Reliability, Responsiveness and Assurance have simultaneous influence towards customer satisfaction?

#### **1.4. Research Objective**

This study is conducted to meet some following objectives:

1. To know that Tangible, Empathy, Reliability, Responsiveness and Assurance have partially influence towards customer satisfaction.
2. To know that Tangible, Empathy, Reliability, Responsiveness and Assurance have simultaneous towards customer satisfaction.

#### **1.5. Scope and Limitations of the Study**

The discussions on this study are limited on the study satisfaction about service quality at McDonald’s Lippo Cikarang a case study. The sample of population is not focused on any specific target group and therefore it is not possible to make any kind of generalizations about different groups. The questionnaire is long which sometimes reason for a reaction from the respondents was, they thought that the questionnaire was too long and boring to read. In that way we lost a few respondents and some questionnaires where answered quickly without deep thinking. Most respondents answered without big persuasion though. We also asked them at the same time about expectations and perceptions, which can create confusion. If you use different customers for expectations and perceptions there will be less confusion and the answers will be more reliable.



## **1.6. Definition of Terms**

### **1. Service quality**

Service quality is concepts that has aroused substantial interest and argue in research. There are difficulties defining and measuring it with no overall consensus emerging on either (Wisniewski, 2001).

### **2. Customer satisfaction**

Customer satisfaction is a post-purchase evaluation of a service offering (Oh, 2000, Bolton and Drew 1991).

### **3. Tangible**

Parasuraman et al. (1985) defined tangibility as the appearance of physical facilities, equipment, personnel, and written materials.

### **4. Empathy**

Parasuraman et al. (1985) defined empathy as the caring and individual attention the firm provides its customers. It involves giving customers individual attention and employees who understand the needs of their customers and convenience business hours.

### **5. Reliability**

Reliability depends on handling customers' services problems; performing services right the first time; provide services at the promised time and maintaining error-free record. Furthermore, they stated reliability as the most important factor in conventional service (Parasuraman et al., 1988). Reliability also consists of accurate order fulfillment; accurate record; accurate quote; accurate in billing; accurate calculation of commissions; keep services promise.

## **6. Responsiveness**

Responsiveness defined as the willingness or readiness of employees to provide service. It involves timeliness of services (Parasuraman et al., 1985). It is also involves understanding needs and wants of the customers, convenient operating.

## **7. Assurance**

Parasuraman et al. (1985) defined assurance as knowledge and courtesy of employees and their ability to inspire trust and confidence.

### **1.7. Significance of the Study**

By doing this research, there are some benefits that can be achieved, which are:

#### **a. For President University**

To contribute additional knowledge and information for the next research about the five dimensions of service quality, customer expectation and customer satisfaction.

#### **b. For Researcher**

To give more information and knowledge about the five dimensions of service quality and customer expectation in influencing customer satisfaction.

#### **c. For McDonalds**

Can be used as information to be able to determine the level of consumer satisfaction from consumer expectations to service quality in McDonalds.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1. Service Quality**

According to Parasuraman et al. (1991), companies can get their competitive advantage by using the technology for the purpose of enhancing service quality and gathering market demand. For decades, many researchers have developed a service perspective (Zeithaml, 2009, Ramsaran and Fowdar, 2007). Chang (2008) describes that the concept of service quality should be generally approached from the customer's point of view because they may have different values, different ground of assessment, and different circumstances. Parasuraman, Zeithaml and Berry (1990) mention that service quality is an extrinsically perceived attribution based on the customer's experience about the service that the customer perceived through the service encounter.

According to the work of Kumra (2008), service quality is not only involved in the final product and service, but also involved in the production and delivery process, thus employee involvement in process redesign and commitment is important to produce final tourism products or services. Service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either (Naumann, 1995).

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2008). Service quality has received a great deal of attention from both academicians and practitioners (Negi,

2009) and service marketing literature defined service quality as the overall assessment of a service by the customer (Eshghi et al., 2007). Duff et al. (2008) pointed out that, by defining service quality, companies will be able to deliver services with higher quality level presumably resulting in increased customer satisfaction. Akroush (2008) also pointed out that service quality is the result of the comparison made by customers about what they feel service firms should offer, and perceptions of the performance of firms providing the services. Gronroos (2007) also defined service quality as the outcome of the comparison that consumers make between their expectations and perceptions. Customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation (Athanasopoulos et al., 2001). Perceived service is the outcome of the consumer's view of the service dimensions, which are both technical and functional in nature. It is very vital to note here that, service quality is not only assessed as the end results but also on how it is delivered during service process and its ultimate effect on consumer's perceptions (Duncan & Elliot, 2004). Through service quality, organizations can reach a higher level of service quality, a higher level of customer satisfaction, and can maintain a constant competitive advantage (Meuter et al., 2000).

### **2.1.1. Dimension of service quality**

Previously, Parasuraman et al. (1985) identify ten determinants for measuring service quality which are tangibility, reliability, responsiveness, communication, access, competence, courtesy, credibility, security, and understanding/knowledge of customers. Later these ten dimensions were further purified and developed into five dimensions i.e. tangibility, reliability, responsiveness, assurance and empathy to measure service quality, SERVQUAL (Parasuraman et al., 1988).

These five dimension included three original and two combined dimensions described as:

### **1. Tangible**

Tangible defined as the physical appearance of facilities, equipment, staff, and written materials. It translates to the restaurant's interiors, the appearance and condition of the cutlery, tableware, and uniform of the staff, the appearance and design of the menu, restaurant signage and advertisements (Zeithamal et al., 2006). Tangibles are used by firms to convey image and signal quality (Zeithaml et al., 2006).

Those things which have a physical existence and can be seen and touched. In context of service quality, tangibles can be referred to as Information and Communications Technology (ICT) equipment, physical facilities and their appearance (ambience, lighting, air-conditioning, seating arrangement); and lastly but not least, the services providing personnel of the organization (Blery et al., 2009). These tangibles are deployed, in random integration, by any organization to render services to its customers who in turn assess the quality and usability of these tangibles. Hayes (1997), states that some quality dimensions are generalized across many services, but some will apply only to specific type of services and it is necessary to understand quality dimensions to be able to develop measures to assess them.

### **2. Empathy**

Empathy is defined as the "caring, individualized attention the firm provides its customer (Zeithaml et al., 2006). The customer is treated as if he is unique and special. There are several ways that empathy can be provided: knowing the customer's name, his preferences and his needs.

Many small companies use this ability to provide customized services as a competitive advantage over the larger firms (Zeithaml et al., 2006). This dimension is also more suitable in industries where building relationships with customers ensures the firm's survival as opposed to "transaction marketing" (Andaleeb & Conway, 2006). Thus, in the context of quick service restaurant, empathy may not be so applicable where customers look for quick service and the queues at the counters are long. However, in a fine dining restaurant, empathy may be important to ensure customer loyalty as the server knows how the customer likes his or her food prepared. On the other hand, some customers may just want to be left alone to enjoy their food and may not want someone giving them too much attention. Empathy in the context of fine dining can be demonstrated through showing concern in times of service failure and providing service recovery or going out of the way to meet a customer's special requirements, for instance, providing vegetarian food.

Empathy has been found to be more suitable and important in enhancing service quality in industries where building relationships with customers and clients ensures the firms survival as opposed to "transaction marketing" (Andaleeb and Conway, 2006). Thus (Har, 2008) has argued that in quick service restaurant setting, the customer look for quick service and whether the queues at the counters are long and in that context empathy may not be so important. He however indicated that in fine dining restaurant, empathy may be important to ensure customer satisfaction as the server knows how the customer likes his or her food prepared (Har, 2008).

According to Blery et al. (2009), empathy means taking care of the customers by giving attention at individual level to them. It involves

giving ears to their problems and effectively addressing their concerns and demands.

### **3. Reliability**

Reliability is defined as “the ability to perform the promised service dependably and accurately” or “delivering on its promises” (Zeithaml et al., 2006). This dimension is critical as all customers want to deal with firms that keep their promises and this is generally implicitly communicated to the firm’s customers. Some companies such as FedEx may make it an explicit service positioning. For the food & beverage industry, reliability can be Customer Satisfaction 12 interpreted to mean fresh food delivered at the correct temperature and accurately the first time (Andaleeb & Conway, 2006).

Reliability means the ability of a service provider to provide the committed services truthfully and consistently (Blery et al., 2009). Customers want trustable services on which they can rely. Reliability is about the organization keeping its word. It is defined as “the ability to perform the promised service dependably and accurately” or delivering on its promises” (Zeithaml et al, 2006)

### **4. Responsiveness**

Responsiveness is the willingness to help customers and provide prompt service (Zeithaml et al., 2006). This dimension is concerned with dealing with the customer’s requests, questions and complaints promptly and attentively. A firm is known to be responsive when it communicates to its customers how long it would take to get answers or have their problems dealt with. To be successful, companies need to look at responsiveness

from the view point of the customer rather than the company's perspective (Zeithaml et al., 2006).

## **5. Assurance**

Assurance is defined as “the employees’ knowledge and courtesy and the service provider’s ability to inspire trust and confidence” (Zeithaml et al., 2006). According to Andaleeb and Conway (2006), assurance may not be so important relative to other industries where the risk is higher and the outcome of using the service is uncertain. Thus, for the Customer Satisfaction, assurance is an important dimension that customers look at in assessing a restaurant or food. The trust and confidence may be represented in the personnel who link the customer to the organization (Zeithaml et al., 2006).

According to Blery et al. (2009), assurance is developed by the level of knowledge and courtesy displayed by the employees in rendering the services and their ability to instill trust and confidence in customer. Andaleeb and Conway (2006) observed that assurance may not be so important relative to other industries where the risk is higher and the outcome of using the service is uncertain. They concluded that in the health sector, for example, assurance is a very much important dimension to clients assessing a hospital or a surgeon for an operation. Empathy, according to Har (2008), is treating the customer as if he is unique and special. It is defined as the caring, individualized attention the firm provides its customers (Zeithaml et al, 2006). Like the other dimensions, the importance of this factor differs from industry to industry.

These five dimensions capture facets of all the original ten dimensions, because the last two dimensions - assurance and empathy - contain items representing seven original dimensions - communication, credibility, security,



competence, courtesy, understanding/knowing the customers, and access - that did not remain distinct, as described in the next table.

**Table 2.1 Table Dimension**

<b>Original 10 dimension</b>	<b>Final 5 dimension</b>
Tangibility	Tangibility
Understanding the costumer Access	Empathy
Reliability	Reliability
Responsiveness	Responsiveness
Communication Credibility Security Competence Courtesy	Assurance

**Source: Parasuraman, A., Valerie Zeithaml, and Leonard Berry (1985)**

### **2.1.2. Measuring service quality**

Quality is a driving force for improved competitiveness, customer satisfaction and profitability (Edvardsson, 1992). As for service quality, e.g. American Marketing Organization defines it in two ways: first, it is an area of study that defines and describes how services are delivered so that the service recipient is satisfied; second, high quality service is a delivery of service that meets and exceeds the expectations of the customers. Parasumaran et al. (1985) state that service quality is defined by the customer evaluation of service outcome and service process as well as a comparison of customer expectations with service performance. Hence, service quality can be thought as the fit between current service level and customer expectations. Park et al. (2004) define service

quality as a consumer's overall impression of efficiency of an organization and its services.

Measuring service quality has proven to be challenging for both the researchers and companies due to its characteristics (Tiernan et al., 2008; Parasumaran et al., 1985; Johnson et al., 1995). Different from product quality, a set of specifications or by physical aspects such as defects cannot be applied to service quality due to service intangibility and simultaneous production and consumption (Tiernan et al., 2008).

In addition, service quality cannot be measured by evaluating outcomes of service process only (Johnson et al., 1995), but as well has to consider service production process – e.g. employee training and customer-employee interaction. Hence, measuring all aspects of service production is essential to understand the quality of a service.

## **2.2. Customer Satisfaction**

In line with Tsoukatos and Rand (2006), customer satisfaction is a key to long-term business success. To protect or gain market shares, organizations need to outperform competitors by offering high quality product or service to ensure satisfaction of customers. In proportion to Magesh (2010), satisfaction means a feeling of pleasure because one has something or has achieved something. It is an action of fulfilling a need, desire, demand or expectation. Customers compare their expectations about a specific product or services and its actual benefits.

