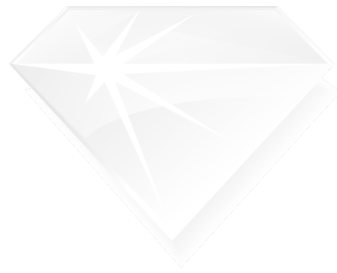THE EFFECT OF RESTAURANT'S EMPLOYEES, PRICE, AND
AESTHETIC VALUES IMPACTING ON CUSTOMER'S INTENTION TO
REVISIT THE RESTAURANT IN BANGKOK

THE EFFECT OF RESTAURANT'S EMPLOYEES, PRICE, AND
AESTHETIC VALUES IMPACTING ON CUSTOMER'S INTENTION TO
REVISIT THE RESTAURANT IN BANGKOK

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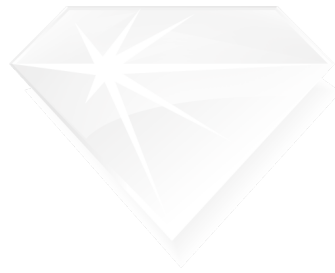
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                 Impacting on Customers Intention to Revisit the Restaurant in
                 Bangkok

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ABSTRACT

This research aims to understand the factors influencing customers' intention to revisit the restaurant in Bangkok. The three independent variables of this study to understand the dependent variable of customers' revisit intention are the restaurant's employees, price, and aesthetic values. Sub-variables to test for restaurant employees included their knowledge of food and drink menus and communication abilities, skills for taking care of customers, and cheerfulness. The sub-variables for price consisted of the affordability of the food price, promotional offers, and equivalent value paid for the food. The sub-variables for aesthetic values included interior and exterior décor, atmosphere, and food and beverages. Quantitative research was adopted to collect the data from the 200 respondents who were residing in Bangkok, and snowball sampling method was used to collect the survey from social media contacts using Google forms for this study. The questionnaire comprises multiple choices for demographic data and a five-point Likert scale for independent and dependent variables. The statistical software used for analyzing data includes descriptive and inferential analysis. The results of the study showed that all the hypotheses proposed were supported. The results revealed that there is a significant effect between the independent variables (restaurant's employees, price, and aesthetic values) and the dependent variable (revisit intention).

Keywords: Revisit Intention, Restaurant's Employee, Price, Aesthetic Values, Marketing
*   Management*

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CHAPTER 1
INTRODUCTION

1.1   The Importance and Problem of the Study

Restaurants are luxury places where people enjoy a meal alone, or with their friends and family (Kiatkawsin & Sutherland, 2020). Kessuvan & Thongpech (2020) stated that Thailand is significantly known as "the kitchen of the world" in the global food industry. They forecasted the Thai food industry income in 2020 at US$54,420 million. However, there was coronavirus outbreak, and the Coronavirus lockdown severely impacted restaurants in 2020. Many restaurants were shut down, and sales focused more on takeaway rather than eating in. Most importantly, consumers' behaviors changed due to new normal lifestyles. Because Covid-19 is believed to be impacting people with low immunity, people in Thailand have become more anxious about eating healthier, clean, and nutritious meals than ever before to protect themselves from the virus. According to Kessuvan & Thongpech (2021), consumers will prioritize security and safety needs by eating clean, safe, and healthy food to protect themselves and their families. Looking at those assumptions, we can conclude that Thai people will look for a healthy menu when they eat at restaurants and look for a high standard of cleanliness. Due to these changes in customers' behavior, selection of safer food, and places to eat during covid-19, it is worth investigating the factors influencing consumers' intention to revisit the restaurant and determining whether consumers' behavior remains the same as pre covid-19 period. Because now, the pandemic is becoming endemic, restaurant owners will need to reinvent or rebuild their businesses back to normal soon. So, this research will add knowledge and value for restauranteurs about the factors influencing customers to revisit their restaurants and compete with the competitors in their local market.

Rajput & Gahfoor (2020) stated that revisit intention refers to a customer's willingness to repeat visiting a restaurant due to a pleasant experience. When a customer revisits a restaurant, we can assume that they like or are satisfied with the restaurant, and it can be anything from the restaurant's food, services, or sensory appeals. When customers are pleased with the restaurant, they are likely to refer it to their friends and family, which can have a competitive advantage in gaining a market

share in its local market. Chun & Nyam-Ochir (2020) demonstrated that entrepreneurs have realized that customer feedback is essential to developing a long-term sustainable business. Isci, Tuver & Guzel (2018) found in their research that there is a frequency of dining out and dining in the same restaurant. Still, it has not been tested to understand the factors influencing customers to revisit the restaurant. So, they recommend being tested in future studies." Therefore, this research aims to understand the customers' needs to meet their expectations, which leads to gaining higher market share and improving profitability for the restaurant's business owners.

"*Even though food is the main product of the restaurant, the atmosphere, the employees, and the service are the augmented products*" Isci, Tuver & Guzel (2018). Restaurant employees can play a significant role in the business because they are the ones who must interact with the customers and deliver the service. They can either make customers revisit the restaurant or never revisit the restaurant. Interaction and communication of restaurant staff with customers can affect brand recognition and create revisit intention (Genc & Genc, 2021). So, it is crucial to understand a customer's perspective regarding employees' knowledge, skills, and cheerfulness, which can influence a customer to revisit the restaurant.

Food prices in restaurants can affect customers' revisit intention and their willingness to refer to other people. When the cost of the food is higher than what was expected by the customer, it can harm customers' revisit intention. They are most likely to talk more about the negative experiences to their friends than the positive ones. Customers can potentially expect a high-quality service when they must pay higher prices. Otherwise, it can cause a sense of being "*ripped off.*" On the other hand, if the price is low, customers may question the quality of the restaurant's food and service (Chun & Nyam-Ochir, 2020).

Customers go to restaurants for a memorable dining experience, and aesthetic values can give customers a pleasurable experience. When customers are just entering the restaurant, they start to have opinions about the restaurant's overall tangible and intangible values, such as design, employee manners, and aesthetic values including lighting, smell, music, cleanliness, and so on. Isci, Tuver & Guzel (2018) stated that "*the "experience" is the most common thing that is believed to be sold in hospitality, and when it is the restaurant, it is the sensory experience.*" Once everything suits the

customers' expectations in the restaurant, they have the behavioral intention to revisit. However, Kessuvan & Thongpech (2020) demonstrated that consumers will focus more on consuming food that is value for money than on aesthetic value and premium prices. Isci & Kessuvan may be correct in their differing conclusions, as Isci focused on more expensive restaurants and more prosperous customers and Kessuvan on consumers who consumed foods based on their tastes and preferences. Therefore, this research aims to build on both studies by including all three independent variables of a restaurant's employee service quality, price, and aesthetic values.

1.2   Research Problems

1.2.1   Does the restaurant's employees factors (knowledge, skill, and cheerfulness) influence customers' intention to revisit the restaurant?

1.2.2   Does price-related factors (affordability, promotional offers, and value) influence customers' intention to revisit the restaurant?

1.2.3   Does the aesthetic values factors (interior and exterior décor, atmosphere, and food and beverages) influence the customer's intention to revisit the restaurant?

1.3   Objectives of the Study

1.3.1 To study the impact of restaurant employees' factors, such as knowledge, skill, and cheerfulness on customers' intention to revisit the restaurant.

1.3.2. To study the impact of price-related factors, such as affordability, promotional offers, and value affecting consumers' revisit intention to the restaurant.

1.3.3. To study the impact of aesthetic values factors such as interior and exterior decorations and atmosphere on customers' intention to revisit the restaurant.

1.4   The Conceptual Framework

Figure 1.1: Conceptual Framework
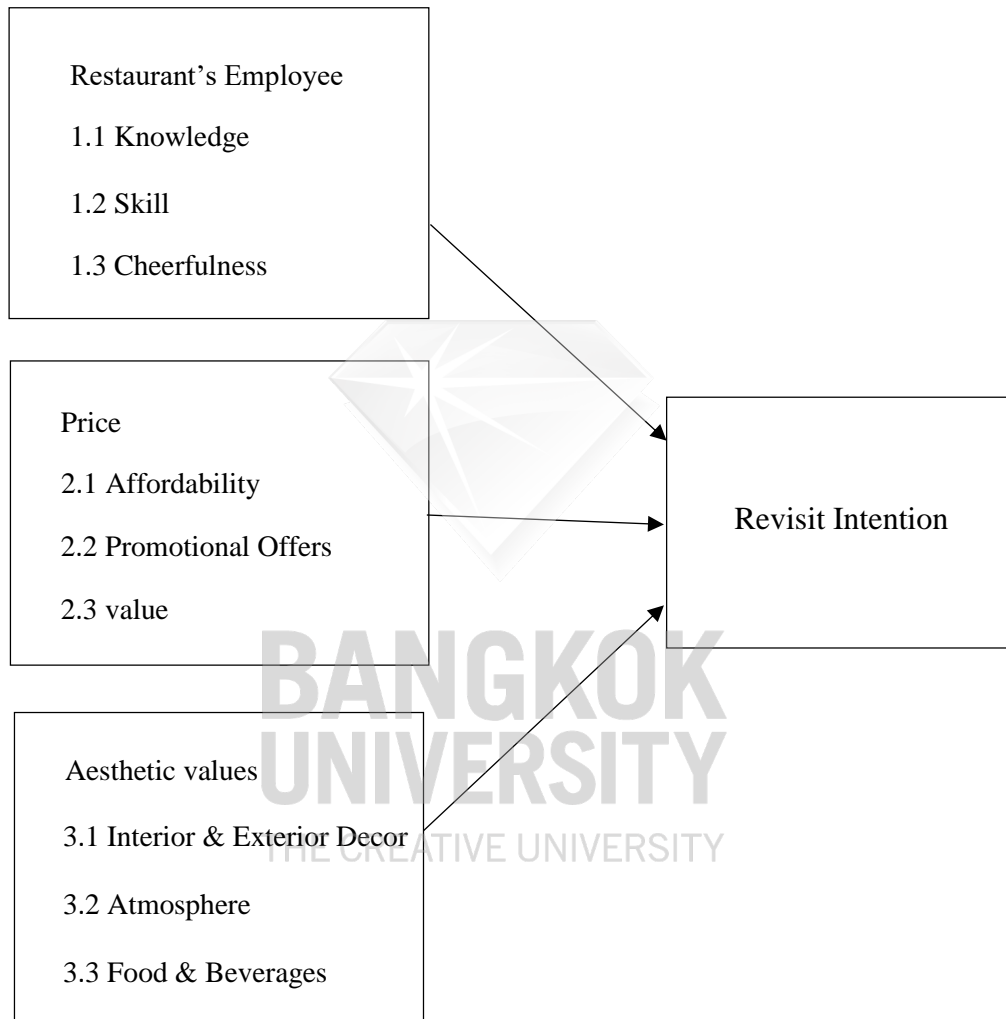
1.5   Method of the Study

In this research, the questionnaire is designed to determine how restaurant employees, price, and aesthetic values impact customers' revisit intention. The sampling techniques used in collecting the survey questionnaires from the respondents are the snowball sampling method from non-probability sampling method. The research adopted the snowball sampling method because respondents will be whoever is closest to hand, and the survey will be collected randomly through friends' contacts for the study. The researcher adopted quantitative research to collect the data. The reason behind this method is that it deals with numbers and statistics. Therefore, it can bring out reliable and meaningful outcomes. Another reason is the covid-19 situation and fear of infection; the study was permitted to conduct quantitative research by the advisors Prof. Dr. Suthinan Pomsuwan and Dr. Papob Puttimanoradeekul.

1.6   Tools and Statistics Used

A well-known statistical software was adopted for quantitative research to analyze the variables, including descriptive and inferential statistics.

1.7   Scope of the Study

Independent Variables:

1.7.1 Restaurant's Employee

1.1 Knowledgeable

1.2 Skilled

1.3 Cheerful

1.7.2 Price

2.1 Affordability

2.2 Promotion

2.3 Value.

1.7.3 Aesthetic values

3.1 Interior & Exterior Decor

3.2 Atmosphere

3.3 Food & Beverages

Dependent Variables**: Revisit Intention**

Population and Sample:

     This study aims to find out which factors positively affect customers' intention to revisit the restaurant associating with restaurants' employees, price-related elements, and aesthetic values. This research selected both Thai nationals and ex-pats who have English literacy skill and currently living in Bangkok as a sample to illustrate the whole population to study the customers' revisit intention in the Sukhumvit and Sathorn restaurants in Bangkok.

     According to Yamane's table for sample size in figure 2.1, if the population in the country is greater than 100,000, 400 sample sizes are needed to be collected with a precision level of +-5%. However, as there is a Covid crisis and according to the Bangkok university's advisors Prof. Dr. Suthinan Pomsuwan and Dr. Papob Puttimanoradeekul, it is accepted to collect 200 samples to illustrate the whole population in Thailand.

Figure 1.2: Yamane's Table for Sample Size

Size of Population (N)	Sample Size (n) for Precision (E) of:			
	±3%	±5%	±7%	±10%
500	A	222	145	83
600	A	240	152	86
700	A	255	158	88
800	A	267	163	89
900	A	277	166	90
1,000	A	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

A = Assumption of normal population is poor (Yamane, 1967). The en

Source: Yamane, T. (1967). *Statistics: An introductory analysis*. New York: Harper and Row.

1.8   Benefits of the Research

The restaurant is a growing industry, however, due to pandemic and changed characteristics of customers to eat healthy and hygiene food, choosing to go hygiene areas, and awareness of their saving accounts, it is essential for the restauranteurs to thoroughly understand the factors that influence customer intention to revisit the restaurants because this research will allow business owners and managers to redesign the exemplary service to persuade customers to visit for food in the restaurant. This research aims to determine the influencing factors such as restaurant employees, price, and aesthetic values toward customer revisit intention. So, this study will benefit those engaging in fine dining and contemporary casual restaurants. Restauranteurs can thoroughly understand what type of employees they need to employ in their restaurants. Restauranteurs will be able to figure out how much to set up the price for the food they provide and draw new and existing customers with the promotion. Lastly, they will be able to know customers' influence on aesthetic values.

The study can be beneficial for future researchers for further studies and fill in the gaps from this research. Furthermore, the study will help new restauranteurs set up fully mature restaurants that understand customers' needs, gaining a competitive advantage and market share.

1.9   Limitations of the Research

Firstly, the quantitative method was used to collect the respondent's data, and the sample size was limited to 200 due to the ongoing covid-19 crisis. Otherwise, the results might have been different due to a limited number of respondents and the inability to conduct qualitative research. Secondly, this study only focuses on the restaurants in Sukhumvit and Sathorn areas in Bangkok, so future studies should focus on other sites, such as restaurants on Khaosan road in Bangkok because it is famous as a tourist attraction.

1.10   Definition of Terms

The information below is the list of definitions of terms for readers to understand the variables that this study focuses on.

Restaurant's Employee

A restaurant employee is a person who is assigned to work or take responsibility at the restaurant. A waiter or server welcomes customers into the restaurant, takes orders and delivers the food and drinks to the customers' table, and takes a bill from the customers. In other words, a staff who takes care of the customer in a respective manner.

Employee Knowledge

Employee knowledge is defined as an ability to help customers with their knowledge about the restaurant's menu, including the ingredients of the food and drink, how it is made, and where the food and beverages are bought from. The knowledge includes speaking and understanding many languages and communicating clearly.

Employee Skill

Employee skill refers to the ability of an employee who knows when he is needed and does not bother customers by checking to see if everything is fine and can fix the problem quickly and effectively. For example, when water is spilled accidentally, be there with clean towels before customers call for help.

Employee Cheerfulness

The cheerfulness of the employee can be defined as a friendly and easy-going person. These types of employees can create a positive atmosphere and give a pleasant experience for the customers, which leads to revisiting intentions and promoting business.

Price

Price refers to the amount of money expected to pay for the service.

Affordability

Affordability refers to the reasonable price paid for the service. If the service is reasonably priced, it can positively influence customers to revisit the restaurant.

Promotional Offer

Promotional offer is a discount or a special deal that a business temporarily offers to other customers during the Contract term for a similar quantity. It also refers to a company temporarily reducing the price of the product or service to attract new and existing customers.

Value

Value for Money refers to the amount paid that is equivalent to the service quality. If the give and take are fair enough, it can exceed customers' expectations, leading to revisiting intention and referral intention towards others.

Aesthetic values

Aesthetic value is a value that a restaurant service offers a positive or negative value to customers when experienced aesthetically. Aesthetic values can be defined by the five senses: taste, smell, music, temperature, decoration, and sight of the restaurant.

Interior & Exterior Decor

Interior & Exterior Décor refers to the restaurant's design and how it is decorated with paintings, lights, furniture, tables, and chairs in and out of the restaurant.

Atmosphere

The atmosphere of a place is the general impression you get of it. The atmosphere is about how the restaurant makes the customer feel while they are at the restaurant. For example, relaxing, romantic, cheerful, warm, etc.

Food & Beverages

The visual representation of food and drink brings pleasure to the person. The graphical representation includes minimalistic designs, geometric shapes, abnormal colors, and creative, tasty meals and beverages.

Revisit Intention

Customers' revisit intention refers to their readiness or willingness to repeat a visit to a restaurant or desire to revisit the destination at another time.

Restaurant Industry

The restaurant industry refers to a marketplace that prepares food and beverages and offers consumers to be consumed in the physical environment or online via delivery service.

CHAPTER 2
LITERATURE REVIEW

This chapter summarizes the works of literature that is relevant to this research project, entitled "The Effect of Restaurant's Employees, Price, and Aesthetic Values Impacting on Customers Intention to Revisit the Restaurant in Bangkok. The reviewed literatures are divided into 6 elements. They are as follows:

2.1 The Background of the Business Industry

2.2 Theories/Academic Concepts, and Other Relevant Research Articles of Revisit Intention

2.3 Theories/Academic Concepts, and Other Relevant Research Articles of Restaurant Employees

2.4 Theories/ Academic Concepts, and Other Relevant Research Articles of Price

2.5 Theories/Academic Concepts, and Other Relevant Research Articles of Aesthetic Values

2.6 Conclusion

2.1 The Background of the Restaurant Industry

 "*A restaurant is an establishment that serves the customers with prepared food and beverages to order, to be consumed on the premises*" (Murugi, 2014). Restaurants, cafés, pubs, bars, or any business that offers customers a dine-in" experience is called the restaurant industry. Siam Commercial Bank (SCB) research showed that the restaurant industry is constantly growing due to changes in consumer living structure since people in Thailand live in smaller households (Syamananda, 2019). According to Statista, there were 530,000 restaurants in Thailand, which indicated an increase in the volume of 62 percent compared to 2019. Thailand's estimated restaurant market value was about 404.49 billion Thai baht in 2020. This value was forecasted to be about 415 billion Thai baht in 2021, increasing at 2.6 percent annual growth (Manakitsomboon, 2021). There are many types of restaurants; fine dining, casual dining, contemporary casual, fast casual, family-style restaurant,

cafés, fast-food restaurant, etc. (Bingage, 2022). However, this research focused on two types of restaurants, fine dining and contemporary restaurant. Fine dining restaurants focus on providing good service quality, including employees' knowledge of the menus, communication / interactive skills with the customers, the price, and good food quality. The second one is the contemporary casual restaurant, which focuses more on the restaurant's aesthetic values and food quality. In other words, modern casual restaurants present more excellent value on the look and feel of the restaurants that attract customers to revisit the restaurant.

Among all the service industries in the world, the restaurant industry is the one that most suffered from the Covid pandemic (Pitjatturat, Ruanguttamanun & Wongkhae, 2021). Restaurants are public spaces where people gather and meet strangers from everywhere, and it is where people must take off their masks and eat. So, because of the widespread Covid-19 and the government restriction, restaurants were hit hard because they were forced to shut down or socially distance customers – limiting the number of customers for almost two years. According to Reuters (2021), Thailand lifted most covid-19 restrictions on dine-in services and allowed only up to 25 customers in restaurants in Bangkok. Due to this restriction on social gatherings, many restaurants adopted food services online for their survival. According to Statista, the total revenue of food service online is estimated to reach US$451.70m in 2022, and the expected annual growth rate is 9.27%, which was projected to result in US$703.50m by 2027.

Now, most countries are beginning to reopen their service sector industries, and customers are allowed to dine-in in restaurants as before. The Tourism Authority of Thailand (TAT) publicized in June 2022 that restaurants and eateries, including pubs and bars, are permitted to serve alcoholic drinks to dine-in customers. But due to customers' adoption of convenient food delivery services and risk awareness of covid infection, restauranteurs are struggling to persuade the public to revisit as dine-in customers again. According to Rakuten Insight, 60 percent of the respondents use food delivery apps to order food because restaurants were closed due to covid-19 restrictions, and 9 percent stated that they ordered online due to the lack of cooking (Statista, 2021). Moreover, they stated that more consumers are buying more products or services in physical stores since Covid-19 restrictions have been lifted, and

consumers will look to purchase products with a good price, quality, and hygiene (Rakuten Insight, 2020). While this research cannot dissuade customers from using the convenience of having restaurant food delivered to their door, it can help restauranters determine the key factors, such as employees, price, and aesthetic values, that are likely to persuade customers to revisit dine-in customers again in the future.

2.2 Theories/ Academic Concepts and Other Relevant Research Articles of Revisit Intention

This research combines Rational Choice Theory (Scott, 2000) with the Theory of Planned Behavior (Ajzen, 1991), hereafter referred to as TPB, which itself was developed from Fishbein & Ajzen's earlier work (1975) entitled "Theory of Reasoned Action" (TRA) which found that *"a person's behavior is determined by their intention to perform the behavior and that this intention is, in turn, a function of their attitude toward the behavior and subjective norms."*

Fishbein (1963) theorized that a person's attitude toward a product is based on what he believes about the product, then forms an opinion based on those beliefs. Fishbein & Ajzen stated in 1975 that attitude is a good or bad behavior judgment, which shapes how to act in the future. In comparison, subjective norms are the behavior inspired and shaped by the belief or what is acceptable to the significant other. In other words, subjective norms are a behavior of a person's assessment of how others perceive that behavior to be expected and accepted, inspiring one to act accordingly. Individuals tend to have a higher intention to associate with behavior when they feel optimistic about that behavior and are most likely to engage with it if they think that important one believes they should perform those behavior (Ajzen & Fishbein, 1980).

More recently, this definition was clarified and expanded by (Laranjo, 2016) as; *"The primary determinant of intentions is motivation, which in turn is determined by three factors: attitudes, social influences, and self-efficacy."* Social influences refer to a person's behavior due to what is accepted in social surroundings. According to the social impact theory developed by Latané in 1981, a person is likely to respond to social influence when the influencing group is essential to this person. It also

depends on how long he spent with this group, and whether the group size is big enough to be influential. Self-efficacy is an individual perception of own capabilities to bring out motivational outcomes such as choices, intentions, and pursuing goals. These motivations can be influenced by personal and environmental variables (Schunk & DiBenedetto, 2021).

Scott (2000) further theorized that individual motivations come from their desires and goals. Those wants and goals are then expressed as their 'preferences', but an individual can only get some of what he wants, so he must choose the most reasonable goals he can afford to achieve. Rational choice theories claim that individuals must assume the costs and benefits of one action. Thus, individuals need to determine a goal that best suits them. Furthermore, Edward (1954) theorized in behavioral choice theory that a person would choose the most efficacious outcome. Scott (2000) concluded that a rational person would choose the most satisfying goal that he can afford from the available choices.

Ajzen (1991) extended the perceived behavioral control (PBC) to the TPB. PBC means perceived ease or difficulty in performing the behavior, which is deemed to mirror the experiences in the past and foreseeable obstacles. PBC represents an individual who believes he can engage in that behavior as he thinks he is capable or lacks engagement in that behavior. PBC is a part of control beliefs like the subjective norm, which is assumed to impact intention directly. It is thought that the more perceived behavioral control a person has, the higher the preference for desirable behaviors. The higher the positive attitude and subjective norms, the greater the perceived control led to the stronger intention to perform the behavior. However, Salgues (2016) demonstrated that people buy something just because they feel like buying it.

According to Fishbein & Ajzen (1975), customer satisfaction is positively related to customer revisit intention, which implies that customer satisfaction can be the primary estimator for the future purchase behavior of customers. Many empirical research studies have focused on customers' intention to revisit the restaurant (Spyridou, 2017; Clemes et al., 2018; Abdullah et al., 2020; Lamai et al., 2020; Ryu et al., 2021). According to the Customer Experience Trends Report, 61% of customers would switch to a competitor's restaurant when they encounter one bad experience.

Customer satisfaction can lead to customer loyalty, repeat purchases, and lifetime value. Moreover, customers are most likely to spend more money and stick with the service they prefer for a long time (Sharma, Gupta, Gera, Sati & Sharma, 2020).

Revisit intention is an inclination of a customer to repeat a place due to satisfaction with a service (Rajput & Gahfoor, 2020). Positive customer satisfaction affects positive behavioral intentions (Clemes et al., 2018). Many researchers proved that when customers are satisfied, they will have a higher chance of revisiting the restaurant (Spyridou, 2017; Abdullah et al., 2020; Lamai et al., 2020; Ryu et al., 2021).

Spyridou (2017) studied "Perceived Service Quality and Customer Revisiting Intention: The Case of "all you can eat" Asian Restaurants in Southern Taiwan" The results showed that service quality positively influences customers to revisit intention and customers plan to invite their relatives and colleagues to the restaurant, and customer satisfaction is a guide to predicting repeat purchase behavior. Uslu (2020) stated that customers satisfaction led to WoM intentions.