As stated by Kotler & Armstrong, (2010), satisfaction as a person's feelings of pleasure or disappointment resulting from the comparison of product's perceived performance in reference to expectations. Customer's feelings and beliefs also affect their satisfaction level. Along with Zeithaml (2009), satisfaction or dissatisfaction is a measure or evaluation of a product or service's ability to meet

a customer's need or expectations. Razak et al. (2007) also reported that overall satisfaction is the outcome of customer's evaluation of a set of experiences that are linked with the specific service provider. It is observed that organization's concentration on customer expectations resulted into greater satisfaction. If the customers of an organization are satisfied by their services the result is that, they will be loyal to them and consequently be retained by the organization, which is positive for the organization because it could also mean higher profits, higher market share, and increasing customer base (Karatepe et al., 2005).

Continuous measurement of satisfaction level is necessary in a systematic manner (Chakravarty et al., 1996). Because satisfied customer is the real asset for an organization that ensures long-term profitability even in the era of great competition. Cronin et al., (2000) mentioned in their study that satisfied customer repeat his/her experience to buy the products and also create new customers by communication of positive message about it to others. On the other hand, dissatisfied customer may switch to alternative products/services and communicate negative message to others.

Customer satisfaction is a set of feeling or outcome attached with customer's experience towards any product/ service (Solomon, 1998). Hence, organizations must ensure the customer satisfaction regarding their goods/services. Finally kotler (1997) defines satisfaction as follows "satisfaction is a person's feeling of pleasure or disappointed resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations". Consumer satisfaction research began in the marketing field in the 1970s and is currently based on the "disconfirmation of expectations paradigm" (Cadotte et al., 1987). This paradigm says consumer brand evaluation involves comparing actual performance with some standard. Three outcomes are likely:

**1. Confirmation**

Where performance matches standards, leading to neutral feelings.

**2. Positive disconfirmation**

Where performance is deemed better than standard, resulting in satisfaction.

**3. Negative disconfirmation**

Where performance is deemed worse than standard, resulting in dissatisfaction.

Therefore, it is commonly accepted that to determine satisfaction or dissatisfaction, comparisons must be made between customers expectations and the perceived performance of the product or service (Yi, 1990).

Type of customer satisfaction and dissatisfaction proposed by Stauss and Neuhaus (1997):

1. ***Demanding customer satisfaction.*** This type of customer is actively satisfied. The relationship with service provider is based on optimistic, positive, and trusting relationship. Based on their past positive experience, this type of satisfied customer hope that service provider will be able to fulfill their increasing expectations in the future. Moreover, they are willing to prolong their relationship with the service provider in the future. But loyalty will base on the service provider's capability to improve their performance to balance with customer expectations.
2. ***Stable customer satisfaction.*** This type of customer has passive aspiration and demanding habit. The positive emotion towards service provider can be seen on steady and trustful relationship. They want everything remain the same. Based on positive experience, they want to lengthen relationship with service provider.

3. ***Resigned customer satisfaction.*** Customer on this type also feels satisfied. But, their satisfaction is not based on expectations fulfilled, but based on the image of not realistic to ask for more. This type of consumer to tend to be passive, they will not give any effort to change the situation occurred.
4. ***Stable customer dissatisfaction.*** This type of customer don't satisfied with the service given, but tends to nothing. Their relationship with service provider is filled with negative emotion and assumption that their expectation can't be fulfilled in the future. They also do not see any room to change.
5. ***Demanding customer dissatisfaction.*** This type shows active aspiration level and demanding attitude. On emotional level, the dissatisfaction resulted in protest and opposition. This shows that they are actively seeking for improvement. On the same time, they also do not have to be loyal to the service provider. Based on negative experience, they will not choose the same service provider in the future.

### **2.2.1. Relationship between service quality and customer satisfaction**

Quality and customer satisfaction have long been recognized as playing a crucial role for success and survival in today's competitive market. Regarding the relationship between customer satisfaction and service quality, Oliver (1993) first suggested that service quality would be antecedent to customer satisfaction regardless of whether these constructs were cumulative or transaction-specific. In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality.

Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service (Wilson et al., 2008). Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a component of customer satisfaction (Zeithaml & Bitner, 2003). As said by Wilson et al. (2008), service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy and tangibility while satisfaction is more inclusive and it is influenced by perceptions of service quality, product price and quality, also situational factors and personal factors.

The relationship between service quality and customer satisfaction is becoming crucial with the increased level of awareness among McDonalds customers Demographic characteristics should be considered by the McDonalds managers to understand their customers (Sureshchander et al. 2002).

### **2.2.2. The distinction between service quality**

A review of the emerging literature suggests that there appears to be relative consensus among marketing researchers that service quality and customer satisfaction are separate constructs which is unique and share a close relationship (Cronin and Taylor, 1992; Oliver, 1993). Most researchers in the services field have maintained that these constructs are distinct (Bitner, 1990; Carman, 1990; Boulding et al., 1993; Spreng and Mackoy, 1996). Table 2.2 identifies a number of key elements that distinguish customer satisfaction from service quality.

**Table 2.2 The Distinction between Customer Satisfaction and Service Quality**

<b>Customer Satisfaction</b>	<b>Service Quality</b>
Customer satisfaction can result from any dimension, whether or not it is quality related.	The dimensions underlying quality judgements are rather specific.
Customer satisfaction judgements can be formed by a large number of non-quality issues, such as needs, equity, perceptions of fairness.	Expectations for quality are based on ideals or perceptions of excellence.
Customer satisfaction is believed to have more conceptual antecedents. Service quality has less conceptual antecedents.	Service quality has less conceptual antecedents.
Satisfaction judgements do require experience with the service or provider.	Quality perceptions do not require experience with the service or provider.

**Source: Cronin and Taylor (2004)**

### 2.3. Previous researches

No	Author	Title	Observed variable	Result
1	Valter Jose Marques da Silva (2014)	The Impact of Service Quality on Customer Satisfaction in a Dublin Hostel - Case Study	<ul style="list-style-type: none"> <li>Customer Satisfaction</li> </ul>	The results of this research that the dimensions tangibility and assurance of service quality has impact on customer satisfaction. The results identify that

				the dimension empathy presented the lower level of perception face the other dimensions of service quality.
2	Tariq Khalil Bharwana, Dr. Mohsin Bashir, and Muhammad Mohsin (2013)	Impact of Service Quality on Customers' Satisfaction: A Study from Service Sector especially Private Colleges of Faisalabad, Punjab, Pakistan	<ul style="list-style-type: none"> <li>• Customer Satisfaction</li> </ul>	The results of this research show that SERVQUAL has positive and significant relationship with satisfaction. The dimension Tangible has a significant relationship with satisfaction of customer. The dimension Empathy depicts a negative link with the customers' satisfaction. Assurance, the dimension of service quality represents a significant and positive relationship with customers' satisfaction. The dimension responsiveness which represents a significant and positive relationship with satisfaction of customer.

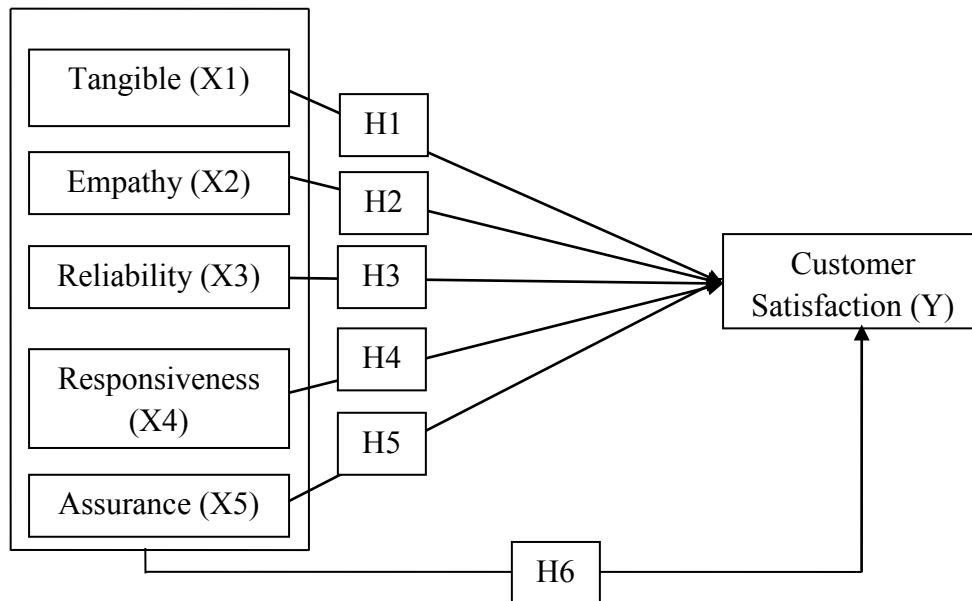


				There is a positive and significant relationship between reliability and customers' satisfaction.
3	Dr. P. Srinivas Rao and Dr. Padma Charan Sahu	Impact of Service Quality on Customer Satisfaction in Hotel Industry (Nov – Dec 2013)	• Customer satisfaction	The result showed a positive gap between customers' expectation and perception towards service quality of front office staff. Customers' perception level was higher than their expectation. It is obvious that most customers felt satisfied with the service quality of the front office staff.
4	J.J. Navaratnaseelan and P. Elangkumaran (2014)	Impact of Service Quality on Customer Satisfaction: A Study on Customers of Commercial Bank of Ceylon PLC Trincomalee District	• Customer satisfaction	The result of this research shows that there is significant impact between tangibility and customer satisfaction. It was found that the empathy also is significantly impact on customer satisfaction. Besides they were unable to notice any significant impact between

				reliability, assurance and responsiveness with customer satisfaction.
5	Rashed Al Karim and Tabassum Chowdhury (2014)	Customer satisfaction on Service Quality in Private Commercial Banking sector in Bangladesh (June 2014)	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> </ul>	Analyzing the impact of service quality on Customer satisfaction of private sector banks in Bangladesh, it is observed that out of five service quality dimensions, Tangible is having a high Mean score and the bank should concentrate on Responsiveness as it has the least mean score.
6	Mubbsher Munawar Khan and Mariam Fasih	Impact of Service Quality on Customer Satisfaction and Customer Loyalty: Evidence from Banking Sector (2014)	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Customer loyalty</li> </ul>	The regression coefficients of all significant variables i.e. service quality; tangibles, reliability, assurance and empathy are respectively. Regression analysis leads us to accept hypotheses H2, H4, H6, H10 and H12 proposing a positive and significant association of service quality with customer loyalty.

## 2.4. Theoretical Framework

Figure 2.1 Theoretical framework



Source : Adjusted from Sibarani (2011)

## 2.5. Hypothesis

- H1: Tangible has significant influence towards customer satisfaction.
- H2: Empathy has significant influence towards customer satisfaction.
- H3: Reliability has significant influence towards customer satisfaction.
- H4: Responsiveness has significant influence towards customer satisfaction.
- H5: Assurance has significant influence towards customer satisfaction.
- H6: Tangible, Empathy, Reliability, Responsiveness and Assurance have simultaneous significant influence towards customer satisfaction.