Choi & Mattia (2018) stated that service quality is the leading originator for customer intention to repurchase from the same service provider and suggest friends and family purchase the same products. Abbasi, et al. (2021) did an empirical study about the factors affecting tourists' intention to revisit the destination extending TPB. The results showed that perceived behavioral control and perceived value have a significant effect on satisfaction and revisit intention whereas perceived service quality has an insignificant impact on visitors' revisit intention.

2.3 Theories /Academic Concepts and Other Relevant Research Articles of Restaurant Employees and Revisit Intention

This part will describe 3 elements of a restaurant's employees: Knowledge, Skill, and Cheerfulness impacting customer Revisit Intention in a restaurant.

Employee's Knowledge

In this study, employees' knowledge is based on the knowledge that employee has on food and drink menu, communication, and the ability to assure consumers' trust and confidence in the restaurant. Kraja (2018) stated that intangible assets

(employees' knowledge, skills) can gain a more competitive advantage than tangible assets (buildings, land).

Gronroos (1984) introduced the service quality model for managerial implication, and he defined customers' perception of service quality and determined how service quality was influenced. Gronroos extended that the higher service quality is offered, the higher evaluation by customers. The customer tends to compare the outcome of the perceived quality to what they expected from the service. Gronroos stated that service has four characteristics:

• *"Services are more or less intangible*

• *Services are activities or a series of activities rather than things*

• *Services are at least to some extent produced and consumed simultaneously*

• *The customers participate in the production process at least to some extent."*

In restaurant service, customers cannot witness the cooking process, but customers can experience servicing processes such as service provider manners, appearance, and quality of the food and restaurant. These visible factors are the most valuable and then are judged by customers in every detail.

Customer measures service quality on two levels. The first is the level of the service that is been delivered. The second is the level of service that the customer expected. If service quality matches the customer's expectation level, then the customer will have higher satisfaction which leads to intentional behavior. Vice versa, if service quality doesn't match customer expectations, it can lead to a lower level of intention to revisit the restaurant (Gronroos, 1984).

Parasuraman, Ziethaml & Berry (1985) stated that intense competition and rapid reformation of the service industry have forced many service providers to seek to understand ways to be profitable. According to Uslu (2020), one of the best methods to ensure service quality is measuring through the SERVQUAL model. SERVQUAL is a research tool designed to understand consumers' expectations and perceptions regarding the service they experienced. With a method of SERVQUAL, service quality can be understood by contrasting consumers' pre-consumption expectations and perceptions, with their realized satisfaction. SERVQUAL model was introduced by Parasuraman, Ziethaml & Berry (1985), and they revealed 10 elements

that represent service quality but later reduced to 5 elements: Reliability, Assurance, Empathy, Tangibles, and Responsiveness. According to them,

"Assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence." And *"Empathy is the provision of caring, individualized attention to customers."*

Assurance and Empathy contain 7 other aspects including communication, credibility, security, competence, courtesy, access, and understanding and knowing customers. Communication refers to the employee's ability to communicate in different languages with customers promptly and clearly about the service they provide. It includes effectively managing and assuring customers with the menu, cost, and any problem that may occur during the service. Credibility refers to the service name and reputation and the employee's behavior or characteristics that may influence consumer behavior to purchase intention. Security involves risky or safe feelings that may feel by customers during the service, which includes physical and financial security and confidentiality. Competence means the knowledge and skills of the employees to deliver the service. Courtesy means an employee's immaculate presence, politeness, friendliness, and respectful behavior toward consumers. Access refers to the ease of contacting or reaching the service at the appropriate time and location for consumers. When service is nearby, and contact can be shortly made then consumers can most likely repeat or reuse the benefit. Lastly, understanding and knowing the consumers refer to employee's ability to recognize their customers' names, and their favorite menus, and giving attention to them can delight customers and exceed their expectations.

"Tangibles is the appearance of physical facilities, equipment, personnel, and communication materials that are used to provide the service." And *"Responsiveness is the willingness to help customers and to provide prompt service."*

Responsiveness refers to the ability to provide the service on time and speedily. Many researchers concluded that service quality can impact customer satisfaction and influence behavioral intention toward being loyal. Spyridou (2017) revealed that the most essential elements for the customers' expectations are tangibility, assurance, and responsiveness, whereas the least essential elements are reliability and empathy. However, the difference between customers who had a positive revisit intention had high expectations and perceptions of assurance, whereas negative revisit intention customers had high expectations of tangible and empathy.

Spyridou (2017) stated quality of the service depends on both restaurant's employees and customer performance. Since restaurant employees must have close interaction with consumers, those interactions may or may not satisfy customers due to several factors such as physical appearance, quality of the service he delivers, characteristics of the staff, and their interactive skills, which create problems for the restaurant industry to control the service quality.

Clemes, et al. (2018) studied employees' skills and behavioral intentions extending SERVEQUAL. The study divided the interaction quality of employees into three dimensions: interpersonal skills, professional skills, and problem-solving skills. Interpersonal skills refer to employees' pleasant attitudes and behaviors, sympathy to customers, providing individual needs, and ability to handle customers' special requests. Professional skills refer to a trained employee who can explain the food and beverages menu and know the quality of the food and beverages, the ability to communicate and interact effectively and efficiently with customers and deliver premium service. Problem-solving skills refer to an employee's ability to solve the customer's problems or complaints without relying on policies.

In this study, the professional skill of the staff refers to an employee's knowledge. Clemes, et al. (2018) showed that the employee's professional skills are essential in accurately providing information about the food and drink menu and ingredients to customers to satisfy customer dining experience. According to their result, employee knowledge has a positive relationship with service quality which leads to customer satisfaction and behavioral intention.

Rue, et al. (2021) stated that the first impression that consumers get when entering the service is how employees' attitudes and behaviors. This interaction and behavior then impact the consumer's emotional state, which affected behavior intentions. Thus, many high-end restaurants often spend on training employees to be knowledgeable, and skillful to be up to date with service quality. Spyridou (2017) indicated that service quality creates competition among service providers, and service quality impacts both new and existing customers as they are more aware of service quality than quantity.

Aldaihani & Ali (2018) studied the factors of service quality, customer value, and brand image impacting customer loyalty. They selected 100 respondents by using a simple random sampling method. They revealed that service quality positively affects customer loyalty.

Employee knowledge of the product affects customer repurchase intention (Lin et al., 2018). Genc & Genc (2021) revealed that communication between employees and customer affect brand recognition and customer satisfaction, which leads to revisiting intention. Furthermore, they point out that without competent employees, customers will not satisfy despite the famous brand and beautiful décor.

Du & Ngamkroeckjoti (2018) studied service quality, food quality, and brand image impacting the revisit intention of millennials in MK restaurants in Bangkok. The result showed that employee service quality significantly relates to revisit intention (Kundiarto & Suciarto, 2022).

<u>Employee Skill</u>

Gronroos (1982) revealed that perceived service results in the perception of customers. Furthermore, the two researchers, Swan and Combs (1976) introduced two types of performances in the service context: instrumental and expressive performance in service quality. Instrumental performance is the overall outcome of the technical quality, which the customer is left with. To give an example in a restaurant scenario, the customer gets the table he reserved, makes transactions on his bills through online payment, and gets the product he expected. Expressive performance is a functional quality, which customers perceive when a restaurant employee is interacting and delivering service to the customer. Beltagui & Candi

(2018) studied instrumental and expressive performance. They revealed that suppliers' ability to understand the (instrumental) needs is more valuable for B2B customers whereas, B2C tressure the fulfillment of emotional needs such as special treatment and how suppliers make them feel. Moreover, instrumental performance is more strongly related to utilitarian customers who value effectiveness and usefulness. Whereas expressive performance is related to hedonic customers who value more of pleasure and affection than effectiveness.

In restaurant service, customers' perception of service can be impacted by the restaurant's employee's appearance, how they behave, what they say, how they interact and communicate during the service. Rust & Oliver (1994) revealed that customers evaluate the overall perception of service quality into three elements: the customer-employee interaction, the service environment, and the service outcome. Moreover, Gronroos (1982) stated that the service's technical and functional qualities are equally important in customers' perception of evaluating the service's satisfaction level. A satisfied customer is more likely to talk about functional quality than technical quality, which is how they received the service rather than what they received from it (Swan & Combo, 1976).

According to Clemes, et al. (2018), interpersonal skills refer to employees' pleasant attitudes and behaviors, being sympathetic to customers, providing individual needs, and having the ability to handle customers' special requests. Furthermore, they point out that employees must empathize with customers to make them feel unique or heard. Otherwise, without compassion, employees will not be able to handle customers' complaints. They encouraged management to train employees to be good at interpersonal skills and problem-solving skills stating the importance of front service staff in a satisfying customer dining experience. According to their results, employee skills have a substantial effect on the perception of customers on service quality, and a positive significant relationship between customer satisfaction and behavioral intention. Hence, this study focuses on employees' skills in line with their research.

Rue, et al. (2021) stated that the restaurant industry excessively relies on employees' service skills due to the high interaction needed to provide the service. Employee performance is judged upon their knowledge, skill, reliability, courtesy,

and fulfillment of the needs of customers professionally. Ryu, et al. (2021) studied the effect of employee performance on Customers' Emotions, Satisfaction, and Behavioral Intentions in Upscale Restaurants. A total of 275 samples were collected. The results revealed that employees significantly impact customers' emotional responses namely pleasure and arousal, which affect customer satisfaction and behavioral intentions.

In restaurant industries, the performance of contact employees is essential to customer perceptions of the restaurant service. Spyridou (2017) showed that employees' ability to take care of the customer professionally is a significant factor in ensuring service quality, while excellent support systems can help restaurant employees to conduct the quality performance. Spyridou pointed out that employees who have the knowledge, ability, and confidence in dealing with their work, the ability to deal with mistakes quickly and provide an accurate guest check are part of service quality. The results showed that employee service quality positively influences customers' revisit intention. However, according to Marso, Idris & Widyarini (2020), the relationship between service sales and loyalty intention is insignificant.

Employee Cheerfulness

Bitner (1995) stated the importance of marketing activities to build and maintain customer relationships. Service providers must mutually exchange and fulfill the promises that they made to customers. Since service employees are essential to delivering those promises, enabling employees to be skillful and keeping customers happy is important to maintain a long-term relationship with the customers. Bitner (1992) stated that physical setting affects human behavior. The physical stimuli not only affect consumer but also affects employees in the way they perform at work. Bitner (1992) discussed Donovan & Rossiter's (1982) work that those human behaviors to be friendly with others, attract others, spend money, and repurchase is based on the perception of the physical setting of employee or consumer. Bitner explained that physical settings influenced how employees and customers interact and behave during the service which either extends or reduces the interaction time.

Hennig-Thurau & Thurau (2003) stated that restaurant employees are driving factors for providing quality service and delighting customers. They conceptualized that employees' customer-oriented skills are technical and social. Technical skills refer to an employee having lots of knowledge about the service including menu offers, motor skills, prices, customer services, and service capabilities. And capable of using that knowledge effectively can impact customer satisfaction and needs. Social skills refer to an employee's ability to provide for customer needs and solve customers' problems. Social skills also include employees' ability to understand what customers visualized and perceived, as well as how they think and feel. Moreover, a skilled employee can be motivated to serve customers in a friendly manner during the service due to feeling self-confident with their skills.

Gronroos (1988) theorized that service is formed subjectively, and customer expresses service through their experience, trust, feeling, and security. In our everyday lives, we are all exposed to persuasive communication design to impact people's attitudes, beliefs, behaviors, and intentions. Persuasive communication is a robust design to influence people (Fishbein & Ajzen, 1975). According to Salem, Shawtari, Shamsudin, Manochehri, Al Blooshi & Alyafei (2019), an employee with higher emotional intelligence is more polite, thoughtful, and affectionate and those abilities can make customers delighted and add more value to the customer experience. Moreover, employees can be humbler and accommodate the best when they are selfless and put others first before them (Jamaludin, Razak & Zakaria, 2022). They revealed in their study that emotions and perceived control positively affect customer satisfaction. The positive service attitude led to customer repurchase intention (Lin et al., 2018). According to Lamai, et al. (2020), millennials are concerned and demand friendly relationships with service providers, which can improve perceived service quality. Lamai, et al. (2020) studied the effect of service dimensions and revisit intention. The result revealed that perceived service quality has a direct impact on customer satisfaction and an indirect effect on revisit intention. Genc & Genc (2021) studied employee's politeness, friendliness, and ability to comfort customers in the dimension of service quality, and the result showed that employees interacting with customers revoke customers' emotional responses (Dedeoglu et al., 2018; Rue et al., 2021), and plays a significant role in satisfying

customer and revisit intention (Genc & Genc, 2021). Therefore, this study proposes a hypothesis;

H1: Restaurant employee has a significant impact on customers' intention to revisit the restaurant.