## **CHAPTER III**

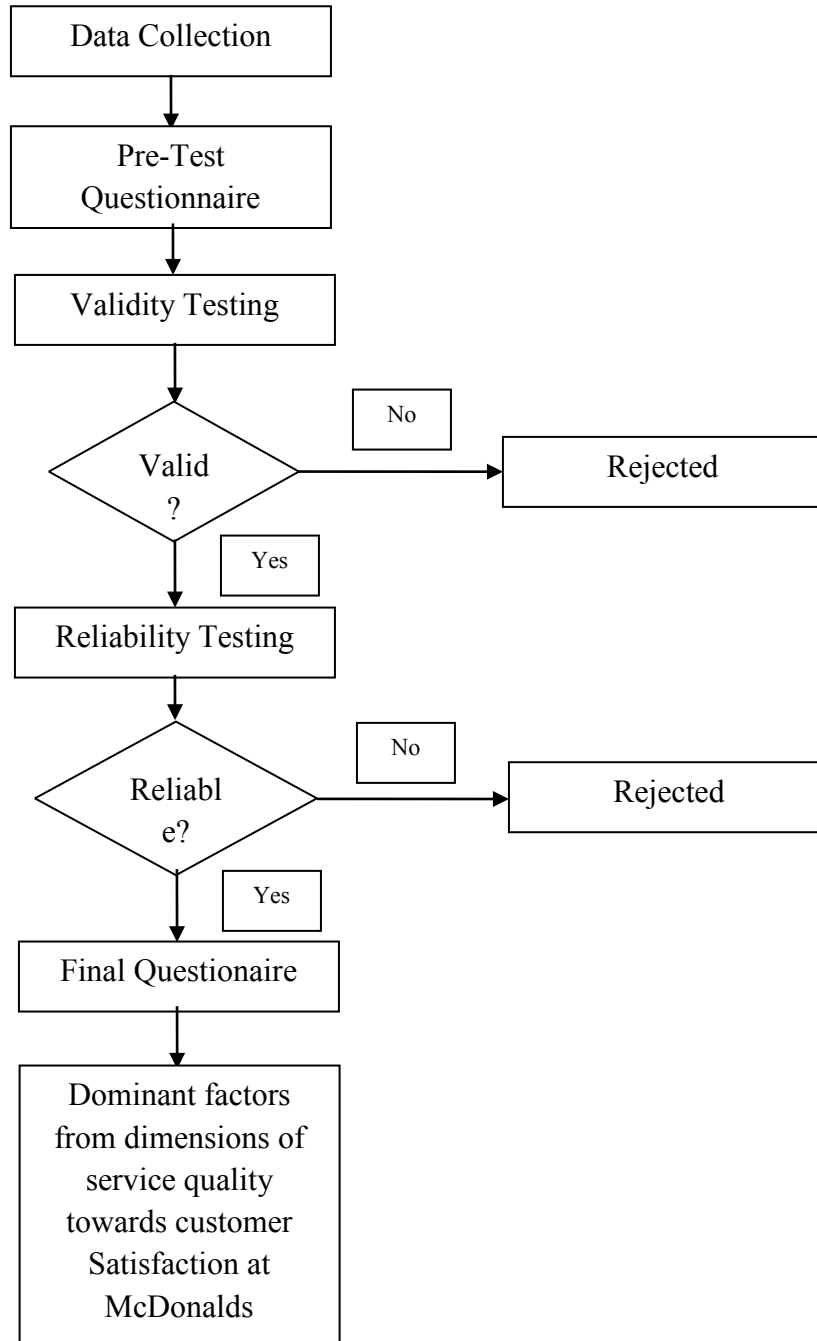
### **METHODOLOGY**

#### **3.1. Research Method**

This study is using quantitative research. Quantitative research is the systematic scientific investigation of properties and phenomena and their relationships. The objective of quantitative the author is to develop and employ mathematical models, theories and/or hypotheses pertaining to natural phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative research is generally approached using scientific methods and involves analysis on numerical data.

Validity and Reliability testing was done in order to find valid and reliable data before the data is processed to the multiple regression method. After gather the valid and reliable data, the next step is to process and construct the final questionnaire. When the final questionnaire is done, the author will gather the data by spread the final questionnaire to the respondents, in this research the respondents is costumer of McDonalds, Lippo Cikarang. Then, the author will calculate the data using SPSS version 17.0 and Microsoft Excel 2007 to find out the relationship between Service Quality to customer satisfaction.

The sequences steps of research framework are as follows:



**Figure 3.1 Research Framework**

**Source: Self Construct**

### 3.2. Research Instruments

In this research, the author used primary data as the source and questionnaire as its instrument. The questions of the questionnaire will represent each of variables, which are based on five dimensions of service quality. The questionnaire was conducted in Indonesian language to make it easier for the respondents. The pre-test questionnaire was distributed to 30 respondents and the final questionnaire was distributed to 100 respondents.

The author is using Five-Likert Scale to score the questionnaire. The Likert Scale, developed by Rensis Likert, is the most frequently used variation of the summated rating scale. Summated rating scale consists of statement that expresses either a favorable or an unfavorable attitude toward object of interest. The research is using the 1 -5 scale which shown in the table 3.1. The respondents should give checklist in one of the grading scale, where the 1-5 grading scale could be define as:

**Table 3.1 Likert Scale**

Scale	Description
1	Strongly Disagree
2	Disagree
3	Neutral Agree / Disagree
4	Agree
5	Strongly Agree

*Source: McLeod, 2008*

This research used Methods of Successive Interval to transform the ordinal data to interval data. Because of the raw data that collected from the questionnaires are ordinal data, it should transform first to interval data. The formula for Methods of Successive Interval is:

$$Scale Value = \frac{(Density\ at\ Lower\ Limit - Density\ at\ Upper\ Limit)}{(Area\ Below\ Upper\ Limit - Area\ Below\ Lower\ Limit)}$$

### **3.2.1. Variable**

Variable is factor that is subject to change. The author use 2 variable in this analysis:

#### **1. Independent Variable (x)**

Independent variable is variable which is affect to value of dependent variable. In this analysis, the author have 5 independent variables: Tangible, Empathy, Reliability, Responsiveness, and Assurance.

#### **2. Dependent Variable (y)**

Dependent variable what you measure in the experiment and what is affected during the experiment. The dependent variable responds to the independent variable. In this analysis the author have 1 dependent variable: customer satisfaction.

## **3.3. Sampling Design**

### **3.3.1. Respondent Profile**

The criteria of the respondents are the costumer of McDonalds 2015.

### **3.3.2. Sampling Data**

According to Roscoe (2000) in his book 2<sup>nd</sup> Edition, there are four rules to decide the number of sample:

1. The sample size more than 30 and less than 500 are appropriate for a lot of research.
2. If sample are divided into several categories (men/women, senior/junior, etc) the sample size minimum 30 for each category.
3. In Multivariate research (include multiple regression analysis), the sample size will be better if 10 times or more much bigger than the variables on the research.
4. For simple experimental research with tight experiment control (match pairs, etc) the successful research may use small sample size between 10 until 20.

The author choose number 3 to roscoe the sampling method. The 10 times 5variables which is the sample size 100 respondents.

### **3.3.3. Operational Definition**

Operational definition of a variable is an element of research that tells how to measure a variable. Variable can be defined as follows:

#### **1. Independent Variable (X) consist of:**

- a. Tangibility dimension as the representative for physical aspects or image of the service. Tangibility is used by the customer to measure and evaluate the quality of the service itself.
- b. Empathy dimension in service quality usually defined as the provision of caring, individualized attention that is given by the McDonalds employee to the customer understanding while they come to McDonalds.



- c. Reliability dimension in service quality usually defined as the ability to perform and deliver the promised service to the customer by the McDonalds through the employee McDonalds and etc. In additional, reliability is all about how accurate is the McDONalds in delivers its promises, service provision, problem resolution, and pricing.
- d. Responsiveness is a dimension in service quality which emphasizes, attentiveness and promptness in dealing with customer request, question, complaints, problems and even suggestions about the McDonalds. Furthermore, in delivering the response, usually it is measure by the time that customer have to wait for the assistance towards request, answer towards question and/or problem, attention towards complaint and/or suggestions.
- e. Assurance is one of dimension in service quality which is known as the knowledge, competence and courtesy of employee; and their ability to convey and inspire trust, credibility, security and confidence to the customer.

## **2. Dependent Variable (Y):**

Customer Satisfaction is the outcome result from the customer experiencing the whole service from McDonalds; which is certainly different between each other customer. The satisfaction of the customer itself comes from the combined result of each dimension in service quality.

### **3.3.4. Variable Characteristic**

Researcher will describe the characteristic of each variable for that will later used to construct the questionnaire.

**Table 3.2 Variable Characteristic**

<b>Variable</b>	<b>Factor</b>
Tangible	Interior
	Appearance
	Facilities
	Location
Empathy	Attention
	Social Status
	Response
Reliability	Ability to process food
	Deft
	Accuracy calculation
	Good serve
Responsiveness	Fast service
	Fast menu
	Fast respond

Assurance	Knowledge
	Safe and comfortable
	Cleanliness and freshness
	Polite, friendly and patient
	Time
Customer satisfaction	Fast service and precise
	Facilities
	Friendliness
	Security and comfort

**Table 3.3 Questionnaire**

<b>Variable</b>	<b>Statement</b>	<b>Likert</b>
Tangible	McDonalds have a very interesting interior.	Scale
	McDonalds employee looking clean and tidy.	Scale
	Complementary facilities provided by McDonalds (chairs, tables, wastafel, children's playground, bathroom, etc) clean and in good condition.	Scale

	Location of McDonalds is very easy to reach.	Scale
Empathy	McDonalds employee always give attention to each individu.	Scale
	McDonalds employee give same service regardless of social status.	Scale
	McDonalds always give respons towards complain and suggest from customer.	Scale
Reliability	McDonalds employee have the ability to process menu the food and beverage served.	Scale
	McDonalds employee deft in dealing with the need for your order.	Scale
	McDonalds employee having the accuraty of calculation administration when you pay	Scale
	McDonalds employees serve well each time you visit.	Scale
Responsiveness	McDonalds employee directly providing services when asked for.	Scale
	I am not to long receive a menu that I want.	Scale

	McDonalds employees did not let you stand for long when the place of full.	Scale
Assurance	McDonalds employees have knowledge of a menu that ordered.	Scale
	You feel safe and comfortable in a while on McDonalds.	Scale
	Mcdonalds always maintaining the cleanliness and freshness food and drink.	Scale
	McDonalds employee always be polite, friendly and patient to you.	Scale
	Mcdonalds operating at the appropriate time.	Scale
Customer satisfaction	I am satisfied with the fast service and appropriate given McDonalds.	Scale
	I am satisfied with facilities (seats, table, westafel, children playground, bathroom, etc) provided mcdonalds clean and in good condition.	Scale

	I feel satisfied with the hospitality owned by McDonalds employee.	Scale
	I feel satisfied with the security and comfort in McDonalds.	Scale

Source : adapted from Cahyadi (2011) and John (2014)

### 3.3.5. Validity and Reliability Test

Because the questionnaire in this research is self-constructed questionnaire, the validity and reliability test must be conducted.

#### 3.3.5.1. Validity Testing by Using SPSS

Validity testing shows how far the instrument (in this research is questionnaire) can measure which questions in the questionnaire are the exact question should ask to the respondents in order to accomplish the research objective. In this analysis, the criteria to determined validity of the data from a questionnaire that is:

If  $r_{\text{count}} > r_{\text{table}}$ , means the question is Valid

If  $r_{\text{count}} < r_{\text{table}}$ , means the question is Invalid

The author using Product Moment Correlation formula, that are:

$$r = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2} \sqrt{\sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

Where:

- r =the validity coefficient item that look for
- X =the value that obtain from the subject each item
- Y =the value that obtain from the subject all item
- $\Sigma X$  = the sum of all X values
- $\Sigma Y$  =the sum of all Y values
- $\Sigma X^2$  =Total square of X values
- $\Sigma Y^2$  =Total square of Y values
- N =Total respondent

### 3.3.5.2. Reliability Testing by Using SPSS

Reliability is used to measure how far the measurement result is relatively consistence if the measurement is done for the second time or more. In this research, the author used Cronbach Alpha formula. The formula for Cronbach Alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where:

- $\alpha$  = instrument reliability's coefficient
- $r$  = mean correlation coefficient between variables
- k = number of questions

### 3.3.6. Descriptive Statistic

Descriptive Statistics is statistic that purposes to describe or sketch the object had been research that valid for general. The researcher uses this in order to give description of each variable that is used in this research. Here is a list of descriptive statistics:

#### 1. Mean

The mean is the average of all numbers and is sometimes called the arithmetic mean. And this is one of the most useful and widely used methods to find out the average in statistics. In this research, author use Mean formula. The formula for mean is:

$$\bar{x} = \frac{\sum_{i=1}^n x_i}{n}$$

Where:

$\bar{x}$  = Mean count

$X_i$  = the sample value

$N$  = number of sample

#### 2. Standard deviation

The standard deviation is a measure that summaries the amount by which every value within a dataset varies from the mean. Effectively it indicates how tightly the values in the dataset are bunched around the mean value. It is the most robust and widely used measure of dispersion since, unlike the range and inter-quartile range, it takes into account every variable in the dataset. When the values in a dataset are pretty tightly bunched together the standard deviation is small. When the values are spread apart the standard deviation will be relatively large. The standard deviation is usually presented in conjunction with the



mean and is measured in the same units. In this research, author use standard deviation formula. The formula for standard deviation is:

$$\sigma = \sqrt{\frac{1}{N} \sum_{i=1}^N (x_i - \bar{x})^2}$$

**Where:**

- $\sigma$  = standard deviation
- $x_i$  = each value of dataset
- $\bar{x}$  (with a bar over it) = the arithmetic mean of the data (This symbol will be indicated as mean from now)
- $N$  = the total number of data points
- $\sum (x_i - \text{mean})^2$  = The sum of  $(x_i - \text{mean})^2$  for all datapoints

**3. Max and Min Value**

a. Maximum value is the absolute maximum value of the function in its domain. In mathematics it is defined as following:

“A function  $f$  has an absolute maximum at point  $x_0$  if  $f(x_0) \geq f(x)$  for all  $x$  in its domain  $D$ . The number  $f(x_0)$  is called the maximum value of  $f$  on its domain.”

b. Minimum value is the absolute minimum value of the function in its domain. In mathematics it is defined as following:

“Function  $f$  has an absolute minimum at point  $x_0$  if  $f(x_0) \leq f(x)$  for all  $x$  in its domain  $D$ . The number  $f(x_0)$  is called the minimum value of  $f$  on its domain.”

The maximum and minimum values of the function are called the extreme values of the function.

### **3.3.7. Classical Assumption Test**

A multiple regression model has to be tested with some assumptions. In classical assumption test, there are 4 assumptions that can be used to find out if there is any error exists in the data. The 4 assumptions are normally assumption, multicollinearity assumption, heteroskedasticity assumption, and auto-correlation assumption.

#### **3.3.7.1. Normally**

The purpose of this assumption is to test the variable dependent and the independent variable are having a normal distribution or not in a regression model. A regression model is good if the distribution is normal or approaching normal (Santoso, 2000). The normality assumption could be analyzed by using the Normal P-P Plot of Regression Standardized Residual graphic and Kolomogorov-Smirnov method. In this research, the author used the Normal P-Plot of Regression Standardized Residual graphic. The indicators of normality assumption could be based on:

1. If the spread of the data is around the diagonal line, and keeping up with the diagonal line, then the regression is meet the normality assumption.
2. If the spread of the data is far from the diagonal line and/or not keeping up with the diagonal line, then the regression is not meet the normality assumption.

#### **3.3.7.2. Heteroskedasticity**

This assumption is used to find out if there are inequitably variants from residual in one observation to another observation. If the variants from residual in one observation to another observation are permanent, then

Homoskedasticity exist. If the variants from residual in one observation to another observation are in equitablen then Heteroskedasticity exist. A good regression model is when there is no Heteroskedasticity exist (Santoso, 2000).

According to Santoso (2000), the indicators of heterokedasticity assumption could be based on:

1. If there is any clear pattern consist of points which create a specific well-ordered pattern, then there is heteroskedasticity exist.
2. If there is no well-ordered pattern, the points are spread between 0 in Y axid, and then there is no heteroskedasticity exist.

### **3.3.7.3. Multicollinearity**

This assumption is used to find out any correlation between the independent variables in this regression. If there is any correlation, there is multicollinearity exist (Santoso, 2010).

Multicollinearity is a condition when there is a linear relationship or high correlation between each independent variable in a regression model (Ariyoso, 2009)

According to Santoso (2010), the indicators of multicollinearity assumption could be based on:

1. The value of VIF is  $< 5$  which means the regression does not have a multicollinearity problem.
2. The value of Tolerance is  $< 1$  which means the regression does not have a multicollinearity problem.

#### **3.3.7.4. Auto-Correlation**

Auto-correlation means the correlation of a time series with its own past and future values, and also sometimes called “lagged correlation” or “serial correlation” which refers to the correlation between members of a series of members arranged in time. A model regression is called a good model regression when there is no auto-correlation assumption could be as follows:

1. The value from Durbin-Watson is below -2, there is a positive auto-correlation exists.
2. The value from Durbin-Watson is between -2 and +2, there is no auto-correlation.
3. The value from Durbin-Watson is above +2, there is a negative auto-correlation exists.

#### **3.3.8. Multiple Regression**

In this research, the author used multiple regressions method to find out which factor from service quality dimensions that mostly affects to customer satisfaction. Multiple regressions is used as a quantitative method and computed by SPSS.

The author choose 5 variables x (Independent variable) from dimensions of service quality and 1 variable y (Dependent variable) from customer satisfaction. So, the formula:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where:

Y = Customer Satisfaction as dependent variable

X1 = Tangible as first independent factor

X2 = Empathy as second independent factor

X3 = Reliability as third independent factor

X4 = Responsiveness as fourth independent factor

X5 = Assurance as fifth independent factor

$\beta_0$  = Intercept (value Y when X = 0)

$\beta_1 \dots \beta_5$  = Coefficient of X1 . . . . . X5

$\epsilon$  = Random error

There are four conditions that we can see from the result of the regression analysis:

### **1. Coefficient Correlation Analysis (R)**

This analysis is used to find out a whole correlation between 2 or more independent variable to the dependent variable. It depends on the value, if the value of R is 0 – 1 it means if the result is close to 1, then the correlation between the independent variables and the dependent variable are stronger.

**Table 3.4 Interpretation of R value**

<b>Range</b>	<b>Description</b>
0.00 - 0.199	Very Weak
0.20 - 0.399	Weak
0.40 - 0.599	Moderate
0.60 - 0.799	Strong
0.80 - 1.000	Very Strong

**Source: adapted from Sugiono, 2007.**

The Pearson's correlation coefficient is using to measure the correlations between the variables of the research. The coefficient of correlation of Pearson Product Moment can be based on actual values of X and Y. The formula is:

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{(n\sum x^2 - (\sum X)^2)(n\sum y^2 - (\sum Y)^2)}}$$

Where:

N = the number of paired observations

$\sum X$  = the X variable summed

$\sum Y$  = the Y variable summed

$\sum X^2$  = the X variable squared and the squared summed

$(\sum X^2)$  = the X variable summed and the sum squared

$\sum Y^2$  = the Y variable squared and the squared summed

$(\sum Y^2)$  = the Y variable summed and the sum squared

$\sum XY$  = the sum of the product X and Y

## 2. Coefficient of Determination Analysis ( $R^2$ )

This analysis is used to find out the percentage how much the influence of independent variables to the dependent variable in this multiple regression model.

## 3. Coefficient Simultaneously Analysis (F – Test)

This analysis is used to find out the simultaneously influence between the independent variables and the dependent variable. The significance level ( $\alpha$ ) used is 0.05. If the value of significance level in ANOVA table is below 0.05, means the independent variable is highly significant to the dependent variable. The value of calculated F in ANOVA table should be greater than the F-table. Table F is provided in the attachment. To read the table, we have to find the value for numerator degree of freedom (df1) and denominator degree of freedom (df2). Then, we compare the value between the calculated F and the F table value. If the value of the calculated F greater than the F table value means the independent variables give simultaneously influence to the dependent variable.

$H_0 = B_1 = B_2 = B_3 = B_4 = B_5 = 0 \Rightarrow$  There is no significant relationship between tangible, empathy, reliability, responsiveness and assurance towards customer satisfaction.

$H_a$ : at least there is one  $B_a \neq 0 \Rightarrow$  There is significant relationship between tangible, empathy, reliability, responsiveness and assurance towards customer satisfaction.

If the significant level in ANOVA table is lower than 0.05, then we have to reject  $H_0$  (Null Hypothesis) and accept the  $H_a$  (Alternate Hypothesis). That means, reliability, responsiveness, assurance, empathy, tangible

have significant relationship on customer satisfaction. But if the significant level in ANOVA table is more than 0.05, then we have to accept the  $H_0$  (Null Hypothesis), which means there is no significant relationship between reliability, responsiveness, assurance, empathy, tangible on customer satisfaction.

#### 4. Coefficient Partial Analysis (T-Test)

T test usually using coefficients table, which is used to determine the effect of each independent variable toward dependent variable. This test aims to see whether independent variable partially influence dependent variable partially (Malhotra, 2010). If the significant  $<0.05$ ,  $H_a$  do not rejected and  $H_0$  rejected. Otherwise, if the significant  $>0.05$ ,  $H_a$  rejected and  $H_0$  do not rejected. So, the hypothesis used is:

- a.  $H_1 : B_1 = 0$  or if significant  $> a$ , reject  $H_0$ .  
(Tangible has no relationship towards customer satisfaction)  
 $H_a : B_1 \neq 0$  or if significant  $< a$ , accept  $H_0$ .  
(Tangible has relationship towards customer satisfaction)
- b.  $H_2 : B_2 = 0$  or if significant  $> a$ , reject  $H_0$ .  
(Empathy has no relationship towards customer satisfaction)  
 $H_a : B_2 \neq 0$  or if significant  $< a$ , accept  $H_0$ .  
(Empathy has relationship towards customer satisfaction)
- c.  $H_3 : B_3 = 0$  or if significant  $> a$ , reject  $H_0$ .  
(Reliability has no relationship towards customer satisfaction)  
 $H_a : B_3 \neq 0$  or if significant  $< a$ , accept  $H_0$ .  
(Reliability has relationship towards customer satisfaction)
- d.  $H_4 : B_4 = 0$  or if significant  $> a$ , reject  $H_0$ .  
(Responsiveness has no relationship towards customer satisfaction)



$H_a : B_4 \neq 0$  or if significant  $< \alpha$ , accept  $H_0$ .

(Responsiveness has relationship towards customer satisfaction)

e.  $H_5 : B_5 = 0$  or if significant  $> \alpha$ , reject  $H_0$ .

(Assurance has no relationship towards customer satisfaction)

$H_a : B_5 \neq 0$  or if significant  $< \alpha$ , accept  $H_0$ .

(Assurance has relationship towards customer satisfaction)

f.  $H_6 : B_6 = 0$  or if significant  $> \alpha$ , reject  $H_0$ .

(Tangible, Empathy, Reliability, Responsiveness and Assurance has no relationship towards customer satisfaction)

$H_a : B_6 \neq 0$  or if significant  $< \alpha$ , accept  $H_0$ .

(Tangible, Empathy, Reliability, Responsiveness and Assurance has relationship towards customer satisfaction)

### **3.4. Limitation**

Doing this research, the author had plenty limitation that author faced:

1. Authors find it difficult to collect data questionnaires because all participant only could be given a questionnaire when they eat their meal at McDonalds, so researcher have to waiting until they finish their lunch and dinner.
2. This is the first time author do the research, author found several obstacles to complete this research but even author found many obstacles still this research invaluable experience.

## CHAPTER IV

### ANALYSIS OF DATA AND INTERPRETATION

#### 4.1. Company Profile of McDonalds



##### 4.1.1. McDonalds story

Back in 1954, a man named Ray Kroc discovered a small burger restaurant in California, and wrote the first page of our history. From that humble start as a small restaurant, we are proud to have become one of the world's leading foodservice retailers in more than 100 countries, with more than 36,000 restaurants serving approximately 69 million people every day.

##### 4.1.2. Our Mission

McDonald's brand mission is to be our customers' favorite place and way to eat and drink. Our worldwide operations are aligned around a global strategy called the Plan to Win, which centers on an exceptional customer experience – People, Products, Place, Price and Promotion. We are committed to continuously improving our operations and enhancing our customers' experience.

### 4.1.3. Our Values

1. We place the customer experience at the core of all we do.

Our customers are the reason for our existence. We demonstrate our appreciation by providing them with high quality food and superior service in a clean, welcoming environment, at a great value. Our goal is quality, service, cleanliness and value (QSC&V) for each and every customer, each and every time.

2. We are committed to our people.

We provide opportunity, nurture talent, develop leaders and reward achievement. We believe that a team of well-trained individuals with diverse backgrounds and experiences, working together in an environment that fosters respect and drives high levels of engagement, is essential to our continued success.