2.4 Theories/ Academic Concepts and Other Relevant Research Articles of Price

This part will describe 3 elements of price: Affordable, Promotion, and Value impacting on customer Revisit Intention in a restaurant.

Affordability

Cibro & Hudrasyah (2017) stated that price is the sacrifice that we give to gain a product. Price plays a vital role in customers' decision to revisit the restaurant or even enter a restaurant. Sociological theory shows that a person fulfills his desire based on his opportunities. However, without consideration of economic concerns (price), those desires and prospects can't be fulfilled. When a consumer desires to buy a product or service, one needs to consider how much he needs to pay for that product or service (Scott, 2000). Lamai, et al. (2020) stated that customer perception toward price leads to customer attitude, and this attitude then motivates the behavioral intention. If the price is fair, the customer feels a positive attitude, which leads to positive behavior.

Rajendran (2009) points out that businesses can be beneficial by promoting a reference pricing strategy, which is known to be the consumer's concept of fairness. Customers use reference prices as fair prices to judge prices for goods when making purchase decisions. Fair price refers to the reasonable price that consumers find to buy products. However, consumers evaluate products to buy based on their perception of fair price and expected price.

According to Parasuraman, et al. (1994), price plays a significant role in determining customer purchasing behavior in the service context due to high competition. Kotler & Lane (2008) showed that there is a positive relationship between price perception and customer satisfaction. However, Lee (1998) found that customers only repurchase a product when they assumed the price was fairly

established by the service even though they are overall satisfied with it. Moreover, Bizarrias, et al. (2019) stated that loyal customers who are happy with the service tend to be less sensitive to price than new customers. Loyal customers are willing to frequent the same service, pay for higher prices, and introduce the restaurant to other potential customers due to satisfaction.

Konuk (2019); Abdullah, et al. (2019); Anggraeni, Sulistyo & Affandy (2020); Dandotiya, Aggarwal & Gopal (2020) result showed that fair prices influence customer satisfaction and customer satisfaction also leads to repurchase intention. Januarko, Adiwibowo & Kusumawati (2018) studied the influence of price on customer satisfaction at the batik shop Betawi in Indonesia. The study found that a reasonable price is associated with assuming price perception, and it influences customer satisfaction and directly influences customer repurchase intention therefore, the price should be set to be affordable to drive customers' revisit intention (Polas, Raju, Hossen, Karim & Tabash, 2020).

The customer perceives price perception as how much it is worth to pay for a product or service in the buying process. The customer makes a purchase decision based on their subjective feelings about which products have better value. Putithanarak, et al. (2022) studied the price signals affecting to repurchase intention of readymade coffee in Thailand. They used qualitative and quantitative research methods to collect data from coffee lovers. According to their results, the price signal negatively relates to repurchase intention.

Promotional Offers

Promotion offers refer to the business offering product or service to a consumer at a discounted price. Promotional offers are in many forms such as membership offers, discounts, or coupons. Some studies found coupon-responsive behavior in consumers. According to Lichtenstein, Ridgway & Netemeyer (1990), coupon-responsive behavior indicates value consciousness and coupon proneness. Coupon proneness refers to consumers who are highly responsive to discount offers in a form of vouchers. However, it is thought that people maybe respond to coupons because of increasing in value rather than being prone to coupon responsive due to reduced price.

Blattberg & Sen (1974) showed that customers' purchasing behavior changes based on price-sensitive levels, loyalty towards the brand, and quantity of purchase. They showed that consumers purchase more products when there are discounted deals. According to volume discount pricing theory, a business can be more profitable by increasing sales through discounted prices. It can be generalized as selling more products at lower prices can gain more profit than selling fewer products at higher prices.

Armstrong & Chen (2019) revealed the reason consumers buy more products at discounted prices than buying at lower prices. They stated that is based on consumer perception indicating that the high price is probably due to the high quality of the product. However, consumers care about both initial costs which were higher than the current prices (discounted) thus, consumers are most likely to purchase when there is a bargain. Moreover, behavioral consumers are willing to buy more when they believe they had to pay less than the early customers.

Yenny & Herry (2017) stated that promotion can persuade targeted customers. But according to D'Astous & Jacob (2002), premium-based promotional offers don't affect the consumer's perception unless the premium is direct, the brand's value is positive, the level intensity of interest, and how much an individual is prone to promotional offers.

Lin (2017) theorized that coupon discount rates may influence a consumer's intention to revisit the same restaurant. Lin showed a restaurant namely BC Osaka located in northwest Indiana is offering a 25% percentage of discount rate for consumers since 2015. According to a BC Osaka manager, the restaurant has been profiting from increased sales, and more than 50% of the customer has been returning to the restaurant due to discounted prices. Thus, we can infer that discount rates can influence customer intention to revisit the restaurant. However, stopping to offer discount rate coupon will make customer sensitive to price increase and decreases customer patronage level lower than the pre-coupon level due to customer dissatisfaction (Lin, 2019).

There are many reasons why consumers revisit a restaurant. One reason could be the price and discounts that restaurants offer to customers. **"*Discount refers to a psychological state that leads the customers to seek financial gain on the purchase* (Bizarrias et al., 2019)".** They studied "Relationship and Search for Discounts, and their Effects on Loyalty and Online Shopping", The study found that consumers purchase more when there are discounts. However, discounts do not form a measure of loyalty.

Lin, et al. (2018) studied promotional offers affecting customers repurchase intention with a sample size of 130 respondents. They found that promotional offers for the product influence intention to repurchase. Clemes, et al. (2018) pointed out that promotional activities are the most influential on customer perception and can positively influence consumer behavioral intentions. However, Yenny & Herry (2017); Cibro & Hudrasyah (2017) studies showed that there is no significant impact between price and promotion on customer satisfaction and concluded that customer satisfaction affects revisit intention.

Fungai (2017) stated that consumers realize prices will rise after the deal ends, and they feel low service price is affordable. Therefore, promotions may increase the perceived value of the service, which influences customers to revisit their intention to purchase the same product.

Value

Value for Money refers to "*not paying more for a good or service than its quality or availability justify*" (Karanja, 2021). Price is how much we pay for the service we buy. Price worthiness is based on an individual's perception of what is worthy. However, value is based on the quality of the products or services a person receives, how it makes a person feel, or how much it is helpful to a person. The more excellent value can evoke a more significant emotional response. Greater emotions toward value can subside the perception of a higher price (Sier, 2022).

According to social exchange theory, the profit gains for a person are measured by the rewards received minus the costs incurred. Homans (1961) demonstrated that exchange discontinues between both parties unless they benefit from each other. In other words, give and take should be balanced; otherwise, it is

most likely that customers will switch to other competitors' restaurants.

Zeithaml (1988) stated that the value of the service can be grouped into four definitions; "*(1) Value is low price, (2) Value is whatever I want in a product, (3) Value is equality I get for the price I pay, (4) Value is what I get for what I give.*"

Armstrong & Chen (2019) stated that consumer purchases products based on the estimated value incurred for the price and product quality. Consumers will be less likely to buy the product if the price is higher than the estimated price. In vice versa, consumers will be most likely to buy when the price is lower than the estimation for a product. However, the purchase behavior can be differed due to different types of buyers. Armstrong & Chen (2019) revealed two types of buyers: keen and casual.

Keen buyers are sophisticated buyers who know about the quality of the product. This type of buyer can pay a higher price for higher quality. On the other hand, casual buyers are later buyers who need more knowledge about the quality; however, they determine quality based on the price offered by the service. If the price doesn't match the quality, consumers will be less likely to buy the product because they think it's less valuable.

According to Lazear's model, the initial price that the firm offer doesn't affect consumers to buy the products if the valuation is lower than the selling price stated (Armstrong & Chen, 2019). Sophisticated buyers can forecast why the price was discounted. In contrast, casual buyers cannot indicate because they are tricked into believing that the initial cost was high, or they were just lucky to get the discounted price.

Konuk (2019) stated that perceived value for money is the most significant indicator for customers to choose a restaurant. Yoo, Lee & Jeon (2020) showed that providing a memorable experience for customers can increase product value. Clemes, et al. (2018) showed that customers in the USA had been increasingly dining for lunch at moderate upscale restaurants due to seeking more value for money. They studied empirical research on perceived value and explained that perceived value is receiving benefits relating to costs; however, the perception of value may differ between different people. They stated that consumers are willing to pay more for value when a customer is satisfied with the service quality of the restaurant. The results showed that perceived value positively influences customer satisfaction and

revisit intention. Konuk (2019) revealed that high perceived value could lead to higher customer satisfaction and revisit intention in full-service restaurants. According to all of the results, this study proposed hypothesis 2;

H2: Price has a significant impact on customers' intention to revisit the restaurant.

2.5 Theories/ Academic Concepts and Other Relevant Research Articles of Aesthetic Values

This part will describe three elements of Aesthetic Values: Interior & Exterior Décor, Atmosphere, and Foods & Beverages impacting Revisit Intention in the restaurant.

Interior and Exterior Décor

According to Bitner (1992), environmental psychologists suggested that an individual will either approach or avoid when it's come to a place (Mehrabian & Russell, 1974). An individual will approach if he has positive feelings about the place; otherwise, he will avoid a place. Kotler (1973-1974) showed that a growing number of people were impacted by interior and exterior decoration design, which was believed to affect buying decisions. It is thought that interior and exterior décor can create feelings in customers' minds. Bitner (1992) stated that when customers enter the service, they process the physical environment such as temperature, humidity, air quality, noise level, the intensity of light, layout, furnishings, and artifacts, and they make an impression on the service they are going to receive, and servicescape and physical environment of the service could significantly influence customer experiences, while Cetinsoz (2019) showed that those elements could impact positive or negative effects on customer satisfaction.

According to Bitner (1992), consumers can be attracted to physical settings; instead, many businesses tend to focus on pricing and promotional offers for the service they provide to the customers. Physical settings are an essential factor for the service sectors such as restaurants and hotels because it's where customers can be exposed physically and emotionally, which can impact their behavioral intention. It is

common for customers to observe the sign of the restaurants to assume their ability and quality before purchasing the service. The restaurant's physical environment can influence new customers to visit the restaurant and old customers to become more loyal to the restaurant. The physical environment is one of the factors that consumers consider when assessing the service.

Scape refers to consumers' perceptions and imagination regarding the environmental surroundings. These different perceptions and imaginations create positive or negative feelings toward the escape. The physical environment can represent value in the upscale restaurant (Rue et al., 2021). Putithanarak, et al. (2022) revealed that sensory attribute is the strongest positive predictor of behavioral repurchase intention in Thailand. The well-designed treatment area helps customers relax, leading to repurchase intention (Lin et al., 2018); (Karunarathne & Dassanayake, 2019).

Alfakhri, et al. (2018) researched the consumer's behavior towards aesthetics and design. The result found that aesthetics and design can influence customer behavior to spend more, spread word to potential customers, repurchase, and stay loyal to the service. Rue, et al. (2021) agreed that the physical environment can impact greater arousal on diners' emotional responses. These emotional responses significantly impact customer satisfaction and behavioral intentions (Kundiarto & Suciarto, 2022).

Atmosphere

Kotler (1973-1974) stated that atmosphere can be more influential for customers than a product. Kotler added that atmosphere is sensory and can only be captured through the four senses: sight, sound, feel, and touch. The visual atmosphere has four dimensions: color, brightness, view, and shape. The aural atmosphere is the volume and pitch the ear can hear—the olfactory is the scent and freshness that can be sensed through the nose. And the tactile is the softness, smoothness, and temperature. All these senses can arouse pleasant or unpleasant feelings in the customer's mind due to the different cultures and preferences. Bitner (1992) stated that consumers could judge the service's atmosphere by looking at it. Consumer belief may also change due to the setting cue.

Bitner (1992) revealed that customers will likely relax if ambient conditions such as the lighting, background music, and air temperature function appropriately. Ambient conditions such as music can influence people's behavior to think, feel and act in specific ways. Mehrabian & Russell (1974) developed Stimulus Organism Response (SOR) model to study customers' behavior and response toward environmental stimuli. They revealed that color, heat, light, and sound are included in environmental psychology. Environmental triggers, such as pleasure, arousal, and dominance, can evoke a consumer's emotional responses, which impact behavioral responses.

Kement, et al. (2021) expressed that when people enter restaurants, they experience the atmosphere before they taste the food. Genc (2018) stated that the first thing customers notice about the restaurant is the service elements, such as food, heat, light, smell, table, and music, and perceive those elements of the restaurant as a component rather than separate parts. The study also found that those servicescape elements can help influence customer behavior. The restaurant's sounds, smells, physical elements, lighting, atmosphere, and décor can create a pleasant atmosphere and generate good feelings in the mind of customers, thus meet the needs of the customers' emotional needs (Çetinsöz, 2019; Genc & Genc, 2021). However, Ansari & Jalees (2018) demonstrated that those elements could have positive or negative effects on customer satisfaction due to the first impression of customers when entering the service.