3. We believe in the McDonald's System.

McDonald's business model, depicted by our "three-legged stool" of owner/operators, suppliers, and company employee, is our foundation, and balancing the interests of all three groups is key.

4. We operate our business ethically.

Sound ethics is good business. At McDonald's, we hold ourselves and conduct our business to high standards of fairness, honesty, and integrity. We are individually accountable and collectively responsible.

5. We give back to our communities.

We take seriously the responsibilities that come with being a leader. We help our customers build better communities, support Ronald McDonald House Charities, and leverage our size, scope and resources to help make the world a better place.

6. We grow our business profitably.

McDonald's is a publicly traded company. As such, we work to provide sustained profitable growth for our shareholders. This requires a continuous focus on our customers and the health of our system.

7. We strive continually to improve.

We are a learning organization that aims to anticipate and respond to changing customer, employee and system needs through constant evolution and innovation.

#### **4.1.4. Our food**

We've always believed in serving the best coffee possible. Over the past decade and more, McDonald's has been offering even more balanced choices on our menu, changing the composition of some of our classic favorites, and finding newer and better ways to share food and nutrition information with our customers. We're committed to quality food, responsible marketing, and to providing information to enable our guests to make informed choices that fit their nutritional needs and lifestyle. We're collaborating with others in the industry and with health and nutrition experts to continue to do more. For McDonald's, Good Food means great taste, modern choices and real ingredients.

#### **4.1.5. Our Strategic Direction**

The strength of the alignment among the Company, its franchisees and suppliers (collectively referred to as the "System") has been key to McDonald's success. By leveraging our System, we are able to identify, implement and scale ideas that meet customers changing needs and preferences. In addition, our business model enables McDonald's to consistently deliver locally-relevant restaurant experiences to customers and

be an integral part of the communities we serve.

McDonalds customer-focused Plan to Win ("Plan") provides a common framework that aligns our global business and allows for local adaptation. We continue to focus on our three global growth priorities of optimizing our menu, modernizing the customer experience, and broadening accessibility to Brand McDonalds within the framework of our Plan. Our initiatives support these priorities, and are executed with a focus on the Plans five pillars - People, Products, Place, Price and Promotion - to enhance our customers experience and build shareholder value over the long term. We believe these priorities align with our customers evolving needs, and - combined with our competitive advantages of convenience, menu variety, geographic diversification and System alignment - will drive long-term sustainable growth.

#### **4.1.6. Reporting Segments**

The business is managed as distinct geographic segments that include:

1. U.S.
2. Europe
3. Asia/Pacific, Middle East and Africa (APMEA)
4. Other Countries & Corporate(OCC) including Canada, Latin America and Corporate

#### **4.1.7. Restaurant Ownership**

We view ourselves primarily as a franchisor and believe franchising is important to delivering great customer experiences and driving profitability. At year-end 2014, more than 80% of McDonald's restaurants were franchised. Of the total McDonald's restaurants worldwide:

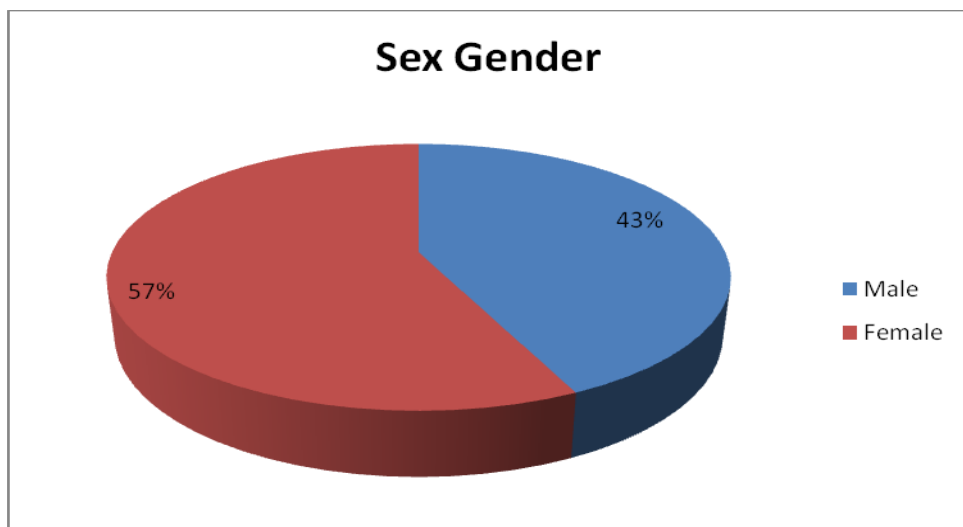
1. Over 57% are conventional franchisees
2. Approximately 24% are licensed to foreign affiliates or developmental licensees
3. Over 18% are Company-operated

Sources: [www.McDonalds.com](http://www.McDonalds.com)

## 4.2. Profile of Respondent

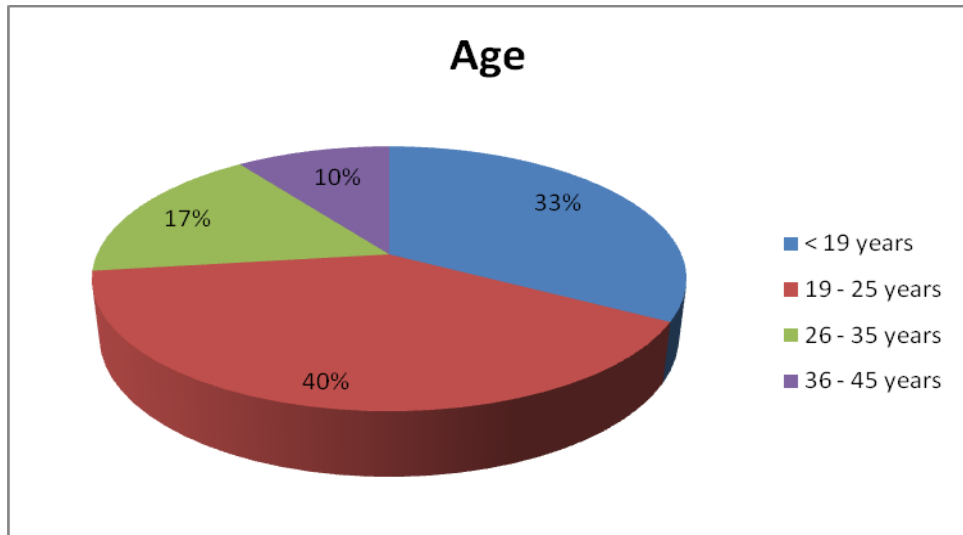
This study was conducted on 100 consumers McDonalds in Lippo Cikarang by distributing questionnaires. The questionnaire distributed directly to the 100 consumers to be filled completely in accordance with the existing conditions. From the 27 questionnaires, only 23 questionnaires were returned, so that the data used in this study only 23 questionnaires. It shows that the rate of return the questionnaire by consumers McDonalds in Lippo Cikarang quite good. The profile of the respondents in this study can be seen in the following figure:

Figure 4.1 Sex Gender



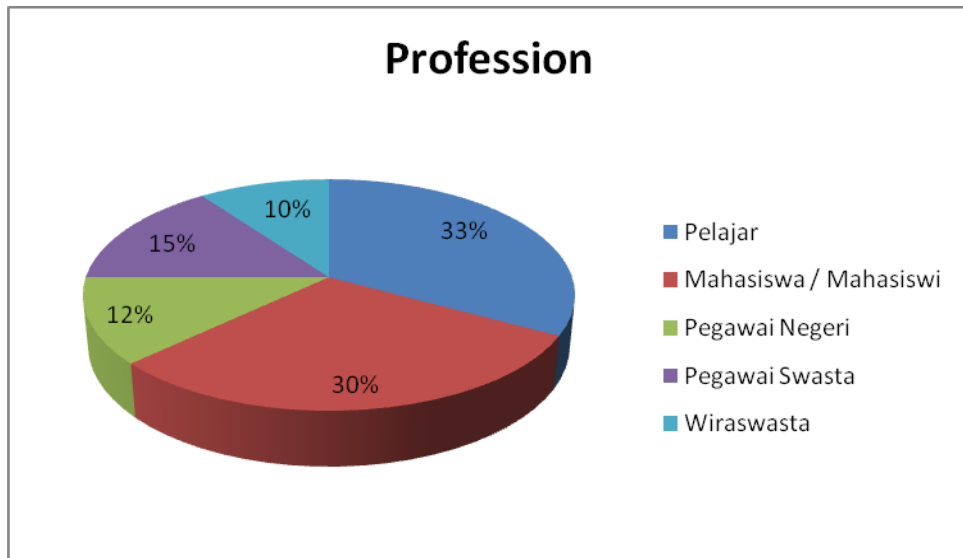
Based on figure 4.1 above shows that consumer McDonalds in Lippo Cikarang, mostly are female with a number 57 of people (57%).

**Figure 4.2 Age**



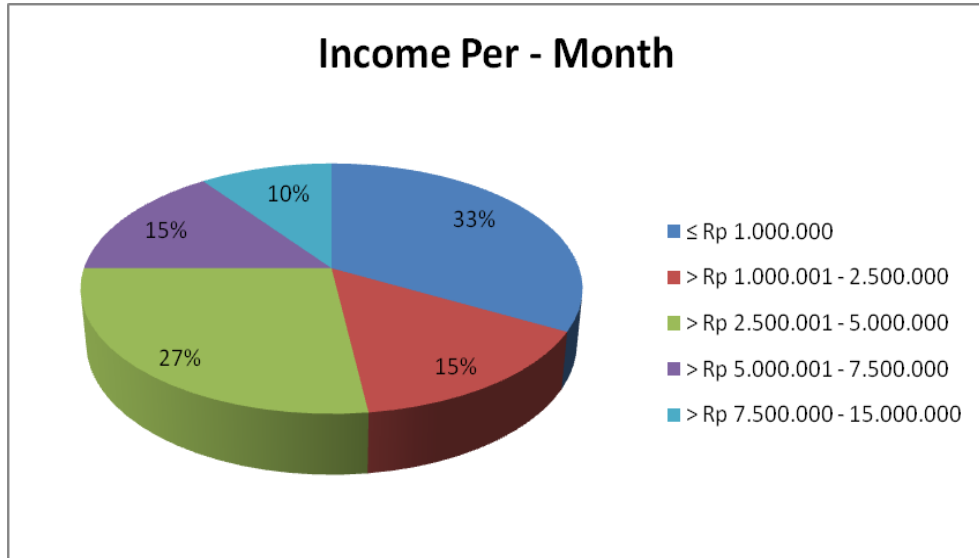
Based on figure 4.2 above shows that consumer McDonalds in Lippo Cikarang , mostly have higher age (19 – 25 years) with a number of 40 people (40%).

**Figure 4.3 Profession**



Based on figure 4.3 above shows that consumer McDonalds in Lippo Cikarang, the majority of the student with the number 63 (63%).

**Figure 4.4 Incomes Per - Month**



Based on figure 4.4 shows that consumer McDonalds in Lippo Cikarang, mostly have higher income per-month ( $\leq$  Rp.1, 000,000) with a number of 33 (33%).

### **4.3. Data Analysis (Test Validity and Reliability Test)**

#### **4.3.1. Validity test**

The author used SPSS 17.0 to test the validity of the questionnaire. The pre-questionnaire contains 27 questions and divide to 5 variable (X) and 1 variable (Y). The pre-questionnaire was spread to 30 respondents. For validity test if the corrected item – correlation is below 0.361, the question will not use for the questionnaire. But if the corrected item- correlation is above 0.361, the questions will use for the questionnaire. Based on the result, there are 23 valid questions that eligible to be used as a part of the questionnaire and 4 invalid questions. The author used to erased the 4 questions, because invalid. The complete validity testing result is shown at Table 4.1.