Ryu, et al. (2021) studied the effects of the physical environment on Customers' Emotions, Satisfaction, and Behavioral Intentions with 275 samples in Upscale Restaurants. The study found that the physical environment significantly impacts arousal, and the atmosphere influences customers' revisit intention (Anggraeni et al. (2020); Genc & Genc, 2021). Meanwhile, Chaowanapunja (2019) studied the factors that included taste, food quality, menu varieties, cleanliness, food's appearance, price, location, atmosphere, service quality, and word of mouth and reviews impacting consumers choosing restaurants to eat in Bangkok. The result showed that the atmosphere is the least influencing factor for Bangkokian.

<u>Food & Beverages</u>

From a philosophical point of view, taste refers to appreciating the beauty or taste of a similar social group. However, in this context, taste refers to taste for food and beverages. Taste preference can affect us in choosing specific food and beverages at the service. As many people from different cultures and diversity are eating out, the demand for different styles and types of foods and beverages continues to increase. Dandotiya, Aggarwal & Gopal (2020) stated that foods and beverages have sustained humankind and given us a healthy lifestyle and pleasure.

Oliver (1980) introduced Expectancy Disconfirmation Theory (EDT) to measure consumer responses. It states that consumer judges the service they buy based on pre-purchased expectations and the present outcome of the service. If the current product matches their pre-purchase expectation, there is a positive disconfirmation. On the other hand, if the present result doesn't match their pre-purchase expectation, there is a negative disconfirmation. Dandotiya, Aggarwal & Gopal (2020) adopted EDT to study factors of food and beverage quality affecting passengers' satisfaction and behavioral intention in railway India. Their study showed that taste, temperature, and presentation of the food and beverages were the most crucial factors in passenger satisfaction and behavioral intention to repurchase the products. Lamai, et al. (2020) tested the relationship between taste, freshness, and food presentation toward customer satisfaction. The results showed that all factors impact customer satisfaction and revisit intention for new and existing customers. They also found that food quality has direct effects but the least influence on customer satisfaction and an indirect effect on revisit intention.

Karunarathne & Dassanayake (2019) emphasized that more restaurants are attracting customers by providing memorable experiences while consumers are looking for quality dining experiences rather than just satisfying their hunger. They stressed that having good employees, quality of food, attractive design, and surroundings of the restaurants are essential factors for attracting customers. Moreover, food quality is the main element of the customer's experience of dine-in at the restaurant. The result showed that food quality and servicescape at fast food restaurants positively impact revisit intention and different generations' desire for a customized menu.

Arlanda & Suroso (2018) revealed that food and beverage quality positively influence customer satisfaction, which leads to repurchase intention. Shahzadi, et al. (2018) researched the influences of customer satisfaction and intentional behaviors of fine dining restaurants' success in Pakistan. The result indicated that food taste is critical to customer satisfaction and behavioral intentions. In contrast, food freshness can drive customer satisfaction and revisit intention if improvements are made. Clemes, et al. (2018) showed in their study that perceived food quality is the most important for outcome quality. Abdullah et al. (2020) stated that food quality influences customers and directly affects customer satisfaction and has an indirect impact on revisiting intention. The food's taste and quality are the most influencing factors for consumers to choose a restaurant for Bangkokian (Chaowanapunja, 2019). Due to these factors, this study proposed hypothesis 3;

H3: Aesthetic values have a significant impact on customers' intention to revisit the restaurant.

2.6   Conclusion

The factors of restaurant employees, price, and aesthetic values are the relevant factors to assess customers' intention to revisit the restaurant currently due to the lifting of a covid pandemic and changes of consumers behavior led by the Covid lockdown.

CHAPTER 3
METHODOLOGY

The primary component of this chapter includes descriptions of the research design, the rationale for the research, and the methodology used in the study. Additionally, threats to content validity and reliability tests will be considered for the study. Therefore, this part will describe eight elements. They are as follows:

3.1 The Type of Research and Tool

This study aims to determine whether a restaurant's employees, price, and aesthetic values impact customers' intention to revisit the restaurant. The research tools used to collect data for this research are closed-ended questions, multiple choices, and a five-point Likert scale. This study develops self-administered questionnaires to send out a survey to respondents via Google Forms. The questionnaire consists of 6 sections. 1) The first question is a screening question to choose the respondents who revisited a restaurant in Sukhumvit and Sathorn area in Bangkok. 2) Demographic data (12 questions). 3) Independent variable 1 (9 questions), 4) Independent variable 2 (9 questions), 5) Independent variable 3 (9 questions), and 6) Dependent variable question (12 questions).

Part 1: Screening Question   (1 question)

The first section asked a yes/no question about whether respondents have revisited a restaurant in Sukhumvit and Sathorn area in Bangkok. This question aims to select the respondents who had been to the restaurants in Sukhumvit and Sathorn areas. If the respondents answered "No" to this question, they would be automatically asked to submit the questionnaire survey. On the other hand, if respondents answered "Yes" it will be continued to the rest of the questionnaire.

<u>Part 2: Demographic Data</u>   (12 questions)

The second section asked about the respondent's demographic data using multiple choice questions, including age, gender, nationality, marital status, education level, occupation, income, dining out frequency, spending amount of money for the food, types of restaurants they revisited, and their reasons for revisiting the restaurant.

<u>Part 3: Restaurant's Employees</u>   (9   questions)

The third section asked questions regarding the first independent variable (Restaurant's employees). 5 points Likert Scale, where 1 = strongly disagree and 5 = strongly agree, was used for assessing employee-related attributes such as knowledge, skills, and cheerfulness impacting customers' intention to revisit the restaurant. There is a total of 9 items for employee-related features, and the items are as follows: (1) Employees know the food menu. (2) Employees know the wine and cocktail menu. (3) Employees can communicate clearly. (4) Employees are attentive to detail. (5) Employees fulfill my needs without disturbing me. (6) Employees serve me professionally without mistakes. (7) Employees welcome me with smiles. (8) Employees make me feel at home. Finally, (9) employees cheer me up.

<u>Part 4: Price</u>   (9   questions)

The fourth section asked about the price-related attributes, including affordability, promotional offers, and value for money. Price-related features consist of 9 items; (1) the restaurant offers a reasonable price. (2) Price fits my budget. (3) I

go back to visit a restaurant because I don't consider it expensive. (4) Restaurant offers discounts. (5) Restaurants offer regular promotions. (6) Restaurant has membership offers. (7) The price is high, but it is worth it. (8) the price matches the quality and the portion size. And (9) I get a lot of food for the price I pay.

<u>Part 5: Aesthetic Values</u>   (9 questions)

The fifth section asked about aesthetic values related attributes such as interior and exterior decorations, atmosphere, and food and beverages. Aesthetic value-related details were also requested on the 5-point Likert scale like sections 3 and 4, consisting of 9 items; (1) Restaurant is beautifully decorated indoors and outdoors. (2) It has comfortable furniture. (3) It has beautiful lighting. (4) It has a relaxing atmosphere. (5) It plays a fantastic playlist. (6) It has romantic surroundings. (7) The food is delicious. (8) They have a huge variety of wines. Finally, (9) they always serve fresh food.

<u>Part 6: Revisit Intention</u>   (12   questions)

The sixth section asked about the customer's dependent variable (Revisit Intention). The questions consist of 12 items that asked whether customers plan to revisit the same restaurant. The items are as follows; (1) I will revisit a restaurant if employees interact with me. (2) I will revisit a restaurant if the meal cost is affordable. (3) I will revisit a restaurant if the restaurant is beautifully decorated. (4) I will revisit a restaurant if the food and drink are tasty even though the restaurant is not decorated. (5) I will revisit a restaurant if the food and drink are tasty even though the restaurant's staff could be more friendly. (6) I will revisit a restaurant if the food and drink are tasty even though the restaurant's employee needs to learn about the menu. (7) I will revisit a restaurant if the food and drink are tasty even though it is expensive. (8) I will revisit a restaurant if the food and drink are tasty even though there are no promotional offers. (9) I will revisit a restaurant if the portion size is good value for money. (10) I will revisit my favorite restaurant within a month. (11) I will revisit my favorite restaurant rather than another one. Lastly, (12) I would definitely

recommend my family and friends about my favorite restaurant.

3.2 The Research Design

The online questionnaire will be measured as the following:

1. Part 1-2: the fact: nominal and ordinal scales

2. Part 3-5: the behavior: interval scale (strongly disagree (1) strongly agree (5))

3. Part 6: the behavior: interval scale (strongly disagree (1) strongly agree (5))

Scale 5 – Strongly Agree

Scale 4 - Agree

Scale 3 - Neutral

Scale 2 - Disagree

Scale 1 – Strongly Disagree

The statistics used will be two types for analyzing data:

1. Descriptive statistics consist of frequency, mean, and standard deviation.

2. Inferential statistics consists of multiple regression analysis tests.

Parts 3-6 of the questionnaire consists of a 5-point Likert scale.

The statistical mean range for the interpretation of the mean is calculated below:

$$Range = (Maximum - Minimum) / Scale Level$$

$$Range = (5 - 1) / 5 = 0.8$$

Table 3.1: The Range of Mean Interpretation

Range	Interpretation
1.00 -1.80	Strongly Disagree
1.81 -2.60	Disagree
2.61 -3.40	Neutral
3.41 -4.20	Agree
4.21 -5.00	Strongly Agree

3.3 The Quality of the Research Tool

The online questionnaire was checked for validity and approved by the advisors, Assoc. Prof. Dr. Suthinan Pomsuwan and Dr. Papob Puttimanoradeekul. For the reliability test, the pilot test was conducted with a sample group of 30 respondents. The questionnaire sets were analyzed using Cronbach's Alpha in the statistical software, with a total reliability of 0.950. The required value to be accepted is 0.7 – 1.00.

Table 3.2: The Total Reliability Test Results

Cronbach's Alpha	N (number) of Items
.950	39

Table 3.3: The Reliability Test Results for Restaurant's Employee

Cronbach's Alpha	N (number) of Items
.877	9

Table 3.4: The Reliability Test Results for Price

Cronbach's Alpha	N (number) of Items
.845	9

Table 3.5: The Reliability Test Results for Aesthetic Values

Cronbach's Alpha	N (number) of Items
.862	9

Table 3.6: The Reliability Test Results for Revisit Intention

Cronbach's Alpha	N (number) of Items
.856	12

3.4 The Data Collection

According to advisors Assoc. Prof. Dr. Suthinan Pomsuwan and Dr. Papob Puttimanoradeekul, quantitative research was appropriate and allowed to adopt for this study due to the Covid pandemic. The quantitative questionnaire was created via google form in the English language, and the questionnaire was sent to 200 respondents online who have English literacy skills and had revisited the same restaurant in Sukhumvit or Sathorn area in Bangkok. The technique used in collecting data from respondents was snowball sampling.

There are several advantages of using a questionnaire survey to collect data online. First, respondents are less likely to feel pressure to express their true feelings or to criticize their experiences due to the online characteristic of being anonymous. Thus, their answers are more likely to be true. Second, the quantitative questionnaire in google form is easy and has short durability to fill out and submit the responses, so

there is less pressure on respondents. Some study points out that people can think and feel better without pressure or stress. Thus, their answer must be accurate. Lastly, the quantitative method deals with numbers and statistics. Therefore, it can bring out reliable and meaningful outcomes.

3.5 The Population and Sample

This study aims to understand which factors positively affect customers' intention to revisit the restaurant associating with restaurants' employees, price-related factors, and aesthetic values. The researcher selected both Thai nationals and ex-pats who are 18 years and above and currently residing in Bangkok as a sample to illustrate the whole population to study the customers' revisit intention in the restaurants in Bangkok.

According to Macrotrend, Bangkok's city population is 10.7 million in 2021. However, this study focuses on the people who repeatedly visit restaurants in three districts of Bangkok, which are Watthana (84,967), Klongtoey (102,945), and Sathorn (79,624).

According to Yamane's table for sample size in figure 2.1, if the population in the country is greater than 100,000, 400 sample sizes are needed to be collected with a precision level of +-5%. However, as there is a Covid crisis and according to the Bangkok university's advisors Prof. Dr. Suthinan Pomsuwan and Dr. Papob Puttimanoradeekul, it is accepted to collect 200 samples to illustrate the whole population in Thailand.

3.6 The Sampling Technique

A snowball sampling method was adopted in this survey to collect the data from the respondents since it is more accessible and faster to reach many respondents by networking one person with many others.

3.7 The Research Procedure and Timeline

There were four stages of the research procedure for this study. Firstly, this study was systematically studied through secondary research such as theories or concepts and relevant research articles that are related to this study, which are

restaurant's employees, price, and aesthetic values impacting customer revisit intention. Secondary research was reviewed and collected in May and June 2022.

Secondly, this study formed ideas about all the variables consisting in this study. In August 2022, this study completed writing the Introduction, Literature reviews, Methodology of the study, and Questionnaires for the research and was proposed to the advisors Assoc. Prof. Dr. Suthinan Pomsuwan and Dr. Papob Puttimanoradeekul. The questionnaire was formed through research and developed into six sections involving personal demographical data, employee factors, price factors, and aesthetic values factors affecting revisit intention in the restaurant.

Thirdly, Cronbach's Alpha and Pilot test of 30 samples was tested for reliability, and the questionnaire was sent out to 200 respondents using an online platform in September 2022. The participants were required to fill out all five parts of the questionnaire that was stated previously.

Then, this study wrote an Analysis and Findings of the results, Summary, Conclusion, and Discussion in October 2022. Finally, the complete manuscript was submitted to Graduate School in January 2023.

3.8 The Hypotheses Test and Data Analysis Hypotheses:

H1: Restaurant employees (knowledge, skills, and cheerfulness) have a significant impact on customers' revisit intention to the restaurant.

H2: Price (affordability, promotional offers, and value) has a significant impact on customers' revisit intention to the restaurant.

H3: Aesthetic values (interior & exterior décor, atmosphere, and food and beverages) have a significant impact on customers' revisit intention to the restaurant.

The followings are the statistical tools used for data analysis:

Descriptive Statistics: These statistics were used to analyze the respondents' demographic data. The information included is age, gender, education, and more. A descriptive statistic is used to analyze and summarize the characteristics and observations of the data and present them in the form of percentages.

Inferential Statistics: These statistics are used to interpret the meaning of the data and the relationship between the variables. Multiple Regression Analysis was used to test the hypotheses and to study the relationship between the independent variables.

CHAPTER 4
ANALYSIS AND FINDINGS

This chapter presents the research findings from the data analyzed using the SPSS statistical software. Two hundred responses were collected and analyzed to test the hypotheses. The data analyzed are shown in 6 parts as follows:

4.1 Analysis of demographic data

4.2 Analysis of restaurant employees

4.3   Analysis of price

4.4 Analysis of aesthetic values

4.5 Analysis of Revisit Intention

4.6 Analysis of the relationship among restaurant's employees, price, aesthetic values, and revisit intention in the restaurant.

4.1 Analysis of Demographic Data

The following tables illustrate the demographic data of the 200 respondents, including age, gender, nationality, marital status, whether respondents have children, education level, occupation, income, revisit frequency, amount of spending, types of restaurants revisited, and influence to revisit the restaurant. The values for the demographic data are presented in frequency and percentage (%).

Table 4.1: Demographics Data of 200 respondents

Demographic Data	Frequency	Percentage (%)
1. Age		
Below 25 (Gen Z)	13	6.5
26 – 41 (Millennials)	128	64.0
42 – 57 (Gen X)	56	28.0
58 – 76 (Boomers)	3	1.5
Total	200	100.0
2. Gender		
Male	47	23.5
Female	153	76.5
Total	200	100.0
3. Nationality		
Thai	29	14.5
Other Asian	122	61.0
European	41	20.5
Australasia	1	.5
North America	2	1.0
South American	1	.5
Other	4	2.0
Total	200	100.0
4. Marital Status		
Single	50	25.0
Married	146	73.0
Prefer not to say	4	2.0
Total	200	100.0

Table 4.1(continued): Demographics Data of 200 respondents

Demographic Data	Frequency	Percentage (%)
5. Do you have children?		
Yes	144	72.0
No	56	28.0
Total	200	100.0
6. Education Level		
Below High School	2	1.0
High School	16	8.0
Bachelor's degree	160	80.0
Master's degree and above	22	11.0
Total	200	100.0
7. Occupation		
Student	4	7.0
Employee	160	80.0
Self-employed	18	9.0
Unemployed	3	1.5
Other	5	2.5
Total	200	100.0

Table 4.1(continued): Demographics Data of 200 respondents

Demographic Data	Frequency	Percentage (%)
8. Income (baht)		
Below 15,000	7	3.5
15,000 – 30,000	21	10.5
30,001 – 60,000	132	66.0
60,001 – 80,000	15	7.5
80,001 – 100,000	5	2.5
100,001 – 300,000	8	4.0
300.001 – above	2	1.0
Prefer not to say	10	5.0
Total	200	100.0
9. Revisit Frequency		
More than once a year	11	5.5
More than once in 6 months	34	17.0
More than once a month	137	68.5
Once a week	16	8.0
More than once a week	2	1.0
Total	200	100.0

Table 4.1(continued): Demographics Data of 200 respondents

Demographic Data	Frequency	Percentage (%)
10. Amount Spent per Person(baht)		
Less than 300	9	4.5
300 – 600	20	10.0
601 – 1,000	46	23.0
1,001 – 1,500	94	47.0
1,501 – 2,000	26	13.0
2,001 – 3,000	2	1.0
3,001 – 5,000	3	1.5
Total	200	100.0
11. Types of Restaurants Revisited		
Thai	177	88.7
Chinese	27	13.5
Western	121	60.5
Indian	21	10.5
Other	24	12.0
12. The Influencing Factors of Revisit		
Quality of the food and beverages	83	41.5
Quality of the service	136	68.0
Fair price	100	50.0
Discount	45	22.5
Interior and Exterior Décor	49	24.5
Lighting	19	9.5
Music	21	10.5
Atmosphere	27	13.5
Other	3	1.5

Table 4.1 presents a summary of the demographic data of 200 respondents. The table shows that most respondents are millennials, aged 26 to 41 years old (64.0%). Most of the respondents are female (76.5%), followed by males (23.5%). The most significant number of nationalities is Other Asian (61.0%), followed by European (20.5%). The majority of the respondents are married (73.0%) and have children (72.0%). Most participants hold bachelor's degrees (80.0%) and work as employees (80.0%). Most respondents earn from 30,001 to 60,000 baht (66.0%). More respondents revisit the restaurant more than once a month (68.5%) and spend from 1,001 to 1,500 baht per person (47.0%). Most participants went to Thai restaurants (88.7%), followed by Western restaurants (60.5%). Finally, a significant factor that influences participants to revisit a restaurant is the quality of the food (68.0%), fair price (50.0%), and quality of the food and beverages (41.5%).

4.2 Analysis of Restaurant's Employees' Factors

The following table presents the analysis of the restaurant's employees' factors. Table 4.2 illustrates the mean, standard deviation, and interpretation of the mean for three sub-variables of the restaurant's employees, as shown below;

1. Knowledge
2. Skill
3. Cheerfulness

Table 4.2: Mean and Standard Deviation of Employees Factors

Sub-variables	Mean	Std. Deviation	Interpretation
1.1 Knowledge	4.14	.634	Agree
1.2 Skill	4.03	.608	Agree
1.3 Cheerfulness	4.17	.622	Agree
Total	4.12	.521	Agree

From table 4.2, the result shows most respondents agreed with the employee's knowledge ($\bar{x}$ = 4.14, S.D. = .634), followed by the employee's skill ($\bar{x}$ = 4.03, S.D. = .608), and the employee's cheerfulness ($\bar{x}$ = 4.17, S. D. = .622). To summarize, the mean of all three restaurant employees' factors is 4.12 (agree), and the standard deviation is .521.

4.3 Analysis of Price Factors

The following table presents the analysis of the mean, standard deviation, and mean interpretation of the three sub-variables of the price factors, namely;

1. Affordability
2. Promotional Offers
3. Value

Table 4.3: Mean and Standard Deviation of Price Factors

Sub-variables	Mean	Std. Deviation	Interpretation
.2.1 Affordability	4.29	.467	Strongly Agree
2.2 Promotional Offers	3.87	.811	Agree
2.3 Value	4.13	.537	Agree
Total	4.09	.479	Agree

Table 4.3 shows that most of the respondents strongly agreed on affordability ($\bar{x}$ = 4.29, S.D. = .467). Moreover, most participants agreed on promotional offers ($\bar{x}$ = 3.87, S.D. = .811) and Values ($\bar{x}$ = 4.13, S.D. = .537). Overall, the mean of the price factors is 4.09 (agree), and the standard deviation is .479.

4.4 Analysis of Aesthetic Values Factors

The following table presents the analysis of the mean, standard deviation, and mean interpretation of the three sub-variables of the aesthetic values factors, namely;

1. Interior and Exterior Decor

2. Atmosphere

3. Food and Beverages

Table 4.4: Mean and Standard Deviation of Aesthetic Values Factors

Sub-variables	Mean	Std. Deviation	Interpretation
3.1 Interior & Exterior Decor	4.13	.642	Agree
3.2 Atmosphere	3.93	.645	Agree
3.3 Food and Beverages	4.24	.438	Strongly Agree
Total	4.10	.459	Agree

Table 4.4 illustrates that most respondents agreed on interior and exterior décor ($\overline{x}$ = 4.13, S.D. = .642) and atmosphere ($\overline{x}$ = 3.93, S.D. =.645). Moreover, many participants strongly agreed on food and beverages ($\overline{x}$ = 4.24, S.D. = .438). In total, the mean of the aesthetic values factors is 4.10 (agree), and the standard deviation is .459.

4.5 Analysis of Revisit Intention

The following table represents the respondents' attitude towards revisit intention in the restaurant.

Table 4.5: Mean and Standard Deviation of Revisit Intention

Dependent variables	Mean	Std. Deviation	Interpretation
Revisit Intention	3.76	.407	Agree

The table shows the data on the dependent variable, revisit intention. It highlights that respondents in this research agreed with their intention to revisit the restaurants ($\bar{x}$ = 3.76, S.D. = .407).

4.6 Analysis of the relationship among restaurant's employees, price, aesthetic values, and revisit intention.

This part of the study represents the analysis of the relationship between independent variables (Restaurants' Employees, Price, and Aesthetic Values) and dependent variable (Revisit Intention).

The type of statistics used in this part is inferential statistics, and the statistical analysis used to determine the data was Multiple Linear Regression.
The data are presented in three parts:

1) Analysis of the impact of the restaurant's employees toward revisit intention.

2) Analysis of the impact of price toward revisiting intention.

3) Analysis of the impact of aesthetic values toward revisit intention.

Fisher (1925) introduced the theory of p-value and taught how to calculate it. According to him, there is a significant relationship between the independent and dependent variables if the p-value is below the significance level (α = 0.05). However, if the p-value is over the significance level (α = 0.05), there is no significant relationship between the two variables (Biau, et al., (2009).

Table 4.6: Analysis of the Impact of Restaurant's Employees toward Revisit Intention

Employee's Sub-variables	b	Beta	t	Sig	Interpretation
1.1 Knowledge	.324	.504	6.073	.001*	Accepted
1.2 Skill	.106	.159	2.196	.029*	Accepted
1.3 Cheerfulness	-.064	-.097	-1.206	.229	Rejected

Adjusted R-square = .284, F = 27.286, *P≤0.05

Independent Variable = Restaurant's Employee

Dependent variable = Revisit Intention

Table 4.6 displays the statistical analysis of the relationship between the employee factors and revisit intention. This research finding supports the hypothesis proposed that restaurant employees (knowledge, skill, and cheerfulness) have a significant impact on customers' revisit intention to the restaurant. The table shows that two sub-variables are supported: Knowledge (Sig = .001) and Skill (Sig = .029), but Cheerfulness is rejected (Sig = .229). Moreover, the Adjusted R Square for employee factors is .284, indicating that employee factors can classify the change in customer's revisit intention level in the restaurant industry with 28.4%. Lastly, among the three sub-variables, the Beta value for "Knowledge" is 50.4%, which shows the highest effect on customers' revisit intention, followed by "Skill" at 15.9%. Therefore, H1 is accepted.

Table 4.7: Analysis of the Impact of Price Factors

Price Sub-variables	b	Beta		Sig	Interpretation
2.1 Affordability	.168	.192	2.844	.005*	Accepted
2.2 Promotional Offers	.142	.283	4.588	.001*	Accepted
2.3 Value	.242	.320	4.443	.001*	Accepted

Adjusted R-square = .394, F = 44.053, *P≤0.05

Independent variable = Price

Dependent variable = Revisit Intention

Table 4.7 displays the statistical analysis of the relationship between the price factors and revisit intention. This research finding supports the hypothesis proposed that price (affordability, promotional offers, and value) significantly impact customers' revisit intention to the restaurant. The table shows that all three sub-variables are supported: Affordability (Sig = .005), Promotional offers (Sig = <.001), and Value (Sig = <.001). Moreover, the Adjusted R Square for price factors is .394,

indicating that price factors can explain the change in customer's revisit intention level in the restaurant industry with 39.4%. Lastly, among the three sub-variables, the Beta value for "Value" is 32.0%, which shows the highest effect on customers' revisit intention, followed by "promotional offers" at 28.3% and "affordability" at 19.2%. Therefore, H2 is accepted.