**Table 4.1 Result of Validity Test****Valid Questions**

<b>Description</b>	<b>Corrected Item – Total Correlation</b>	<b>r table</b>	<b>Status</b>
<b>Tangible</b>			
V1	0.697	0.361	Valid
V2	0.580	0.361	Valid
V3	0.501	0.361	Valid
V4	0.845	0.361	Valid
<b>Empathy</b>			
V5	0.428	0.361	Valid
V6	0.508	0.361	Valid
V7	0.460	0.361	Valid
<b>Reliability</b>			
V8	0.692	0.361	Valid
V9	0.392	0.361	Valid
V10	0.423	0.361	Valid
V11	0.806	0.361	Valid
<b>Responsiveness</b>			
V12	0.677	0.361	Valid
V13	0.493	0.361	Valid
V14	0.662	0.361	Valid
<b>Assurance</b>			
V15	0.687	0.361	Valid
V16	0.412	0.361	Valid
V17	0.531	0.361	Valid
V18	0.728	0.361	Valid
V19	0.512	0.361	Valid

<b>Customer satisfaction</b>			
V20	0.512	0.361	Valid
V21	0.696	0.361	Valid
V22	0.610	0.361	Valid
V23	0.399	0.361	Valid

#### 4.3.2. Reliability test

Reliability test is used to find out the items in the questionnaire whether it is consistent or not in when the items is used. The author used SPSS version 17.0 for the computation, and Cronbach Alpha method to measure the reliability of the items in the questionnaire. Note that a reliability coefficient of .60 or higher is considered "acceptable" which means it can be use to continue the study. The coefficient 0.6 is fixed. Data had taken from the statistics book.

**Table 4.2 Result of Reliability Test**  
**Item – Total Statistic**

<b>Description</b>	<b>Cronbach's Alpha if Item Deleted</b>	<b>Cronbach's Alpha</b>	<b>Status</b>
<b>Tangible</b>			
V1	0.683	0.779	Reliable
V2	0.749	0.779	Reliable
V3	0.777	0.779	Reliable
V4	0.640	0.779	Reliable

<b>Empathy</b>			
V5	0.515	0.612	Reliable
V6	0.454	0.612	Reliable
V7	0.557	0.612	Reliable
<b>Reliability</b>			
V8	0.646	0.758	Reliable
V9	0.808	0.758	Reliable
V10	0.766	0.758	Reliable
V11	0.542	0.758	Reliable
<b>Responsiveness</b>			
V12	0.541	0.716	Reliable
V13	0.660	0.716	Reliable
V14	0.609	0.716	Reliable
<b>Assurance</b>			
V15	0.706	0.782	Reliable
V16	0.805	0.782	Reliable
V17	0.751	0.782	Reliable
V18	0.677	0.782	Reliable
V19	0.758	0.782	Reliable
<b>Customer Satisfaction</b>			
V20	0.654	0.715	Reliable
V21	0.560	0.715	Reliable
V22	0.649	0.715	Reliable
V23	0.716	0.715	Reliable

Based on the result on table 4.2 shows that the cronbach's alpha is higher than 0.60. And it means each of the variables and all of the items in the questionnaire are reliable and it can be used to further study.

#### 4.4. Descriptive statistic

Descriptive analysis of the scale used in this research is described in this section. Mean used to assess the central tendency and the standard deviation is used to measure the difference of the mean itself (Burns & Groove in Yang, 2005). Mean and standard deviation and minimum and maximum values of variables it is presented in Table 4.3.

**Table 4.3 Mean, Standard Deviation, Minimum and Maximum Value**

<b>Variable</b>	<b>N</b>	<b>Minimum Value</b>	<b>Maximum Value</b>	<b>Mean</b>	<b>Std. Deviation</b>
CUSTOMER_SATISFACTION	100	1	5	3,3125	.69484
TANGIBLE	100	1	5	3,6700	.90654
EMPATHY	100	1	5	4,0867	.88461
RELIABILITY	100	1	5	3,5050	.71772
RESPONSIVENESS	100	1	5	3,8633	.85556
ASSURANCE	100	1	5	2,8640	.91271

##### 1. Mean and Standar deviation

Based on table 4.3 above, shows that each value from 5 dimension of service quality is (M = 3.6700, SD = 0.90654) for tangible, (M = 4.0867, SD = 0.88461) for empathy, (M = 3.5050, SD = 0.71772) for reliability, (M = 3.8663, SD = 0.85556) for responsiveness, and (M = 2.8640, SD = 0.91271) for assurance. This shows that empathy and responsiveness is the mostly dominant dimension in McDonalds Lippo Cikarang. And dimension assurance of service quality model presented lowest mean score when compared with

the other dimension, it means, the customers satisfaction of these dimension based on the service offered by the McDonalds is not good. And customer satisfaction mean values arguably quite low ( $M = 3.3125$ ,  $SD = 0.69484$ ). This shows that customer satisfaction at McDonalds is not too high but in the average position.

## 2. Minimum and Maximum Value

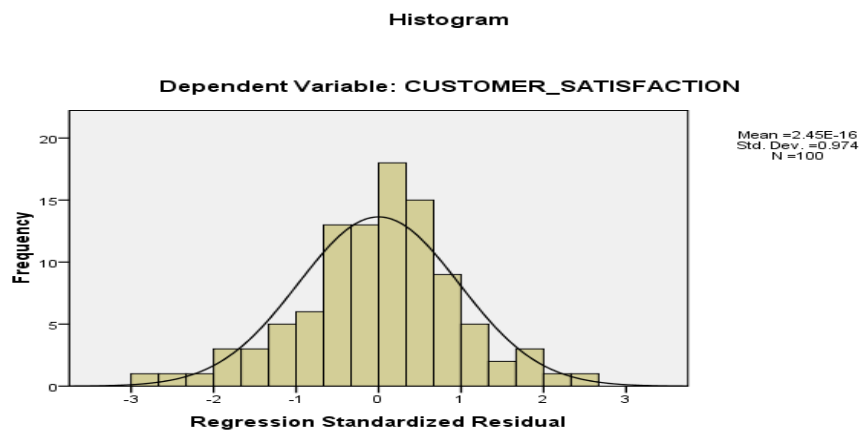
Based on table 4.3 above, minimum and maximum values of each variable independent and dependent is 1 for minimum and 5 for maximum.

## 4.5. Classical Assumption Test

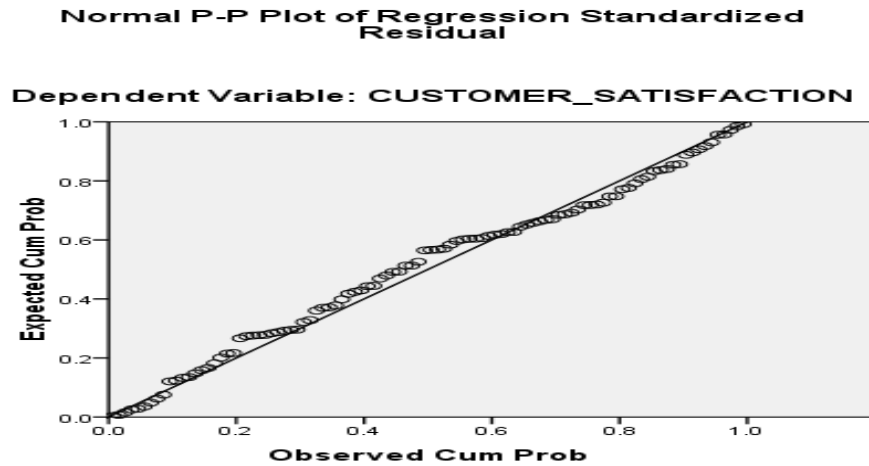
### 4.5.1. Normally Test

Based on the figure 4.5 below, it shows that the data spread to the entire normal curve area, which means the data has a normal distribution. And based on the figure 4.6 below, it shows the normality distribution of the study. The spread of the data is around the diagonal line and keeping up with the diagonal line, then the regression is met the normality assumption.

**Figure 4.5 Histogram**

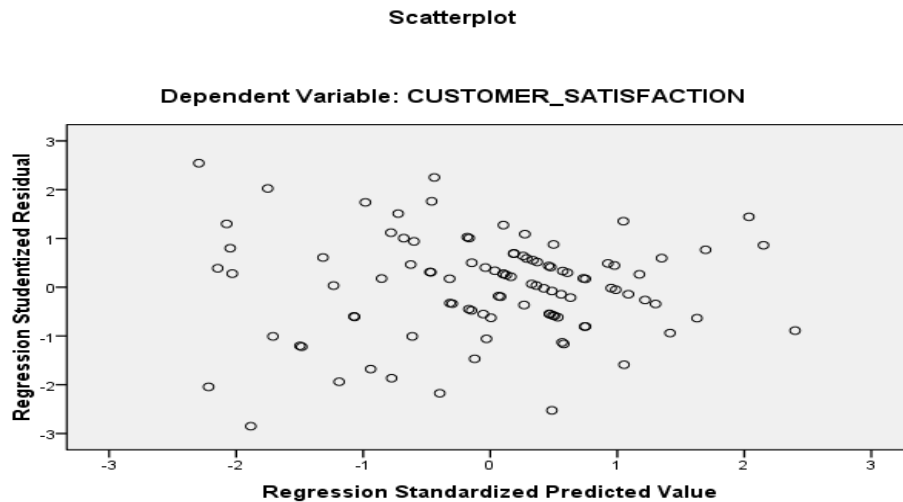


**Figure 4.6 Result of Normally Test**



#### 4.5.2. Heteroskedasticity

**Figure 4.7 Result of Heteroskedasticity**



Heteroskedastisitas test aims to test whether there is inequality in the regression model residual variance from one observation to another observation. If the the variance from the residual from one observation to another observation stable, then it shown homocedasticity, if its different then

it is called heterocedasticiy. Through image analysis, a regression model is considered not happen heterocedasticity, if the dots were randomly spread not form a clear pattern and spread both above and below zero on the Y axis. In Figure 4.7 dots spread randomly not form a certain pattern which clearly above and below zero on the Y axis pouring, and this means not happen heterocedasticity in this regression model.

### 4.5.3. Multicollinearity

Multicollinearity test aims to test whether the regression model have any correlation between the independent variables. A good regression model should not occur in the correlation between the independent variables. Multicollinearity Symptom can be seen from the large value of Tolerance and VIF (Variance Inflation Factor) through the program SPSS 17. Tolerance measures the variability of selected variables that are not explained by other independent variables. General value commonly used is the value of Tolerance  $< 1$  or the value of VIF  $< 5$ , and then multicollinearity does not happen.

**Table 4.4 Result of Multi Collinearity Test**

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
TANGIBLE	.792	1,263
EMPATHY	.819	1,221
RELIABILITY	.820	1,219
RESPONSIVENESS	.672	1,488
ASSURANCE	.558	1,791

From table 4.4 can be seen that the VIF  $< 5$ , and tolerance  $> 1$  the result shown it does not happen multicollinearity.

#### 4.5.4. Auto – Correlation Test

**Table 4.5 Result of Auto – Correlation Test**

**Model Summary<sup>b</sup>**

Model	Durbin-Watson
1	1,654

From the table 4.5, Durbin-Watson shown that 1.654 that means no auto correlation in this data because the Durbin-Watson there are between -2 and +2.

#### 4.6. Analysis of Multiple Linear Regression

To determine the effect or the relationship of independent variables (X1, X2, X3, X4, and X5) in the form tangible, empathy, reliability, responsiveness, assurance and the dependent variable (Y) in the form of a customer satisfaction, to obtain more accurate results, the researcher use the help of a software program SPSS version 17.0 of the coefficient table produced the following output.