Table 4.8: Analysis of Impact of Aesthetic Values toward Revisit Intention

Aesthetic Values Sub-variables	b	Beta	t	Sig	Interpretation
3.1 Interior & Exterior Decor	.124	.196	2.611	.010*	Accepted
3.2 Atmosphere	.250	.396	5.479	.001*	Accepted
3.3 Food & Beverages	.205	.221	3.793	.001*	Accepted

Adjusted R-square = .409, F = 46.856, *P≤0.05

Independent variable = Aesthetic Values

Dependent variable = Revisit Intention

Table 4.8 displays the statistical analysis of the relationship between aesthetic values and revisit intention. Table 4.7 shows the statistical analysis of the relationship between the price factors and revisit intention. This research finding supports the hypothesis proposed that aesthetic values (interior & exterior décor, atmosphere, and food and beverages) have a significant impact on customers' revisit intention to the restaurant. The table illustrated that all sub-variables are supported; Interior and Exterior Décor (Sig = .010), Atmosphere (Sig = .001), and Food and Beverages (Sig = .001). Moreover, the Adjusted R Square for aesthetic values factors is .409, indicating that aesthetic values factors can explain the change in customer's revisit intention level in the restaurant industry with 40.9%. Lastly, among the three sub-variables, the Beta value for "Atmosphere" is 39.6%, which shows the highest effect on customers' revisit intention, followed by "Food & Beverages" at 22.1% and "Interior & Exterior Decor" at 19.6%. Therefore, H3 is accepted.

Table 4.9: Summary of the Hypotheses Testing

Hypothesis	Result
1. Restaurant employees have a significant impact on customers' revisit intention to the restaurant.	Accepted
1.1 Knowledge	Accepted
1.2 Skill	Accepted
1.3 Cheerfulness	Rejected
2. Price has a significant impact on customers' revisit intention to the restaurant.	Accepted
2.1 Affordability	Accepted
2.2 Promotional Offers	Accepted
2.3 Value	Accepted
3. Aesthetic values have a significant impact on customers' revisit intention to the restaurant.	Accepted
3.1 Interior & Exterior Décor	Accepted
3.2 Atmosphere	Accepted
3.3 Food and Beverages	Accepted

Table 4.9 represents a summary of the hypothesis results. As shown in the table, all three hypotheses were accepted. Moreover, apart from employee cheerfulness, all other 8 sub-variables are accepted.

CHAPTER 5
SUMMARY, CONCLUSION, AND DISCUSSION

This chapter covers four elements: summary and conclusion, discussion, recommendations for Implications, and recommendations for future research. They are as follows:

      5.1 Summary and Conclusion

      5.2 Discussion and Recommendations for Implications

      5.3 Recommendations for Future Research

5.1 Summary and Conclusion

This study focused on the factors influencing customers' revisit intention in the restaurant industry in Bangkok. The three primary goals of the study were:

1) To understand the effect of restaurant employees towards revisit intention.

2) To examine the effect of price on revisit intention.

3) To study the effect of aesthetic values towards revisit intention.

The research tool used for the study was quantitative research. The research design was created in the google form. The questionnaire comprises demographic data and independent and dependent variables related questions with multiple choices and a five-point Likert scale from 1-5. Once the research design was ready, a questionnaire was sent out to 200 respondents who have English literacy skill in Bangkok using snowball sampling method online. After the data was collected, the study used the analytical software to analyze the data. The result findings showed that restaurant employees, price, and aesthetic values significantly impact customers' revisit intention to the restaurant.

5.1.1 Demographic Data

Most of the respondents in this study were millennials (26-41) years old and primarily female. Most nationalities were other Asian, and most were married and had children. Most participants held bachelor's degrees, worked as an employee, e and earned from 30,001- 60,000 baht. A more significant number of respondents revisited Thai restaurants more than once a month and spent 1,001 to 1,500 baht per person. The major influencing factors for the

participants to revisit the restaurants were the food quality, fair price, and quality of the food and beverages.

5.1.2 Attitudes towards variables

The attitude towards the variables is presented in three parts:

1) Independent Variable 1: Restaurant's Employee Factors

Most respondents agreed with the restaurant's employee knowledge, skill, and cheerfulness. Overall, respondents agreed with employees' factors.

2) Independent Variable 2: Price Factors

Most participants strongly agreed on affordability. Moreover, most of the participants partially agreed on promotional offers and Value. Overall, participants agreed with the price factors.

3) Independent Variable 3: Aesthetic Values Factors

Most respondents agreed with interior & exterior décor and atmosphere. Furthermore, they strongly agreed with food & beverages. Overall, participants agreed on the aesthetic values factors.

5.1.3 Hypotheses Results

There were three hypotheses proposed in this study:

H1: Restaurant employees (knowledge, skills, and cheerfulness) have a significant impact on customers' revisit intention to the restaurant.

H2: Price (affordability, promotional offers, and value) has a significant impact on customers' revisit intention to the restaurant.

H3: Aesthetic values (interior & exterior décor, atmosphere, and food and beverages) have a significant impact on customers' revisit intention to the restaurant.

The analysis of the results showed that all the hypotheses were statistically significant. The restaurant's employees, price, and aesthetic values have a significant impact on customers' revisit intention in the restaurant.

5.2 Discussion and Recommendations for Implications

This research discussed and thoroughly studied the three theories about intentional human behaviors in the literature review. The combination of the Theory of Planned Behavior and the Theory of Reasoned Action states that a person's

behavior is based on his pre-existing attitude and behavioral intention. It showed that the higher intention affects the stronger attitude to perform that behavior. Self-Efficacy Theory states that human behavior is based on reasoned thinking to achieve the outcome. A person will most likely commit a behavior if the result is achievable. The Rational Choice Theory states that human behavior depends on personal needs. In the end, a person will choose whatever suits his needs best. Many researchers studied human behavioral intention, including the server's service quality, the taste of the food, the service environment, food quality, price perception, perceived value, atmosphere, decoration, etc. This study also focused on three dimensions: restaurant employees, price, aesthetic values, and revisit intention. The study showed all the hypotheses are supported.

For employee factors, the SERVQUAL model was discussed in this research. According to the SERVQUAL model introduced by Parasuraman, et al. (1985), Reliability, Assurance, Empathy, Tangibles, and Responsiveness are service qualities of the restaurant that can impact customers' behavioral intentions. Braciníková & Matušínská (2017) and Clemes, et al. (2018) stated that the perception of customers is heavily based on employees' ability to express their knowledge and skill thoroughly and perseverance in a suitable manner and attitude while providing the service. Many researchers have proven that customers will revisit restaurants when satisfied with the service. This research studied the employee's knowledge and skill under the service quality terms. The results revealed that employee knowledge has a significant impact on customer's revisit intention and is in line with previous studies (Spyridou, 2017; Abdullah et al., 2018; Lamai et al., 2020; Ryu et al., 2021; Clemes, et al., 2018; Lin et al., 2018. Aldaihani & Ali, 2018; Du & Ngamkroeckjoti, 2018; Genc & Genc, 2021; Kundiarto & Suciarto, 2022).

According to Gronroos (1982), customers evaluate the quality of the service by observing how they received the service, not what they received from the service, which directly impacts how employees deliver the service. Rust & Oliver (1994) stated three factors of a customer's perception of service quality; are an interaction between customer and employee, the service's environment, and the service's outcome. Moreover, Spyridou (2017); Clemes, et al. (2018), and Rue, et al. (2021) showed that employee skill is based on pleasant attitude and behaviors, the ability to

handle the situation professionally and empathetically. Spyridou (2017) also supported that employees' ability to take care of the customer professionally is a significant factor in ensuring service quality. They proved in their research that employee skill promotes service quality, which lead to customer positive emotional response that leads to positive behavioral intention to revisit the restaurant. In line with their research, this study also supported that employee skill significantly impacts revisit intention. However, Marso, et al. (2020) revealed no significant relationship between employees and loyalty intention. It is possible that Marso, et al. (2020) research included low-cost and or chain restaurants, where service quality is less meaningful. Most researchers who agreed on employee skill and revisit intention focused on high-end restaurants where employees are trained to pay attention to detail to deliver excellent service. Since there is a difference between the authors supporting this variable, further research is recommended.

Parasuraman & Grewal (2000) stated that internal and interactive marketing should be effective in the service. Internal marketing is viewing employees as internal customers and marketing them by giving emotional and financial support such as motivation and rewards and providing appropriate training to serve the customers appropriately. Bitner (1992) stated that employee and customer behavior is affected by physical settings. He said that humans tend to behave well when there are pleasant surroundings. Hennig-Thurau & Thurau (2003) conceptualized that restaurant employees are driving factors for providing quality service and delighting customers. Lin et al. (2018) stated that positive employee attitude led to revisit intention. Genc & Genc (2021) revealed that the cheerfulness and politeness of the staff evoke customers' emotional responses. Moreover, Lamai, et al. (2022) demonstrated that millennials demand friendly relationships with service providers. Contrary to the previous research, this study showed no relationship between employee cheerfulness and revisit intention. Employee cheerfulness would seem to contradict common sense, so is considered to result from a lack of questionnaire clarity, causing diffusion of data responses. Moreover, data responses might have revisited the Fast-food restaurants or self-service where service employee's cheerfulness is not a major concern for respondents. According to Rue, et al. (2021), consumers' first impression of the service is based on the employees' attitudes and behaviors, but due to the Covid

restriction, it is possible that customers could not find out whether employee is cheerful or not since respondents could not see the facial expression of the employee whether they are happy or moody since they have to wear masks on all time. However, this does not mean the result should be ignored, on the contrary, it calls for further, more detailed investigation to determine whether this analysis was indeed an error in methodology or a genuinely counter-intuitive and surprising result. Finally, among the three employee factors, managers should focus on improving the employee's knowledge and skill since the result of this study showed a significant effect on the revisit intention.

The sub-variables for the price factors are affordability, promotional offers, and value. According to sociological theory, a person can fulfill what he wants based on the chance he has, but only after consideration of the price he must pay for the service (Scott, 2012). Parasuraman, et al. (1994) stated that price plays a significant role in determining customer purchasing behavior in the service context due to high competition. Kotler & Lane (2008) showed that there is a positive relationship between price perception and customer satisfaction. Lee (1998) stated that consumers will only repurchase a product if they assumed the service has a good price although the customer is satisfied with the service. Januarko, et al. (2018); Anggraeni, et al.; Konuk, (2019); Abdullah, et al. (2019); Dandotiya, et al. (2020) studied the price fairness affecting revisit intention. Their result shows that fair prices influence customer satisfaction and customer satisfaction also leads to repurchase intention. This study also supported accordingly with their conclusions. However, Putithanarak, et al. (2022) used both qualitative and quantitative methods to study the price signals of readymade coffee affecting repurchase intention. According to their results, the price signal has a negative relationship to repurchase intention.

Since Putithanarak, et al. (2022) studied price signals for readymade coffee, restaurant cook meal and readymade coffee cannot be comparable goods since restaurants add more value to customers' emotional responses. Thus, customers are more willing to pay for a restaurant meal and they feel fair for the price they pay for the service. Moreover, this research showed that affordability has a significant effect on customers' revisit intention. Therefore, managers should keep the price fair and affordable for the service they provide.

Blattberg & Sen (1974) stated that people buy more when there are promotional offers due to their price-sensitive levels, loyalty towards the brand, and quantity of purchase. Volume discount pricing theory also states that business gains more profit because the discounted price on items increases sales. Lichtenstein, et al. (1990) showed that coupon-responsive behavior indicates value consciousness and coupon proneness. However, it is thought that people maybe respond to coupons because of increasing in value rather than being prone to coupon responsive due to reduced price. Lin (2017); Lin, et al. (2018); Clemes, et al. (2018) studied promotional offers affecting customers repurchase intention. They point out that promotional offers can build a positive behavioral intention. Their results revealed that promotional offers influence customer intention to repurchase. The result of this study also proved that promotional offers have a significant impact on customer revisit intention. However, Yenny & Herry (2017); Cibro & Hudrasyah (2017) studies showed that there is no significant impact between promotion and customer satisfaction that led to repurchase intention. Bizarrias et al. (2019) studied the relationship between discounts and loyalty in online shopping. The study found that consumers purchase more when there are discounts, however, promotional offers do not form a measure of loyalty.

Social exchange theory states that there is continuity of exchange between two parties if profit gains from each other. A person will feel profitable or valued when the rewards are equal to or higher than the cost incurred (Homans, 1961). Filimonau & Krivcova (2017) stated that perceived value for money is the indicator for customers to choose a restaurant. Clemes, et al. (2018) showed that perceived value positively influences customer satisfaction and revisit intention. Konuk (2019) revealed that high perceived value can lead to higher customer satisfaction and revisit intention in full-service restaurants. In line with this, this study supports its conclusion accordingly. In this case, a manager should provide a service that matches the value that customers pay for the service, which will help keep the customers to be loyal to the restaurant.