**Table 4.6 Result of Multiple Regression Analysis**

**Coefficients<sup>a</sup>**

<b>Model</b>	<b>Unstandardized Coefficients</b>	
	<b>B</b>	<b>Std. Error</b>
1 (Constant)	1,261	.429
TANGIBLE	.104	.065
EMPATHY	-.204	.066
RELIABILITY	.308	.081
RESPONSIVENESS	.105	.075
ASSURANCE	.356	.077

Based on the above table, obtained the model multiple linear regression Standardized Coefficients as follows:

$$Y = 1.261 + 0.104 X1 + - 0.204 X2 + 0.308 X3 + 0.105 X4 + 0.356 X5$$

Where,

Y = Customer Satisfaction

X1 = Tangible

X2 = Empathy

X3 = Reliability

X4 = Responsiveness

X5 = Assurance

The multiple linear regression models can be interpreted as follows:

1. The coefficient of regression of the variable X1(Tangible) is 0.104 which means if the other independent variable is constant and Tangible increase for 1% then the Customer Satisfaction will be increase 10.4%. The coefficient is positive, it means there are positive correlation between Tangible and the Customer Satisfaction, when the Customer Satisfaction increase, the Tangible also will be increase.
2. The coefficient of regression of the variable X2 (Empathy) is - 0.204 which means if the other independent variable is constant and Empathy increase for 1% then the Customer Satisfaction will be increase 20.4%. The coefficient is negative, it means there are negative correlation between Empathy and the Customer Satisfaction, when the Customer Satisfaction increase, the Empathy also will be decrease.
3. The coefficient of regression of the variable X3 (Reliability) is 0.308 which means if the other independent variable is constant and Reliability increase for 1% then the Customer Satisfaction will be increase 30.8%. The coefficient is positive, it means there are positive correlation between Reliability and the Customer Satisfaction, when the Customer Satisfaction increase, the Reliability also will be increase.
4. The coefficient of regression of the variable X4 (Responsiveness) is 0.105 which means if the other independent variable is constant and Responsiveness increase for 1% then the Customer Satisfaction will be increase 10.5%. The coefficient is positive, it means there are positive correlation between Responsiveness and the Customer Satisfaction, when the Customer Satisfaction increase, the Responsiveness also will be increase.

5. The coefficient of regression of the variable X5 (Assurance) is 0.356 which means if the other independent variable is constant and Assurance increase for 1% then the Customer Satisfaction will be increase 35.6%. The coefficient is positive, it means there are positive correlation between Assurance and the CustomerSatisfaction, when the Customer Satisfaction increase, the Assurance also will be increase.

#### 4.6.1. Coefficient Correlation Analysis (R)

**Table 4.7 The Model of Summary(R)**

**Model Summary<sup>b</sup>**

Model	R
1	.676 <sup>a</sup>

The table 4.7 above shows the result for model summary. Based on the table above, it mentioned the R value is 0.676 which means there are strong relationship between tangible, empathy, reliability, responsiveness and assurance.

#### 4.6.2. Coefficient of Determination Analysis (R<sup>2</sup>)

**Table 4.8 The Model of Summary(R<sup>2</sup>)**

**Model Summary<sup>b</sup>**

Model	R Square
1	.457

The table 4.8 above shows the value of R<sup>2</sup> is 0.457. It means tangible, empathy, reliability, responsiveness and assurance may explain 45.7% of the customer satisfaction. The other 54.3% may explained by the other factors which is not mentioned in this research.

### 4.6.3. F – Test

**Table 4.9 Result of F – Test**

**ANOVA<sup>b</sup>**

Model		F	Sig.
1	Regression	15,834	.000 <sup>a</sup>
	Residual		
	Total		

F test or ANOVA table is used to understand the influence of all independent variables toward dependent variables. In table 4.9, F test result shows in the table is (15.834) with significant value (0.000) which means that independent variables simultaneously influence dependent variable.

F test is used to determine whether there is influence jointly (simultaneously) from the independent variables (free) to the dependent variable (bound) between the independent variables in the model between variables of tangible, empathy, reliability, assurance on the dependent variable customer satisfaction. Proving is done by looking at the magnitude of the probability value (p value) compared to 0.05 (Level of significance  $\alpha = 5\%$ ). The test criteria were used as follows:

Ho: There are no significant relationship of tangible, empathy, reliability, responsiveness, assurance on customer satisfaction.

Ha: There are significant relationship of tangible, empathy, reliability, responsiveness, assurance on customer satisfaction.

The test result of multiple linear regression model obtained F value is 15.834 with a significance probability of 0.000. Thus Ho is rejected and Ha is accepted, it means that the variables tangible, empathy, reliability,

responsiveness, assurance as simultaneously have significant impact on customer satisfaction.

#### 4.6.4. T – Test

**Table 4.10 Result of T – Test**

**Coefficients<sup>a</sup>**

	<b>Model</b>	<b>T</b>	<b>Sig.</b>
1	(Constant)	2,937	.004
	Tangible	1,582	.117
	Empathy	-3,090	.003
	Reliability	3,791	.000
	Responsiveness	1,393	.167
	Assurance	4,599	.000

Based on the table 4.10 above the result of T – Test, it can be described as follows:

- a. The significant value for tangible is 0.117. It shows the significant value for tangible is below the significant level ( $\alpha$ ) which is 0.05. It means tangible has no significant influence in partial to the customer satisfaction. It can be concluded **H1 is rejected**.
- b. The significant value for empathy is 0.003. It shows the significant value for empathy is below the significant level ( $\alpha$ ) which is 0.05. It means empathy has significant influence in partial to the customer satisfaction. It can be concluded **H2 is accepted**.

- c. The significant value for reliability is 0.000. It shows the significant value for reliability is below the significant level ( $\alpha$ ) which is 0.05. It means reliability has significant influence in partial to the customer satisfaction. It can be concluded **H3 is accepted**.
- d. The significant value for responsiveness is 0.167. It shows the significant value for responsiveness is below the significant level ( $\alpha$ ) which is 0.05. It means responsiveness has no significant influence in partial to the customer satisfaction. It can be concluded **H4 is rejected**.
- e. The significant value for assurance is 0.000. It shows the significant value for assurance is below the significant level ( $\alpha$ ) which is 0.05. It means assurance has significant influence in partial to the customer satisfaction. It can be concluded **H5 is accepted**.

#### **4.7. Interpretation of result**

Based from the result of multiple linear regressions, the value of R<sup>2</sup> is 0.457. It means that 5 independent variables tangible, empathy, reliability, responsiveness, assurance influence 45.7% toward the dependent variable customer satisfaction and the rest 54.3% is explained by other variables that are not included in this research.

Compared to the previous research (Valter Jose Marques da Silva, 2014), the value of R<sup>2</sup> is 0.761, means that 5 independent variables are influence 76.1% to the dependent variable and the rest 23.9% is influence by others factor and based on another previous research (Tariq Khalil Bharwana, Dr. Mohsin Bashir, Muhammad Mohsin, 2013), the value of R<sup>2</sup> is 0.324%, means that 5 independent variables are influence 32.4% to dependent variable and the rest 67.6% is influence by others factor.

The test results of multiple linear regression model obtained F value indicate that the 5 independent variables tangible, empathy, reliability, responsiveness, assurance simultaneously have significant impact on customer satisfaction. On the F-test the p-value (0.000) is lower than 0.05, so we reject the Null Hypothesis ( $H_0$ ) and conclude that there is relationship between tangible, empathy, reliability, responsiveness and assurance towards customer satisfaction in McDonalds Lippo Cikarang. This result is equal to the researches by Rashed Al Karim & Tabassum Chowdhury (2014) which indicates that service quality dimensions have significant impact on customer satisfaction of Bangladeshi private commercial banks.

All of the variables have different relationship partially. Here are the explanation of each independent towards customer satisfaction partially.

**a. Empathy**

From the calculation of the t value greater than the table value, while the magnitude of the probability is smaller than 0.05 (Level of significance  $\alpha = 5\%$ ). This means that the variable empathy have significant positive influence on customer satisfaction. if empathy is increasing ,the customer satisfaction is increasing too. Also by theory ,Empathy has been found to be more suitable and important in enhancing service quality in industries where building relationships with customers and clients ensures the firms survival as opposed to “transaction marketing”. (Andaleeb and Conway, 2006).And this result is related to the research by Rashed Al Karim & Tabassum Chowdhury (2014) that Empathy has significant impact to customer satisfaction.

**b. Reliability**

From the calculation of the t value greater than the table value, while the magnitude of the probability less than 0.05 (Level of significance  $\alpha = 5\%$ ).

This means that the variable of reliability have significant and positive influence on customer satisfaction. if reliability increase, the customer satisfaction is increasing too. Also by theory ,It is defined as “the ability to perform the promised service dependably and accurately” or delivering on its promises” (Zeithaml et al, 2006 p.117). and this result is related to the research by Rashed Al Karim & Tabassum Chowdhury (2014) that Reliability has significant impact to customer satisfaction. This result also related to the research Tariq Khalil Bharwana, Dr. Mohsin Bashir, Muhammad Mohsin, (2013) entitled Impact of Service Quality on customer satisfaction: A Study from Service Sector especially Private Colleges of Faisalabad, Punjab, Pakistan.

**c. Assurance**

From the calculation of the t value obtained greater than the table value, while the magnitude of the probability value less than 0.05 (Level of significance  $\alpha = 5\%$ ). This means that the variable of assurance have significant and positive influence on customer satisfaction. if assurance increase ,the customer satisfaction is increase too. Also by theory ,According to Blery et al. (2009) ,assurance is developed by the level of knowledge and courtesy displayed by the employees in rendering the services and their ability to instill trust and confidence in customer. And this result is related to the research by J.J. Navaratnaseelan and P. Elangkumaran (2014) that assurance has significant impact to customer satisfaction.



# **CHAPTER V**

## **CONCLUSION AND RECOMMENDATION**

### **5.1. Conclusion**

Based on the results of research and discussion on The Analysis Influence of Service quality towards Customer Satisfaction: a Case of McDonalds Lippo Cikarang, it can be concluded as follows:

1. The empathy, reliability and assurance on McDonalds in Lippo Cikarang have partially positive and significant influence to customer satisfaction. It can be seen in regression testing show beta value is positive and the result of hypothesis testing show p value is smaller than alpha value.
2. The tangible, empathy, reliability, responsiveness and assurance have simultaneous significant influence to customer satisfaction in McDonalds Lippo Cikarang. It can be seen regression testing show beta value is positive.

### **5.2. Recommendation**

Based on the above conclusion, the attempts that must be done McDonald's in Lippo Cikarang for increasing customer satisfaction is as follow :

#### **5.2.1. Recommendation for Company**

Based on the above results, variable tangible and responsiveness is that must be considered, and therefore companies should have to increase the variable tangible, with more attention to the cleanliness level of complementary facilities at McDonalds such as bathrooms, chairs, tables, wastafel always

clean to getting customer satisfaction. And the company also needs to improve responsiveness variable, with more attention to customer service to get faster, so that consumers get satisfaction.

### **5.2.2. Recommendation for the other researcher**

The next researcher is better to add more variables or can identify stronger variables that influence the Customer Satisfaction in McDonalds in Lippo Cikarang. There are a lot of variables that can influence the Customer Satisfaction like Brand Image, Brand Trust, Place or the Location of the store and etc.

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## **Internet**

<http://www.BloombergIntelligence.com> (data penjualan McDonalds)

<http://www.mathbookmaximumandminimum.com>

<http://www.metrotvnews.com>



## APPENDIX 1

### A. Identitas Responden

Pada bagian ini, Anda akan diminta untuk mengisi profil Anda, silakan beri tandasilang (X) atau beri lingkaran pada pernyataan di bawah ini:

- Nama : .....
- Jenis kelamin : **a.** Pria **b.** Wanita
- Umur : **a.** < 19 tahun **b.** 19 – 25 tahun  
**c.** 26 – 35 tahun **d.** 36 – 45 tahun  
**e.** 46 – 55 tahun **f.** > 55 tahun
- Pekerjaan Anda : **a.** Pelajar **b.** Mahasiswa/Mahasiswi  
**c.** Pegawai Negeri **d.** Pegawai Swasta  
**e.** Wiraswasta **f.** Ibu rumah tangga  
**g.** Lain-lain
- Pemasukan Per-bulan : **a.** ≤ Rp.1,000,000  
**b.** > Rp.1,000,001 – 2,500,000  
**c.** > Rp.2,500,001 – 5,000,000  
**d.** > Rp.5,000,001 – 7,500,000  
**e.** > Rp.7,500,001 – 15,000,000  
**f.** > Rp.15,000,001

### B. Petunjuk Pengisian

Pada seksi ini, kami menginginkan pendapat anda tentang kualitas pelayanan yang diberikan restoran McDonalds Lippo Cikarang terhadap kepuasan pelanggan.

Silahkan menilai pernyataan berikut sesuai dengan Sangat setuju (SS), Setuju (S), Kurang Setuju (KS), Tidak Setuju (TS), and Sangat Tidak Setuju (STS) :

**Pilih 1** jika Anda **Sangat Tidak Setuju (STS)** dengan pernyataan

**Pilih 2** jika Anda **Tidak Setuju (TS)** dengan pernyataan

**Pilih 3** jika Anda **Kurang Setuju (KS)** dengan pernyataan

**Pilih 4** jika Anda **Setuju (S)** dengan pernyataan

**Pilih 5** jika Anda **Sangat Setuju (SS)** dengan pernyataan

**Cara pengisian: berilah tanda ceklis (√) pada jawaban yang anda pilih**

### **McDonalds – Lippo Cikarang**

Tangibles (variabel Bukti Fisik)						
No	Statement	1	2	3	4	5
1	McDonalds memiliki interior yang sangat menarik.					
2	Karyawan McDonalds berpenampilan bersih dan rapih.					
3	Fasilitas pelengkap yang disediakan McDonalds (kursi, meja, westafel, tempat bermain anak2, kamar mandi, dll) bersih dan dalam keadaan baik.					
4	Lokasi McDonalds sangat mudah untuk dijangkau.					
Empathy (Variabel Empati)						
No	Statement	1	2	3	4	5
5	Karyawan McDonalds selalu memberikan perhatian pada setiap individu					
6	Karyawan McDonalds memberikan pelayanan yang sama tanpa memandang status social					
7	McDonalds selalu memberikan tanggapan terhadap keluhan dan saran dari konsumen					

Reliability (Varibel kehandalan)						
No	Statement	1	2	3	4	5
8	Karyawan McDonalds memiliki kemampuan dalam mengolah menu makanan dan minuman yang disajikan.					
9	Karyawan McDonalds cekatan dalam menangani kebutuhan akan pesanan anda.					
10	Karyawan McDonalds memiliki keakuratan perhitungan administrasi pada saat anda membayar.					
11	Karyawan McDonalds melayani dengan baik setiap anda berkunjung.					
Responsiveness (Varibel Daya Tanggap)						
No	Statement	1	2	3	4	5
12	Karyawan McDonalds langsung memberikan pelayanan saat diminta					
13	Saya tidak terlalu lama menerima menu yang saya minta					
14	Karyawan McDonalds tidak membiarkan anda berdiri lama ketika tempat penuh					
Assurance (Variabel Jaminan)						
No	Statement	1	2	3	4	5
15	Karyawan McDonalds memiliki pengetahuan tentang menu yang dipesan					
16	Anda merasa aman dan nyaman pada saat berada di McDonalds					
17	McDonalds selalu menjaga kebersihan dan kesegaran makanan dan minuman					
18	Karyawan McDonalds selalu bersikap sopan, ramah, dan sabar kepada anda.					
19	McDonalds beroperasi pada waktu yang sesuai.					
Costumer Satisfaction (Variabel Kepuasan Konsumen)						
No	Statement	1	2	3	4	5
20	Saya puas dengan pelayanan yang cepat dan tepat yang diberikan McDonalds.					
21	Saya puas dengan fasilitas ((kursi, meja, westafel, tempat bermain anak2, kamar mandi, dll) yang disediakan McDonalds					

	bersih dan dalam keadaan baik.					
22	Saya merasa puas dengan keramahan yang dimiliki karyawan McDonalds.					
23	Saya merasa puas dengan keamanan dan kenyamanan di McDonalds.					

Komentar dan saran:

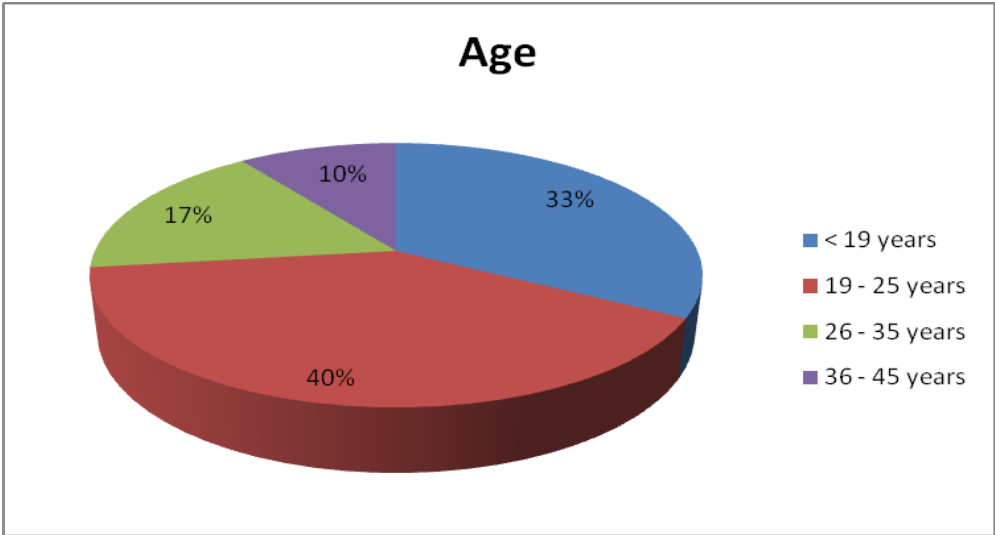
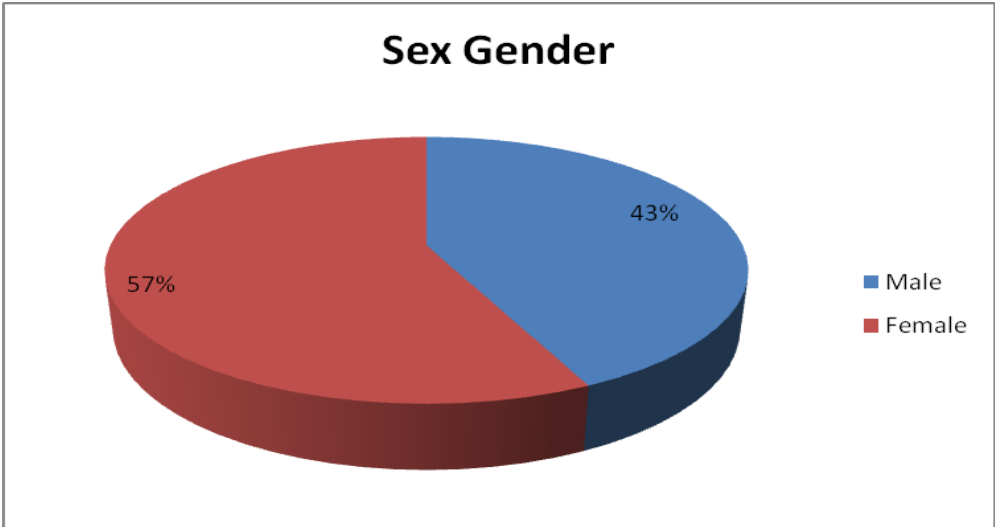
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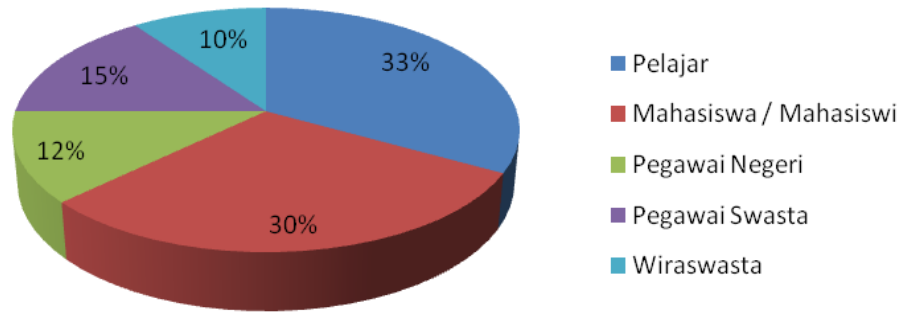
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# APPENDIX 2

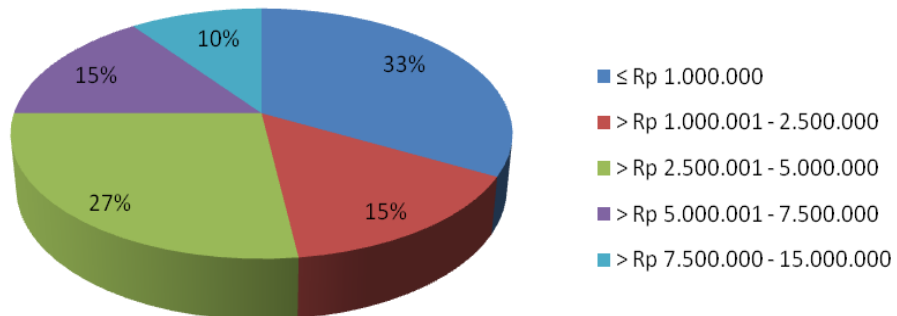
## Profile of Respondents



## Profession



## Income Per - Month



## Descriptive Statistic

**Descriptive Statistics**

	Mean	Std. Deviation	N
CUSTOMER_SATISFACTION	3,3125	,69484	100
TANGIBLE	3,6700	,90654	100
EMPATHY	4,0867	,88461	100
RELIABILITY	3,5050	,71772	100
RESPONSIVENESS	3,8633	,85556	100
ASSURANCE	2,8640	,91271	100

## F test – Anova

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21,852	5	4,370	15,834	.000 <sup>a</sup>
	Residual	25,945	94	,276		
	Total	47,797	99			

## The Model of Regression Equation

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,261	,429		2,937	,004
	TANGIBLE	,104	,065	,135	1,582	,117
	EMPATHY	-,204	,066	-,259	-3,090	,003
	RELIABILITY	,308	,081	,318	3,791	,000
	RESPONSIVENESS	,105	,075	,129	1,393	,167
	ASSURANCE	,356	,077	,468	4,599	,000

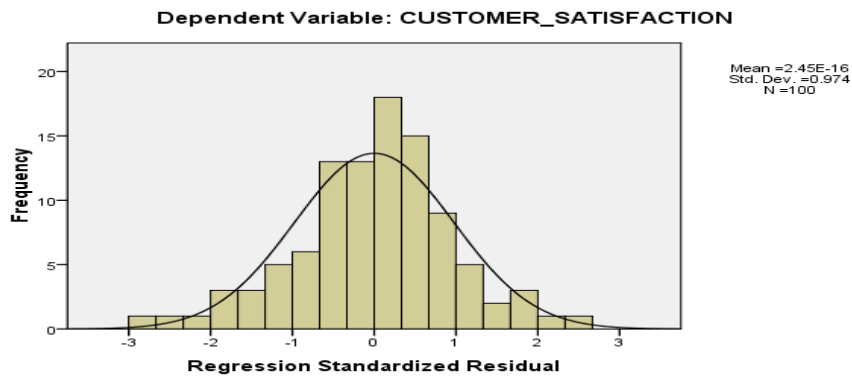
## The Model of Summary

Model Summary<sup>b</sup>

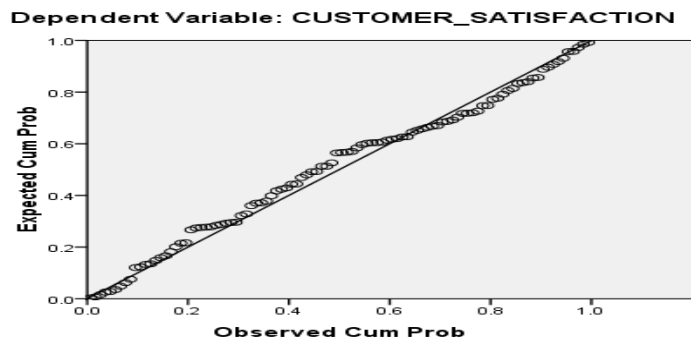
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.676 <sup>a</sup>	.457	.428	.52537	1.654

## Histogram

Histogram



Normal P-P Plot of Regression Standardized Residual





## Multicollinearity

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics		Decision
		Tolerance	VIF	
1	TANGIBLE	.792	1.263	There is no multicollinearity problems
	EMPATHY	.819	1.221	There is no multicollinearity problems
	RELIABILITY	.820	1.219	There is no multicollinearity problems
	RESPONSIVENESS	.672	1.448	There is no multicollinearity problems
	ASSURANCE	.558	1.791	There is no multicollinearity problems

## Scatterplot

**Scatterplot**



P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22	P23	
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