The sub-variables for the aesthetic values are interior & exterior décor, atmosphere, and food & beverages. Kotler (1973-1974) showed that many people purchasing decisions are impacted by the interior and exterior decoration design of the service, and it can create moods and feelings in customers' minds. Many researchers studied the service environment, décor, and design of restaurants, hotels, and retail shopping. All the studies showed that service aesthetics affect customers' behavior to repurchase, spread the word to friends and family, and stay loyal towards toward the service (Alfakhri, et al., 2018); (Karunarathne & Dassanayake, 2019); (Kundiarto & Suciarto, 2022). Rue, et al. (2021) agreed that the physical environment can impact the greater arousal of diners' emotions. Putithanarak, et al. (2022) revealed that sensory attribute is the strongest positive predictor of behavioral repurchase intention in Thailand. Moreover, Lin, et al. (2018) stated that the well-designed treatment area helps customer relax, which lead to repurchase intention. In line with this research, this study also supported that interior and exterior decoration have a significant impact on the revisit intention.

Mehrabian & Russell (1974) introduced Stimulus Organism Response (SOR) model to study customers' response toward environmental stimuli such as temperature, humidity, air quality, noise level, light intensity, layout, furnishings, and artifacts. These stimuli make an impression on the service they are going to receive and can significantly influence customer experiences (Browning, et al., 2000). Çetinsöz (2019) and Genc & Genc (2021) stated that the atmosphere of the restaurant such as music, smells, physical elements, lighting, atmosphere, and décor can meet the needs of the customers' emotional needs. Many researchers including Rue, et al. (2021); (Anggraeni et al.; Genc & Genc, 2021) showed that there is a significant relationship between the atmosphere and revisit intention. This study also supported their conclusion accordingly. Whereas Chaowanapunja (2019) revealed that atmosphere is the least influencing factor for Bangkokian. It is again probably based on the age and gender of the respondents and their behavior towards the atmosphere. According to this research, the older generation and males don't seem to care much about the atmosphere whereas the younger generation and females tend to care more for the atmosphere. Moreover, before Covid-19, many Bangkokian did not care much about hygiene factors, thus, Chaowanapunja's research on the atmosphere was not

supported since the research was done in 2019. However, future research should consider the customer's behavior regarding the differences between age, gender, and after covid effect.

Expectancy Disconfirmation Theory stated that consumers judge the service they received based on the pre-purchased experience. If the quality of the service matches the customer's pre-purchased expectation, there is a positive disconfirmation. In vice versa, if the present result doesn't match their pre-purchase expectation, then there is a negative disconfirmation (Oliver, 1980). Dandotiya, et al. (2020); Lamai, et al. (2020) studied the factors of food and beverage quality affecting passengers' satisfaction and behavioral intention. Their study shows that taste, freshness, temperature, and presentation of the food and beverages were the most crucial factors in passenger satisfaction and behavioral intention to repurchase the products (Arlanda & Suroso, 2018); (Abdullah, et al., 2020). Shahzadi, et al. (2018) studied fine-dining restaurants and Karunarathne & Dassanayake (2019) studied fast-food restaurants. Their result showed food quality has a positive impact on revisit intention and different generations' desire for a customized menu. Moreover, Chaowanapunja (2019) revealed that the taste and quality of the food are the most influencing factors for consumers to choose a restaurant for Bangkokian. This study also in line with these studies, food and beverages have positively related to revisiting intention.

Based on P and Beta values, this research revealed that 5 of the 9 sub-variables were strongly significant to a P value <=0.001. Therefore, we can conclude that as a group, these variables are most significant in determining customer revisit intention.

In detail, Employee knowledge (P <=0.001, Beta 50.4%) is the most significant factor in determining customer revisit intention, followed by Atmosphere (Beta 39.6%), Value (Beta 32%); each sub-variable being representative of each of the 3 independent variables (Employee, Price, Aesthetic Values). It means that if the restaurateur is focused on these three variables, customers' revisit intention will increase.

Promotional offers and Food & Beverage are interchangeably the 4th and 5th most significant factors. Affordability in 6th (P =0.005) is still a strong significant aspect for restauranteurs to focus on, however, in reality, the concept of affordability is mostly determined by customers' deposable income level. Interior & Exterior Decoration (P =0.01) and Employee Skills (P =0.029) in 7th and 8th respectively, both are therefore significantly influencing factors.

For policy implications, restauranteurs should provide new recruit staff training programs for new employees, in every detail of service, including table laying, table service, menu knowledge, wine knowledge, and knowledge of cooking technics and ingredients. Existing staff should attend weekly meetings to learn of any menu changes, new ingredients, additions to or changes in the wine menu and to ensure ongoing, high-quality service is delivered. Essentially, every employee should be trained and educated so they can answer any question a customer might ask, as well as be able to deliver high-quality table service. Moreover, the restaurant industry should maintain the freshness and taste of the food while seriously consideration of hygiene factors since customers' behavior is shifting towards eating a healthy meals and fresh food.

For managerial implications, managers should develop these staff training programs for new, and existing employees, organize weekly team meetings, and ensure all staff attends. In addition, managers should discuss the restaurant's refurbishment, if the decoration has deteriorated and is reducing the atmosphere and dining experience for customers. These results imply that the costs of redecorating could be quickly recovered, and greater, more consistent revenues could be gained by the investment. Moreover, if the restaurant doesn't have a signature style or theme, this could be something the owner and manager should discuss, research, and develop further if investment capital is available. Furthermore, managers should keep a close eye on their supply costs, the quality of ingredients should not be compromised by cost saving, but cost savings are important to deliver customer-perceived value. Finally, the result indicates that food taste, freshness, and quality are the major factors to satisfy customers and behavioral intention in any type of restaurant. So, managers should focus on these areas to improve their food quality.

For academic implications, this research has revealed the most important factors that restauranteurs should focus on to increase and maintain higher revenues via customer repeat business. These research findings are supported by an agreement with most existing research. However, Employee Cheerfulness has a non-significant effect on customers' revisit intention, which is against previous research, therefore, this study had a major contribution to the academic literature. Future research can focus on the effect of cheerfulness and customer revisit intention and whether it has a positive or negative effect on the revisit intention.

5.3 Recommendations for Future Research

The result of this study is beneficial for the managerial implications in restaurants since the results showed promising futures for the restaurant industry. However, there are few recommendations for future research since there were limitations in this research. First, this study could only conduct quantitative research with the limitations of 200 respondents due to the Covid-19 pandemic. The results might have been different otherwise. Therefore, future research should focus on both qualitative and quantitative research. According to Yamane's table, with a precision level of +-5, 400 respondents are recommended for data collection, so, 400 respondents are to consider in future research. Second, the data collection in this study focuses on the participants who had been to Sukhumvit and Sathorn restaurants in Bangkok. Therefore, future research should focus on restaurants in other areas of Bangkok.

Moreover, as discussed early, the non-statistically significant result returned for Employee Cheerfulness (P =0.229). It is possible that respondents may be confused with the structure of the specific questions or that employee cheerfulness is not so important to them when compared to other service qualities like employees' knowledge, skill, and the food that the restaurant serves. Therefore, it calls for further thorough research for employee cheerfulness for more clarification and understanding. Furthermore, the snowball sampling method was used in this study, so the author doesn't know whether the samples had been honest with their answers for this online survey. Therefore, another sampling method such as the convenience sampling technique is recommended for future research.

This study tested on beverage variety available in the restaurant, and the data showed availability of beverage varieties influences customer's revisit intention. However, there is very little research has been done in this area. So, beverage varieties might be an interesting topic for future researchers to study about.
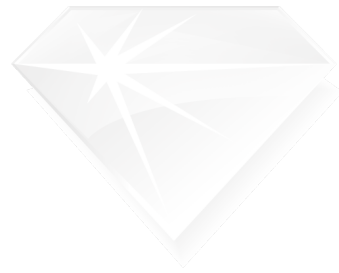
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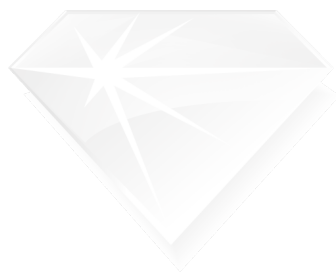
APPENDIX

ONLINE QUESTIONNAIRE:

Title: The Effect of Restaurant's Employees, Price, and Aesthetic Values Impacting on Customer's Intention to Revisit the Restaurant in Bangkok.

Details: I am a MBA student of Bangkok University, researching the effect of the restaurant's employees, price, and aesthetic values impacting on customers' intention to revisit the restaurant in Sathorn and Sukhumvit area, Bangkok.

This study is part of BA715: Independent Study. Graduate School at Bangkok University.

This survey consists of 5 sections: Demographic data and 3 aspects of the restaurant; Employees, Price, and Aesthetic values that impact Revisit Intention in the restaurant.

All responses will be highly confidential and solely used for the academic purposes.

PART 1:

Directions: Please choose (✓) the answer that matches your information.

1. Have you ever revisited a restaurant in the Sukhumvit/Sathorn area?

    o Yes
    o No

PART 2: Personal Details

1. Age:
    o Below 25 (Gen Z)
    o 26 - 41(Millennials)
    o 42 - 57 (Gen X)
    o 58 - 76 (Boomers)
    o 77 and above (Post War)

2.   Gender:

    o Male

    o Female

    o Prefer not to say

3.   Nationality

    o Thai

    o Other Asian

    o European

    o Australasia

    o North American

    o South America

    o African

    o Other

4.   Marital Status:

    o Single

    o Married

    o Divorce

    o Prefer not to say

5.   Do you have children?

    o Yes

    o No

6.   Education Level:

    o Below High School

    o High School

    o Bachelor's degree

    o Master's degree and above

7.   Occupation
    o Student
    o Employee
    o Self-employed
    o Unemployed
    o Other

8.   Monthly Income (in Baht):
    o Below 15,000
    o 15,000 - 30,000
    o 30,001 - 60,000
    o 60,001, - 80,000
    o 80,001 - 100,000
    o 100,001 - 300,000
    o 300,001 and above
    o Prefer not to say

9.   How often do you revisit the same restaurant?
    o More than once a year
    o More than once in 6 months
    o More than once a month
    o Once a week
    o More than once a week

10.   On average, how much do you spend per person in Baht?
    o Less than 300
    o 300 - 600
    o 601 - 1,000
    o 1,001 - 1,500
    o 1,501 - 2,000
    o 2,001 - 3,000
    o 3,001 - 5,000

o More than 5,000

11. What type of restaurant do you visit repeatedly?
   o Thai
   o French
   o Western
   o Indian
   o Other

12. What influence you to repeat the same restaurant? Can answer more than one.
   o Quality of the food and beverages
   o Quality of the service
   o Fair Price
   o Discount
   o Interior and exterior decoration
   o Lighting
   o Music
   o Atmosphere
   o Other

Part 3: Measurement of Employee Factors

Direction: Please select (✓) the answer that suits best your satisfaction level with employee factors.

Employee's Factors	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. Employees have knowledge about food menu.					
2. Employees have knowledge about the wine and cocktail menu.					
3. Employees can communicate clearly.					
4. Employees fulfill my needs without disturbing me.					
5. Employees are attention to detail.					
6. Employees serve me professionally without mistake.					
7. Employees welcome me with smiles.					
8. Employees make me feel at home.					
9. Employees cheer me up.					

Part 4: Measurements of Price Factors

      Direction: Please select (✔) the answer that suits best your satisfaction level with price factors.

Price Factors	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. I go back to visit a restaurant which I think has a good price.					
2. I go back to visit a restaurant because it fits my budget.					
3. I go back to visit a restaurant because I don't consider it expensive.					
4. I go back to visit a restaurant because I get discounts.					
5. I go back to visit a restaurant because they do regular promotions.					
6. I go back to visit a restaurant because they have membership offers.					
7. I go back to visit a restaurant because I think the price is high, but it is worth it.					
8. I go back to visit a restaurant because the price matches the quality and the portion size.					
9. I go back to visit a restaurant because I get a lot of food for the price I pay.					

Part 5: Measurements of Aesthetic Values Factors

     Direction: Please select (✔) the answer that suits best your satisfaction level with aesthetic values factors at your favorite restaurant.

Aesthetic Values Factors	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. Restaurant is beautifully decorated both indoors and outdoors.					
2. Restaurant has comfortable furniture.					
3. Restaurant has beautiful lighting					
4. Restaurant has a relaxing atmosphere.					
5. Restaurant plays a fantastic playlist.					
6. Restaurant has a romantic surrounding.					
7. Restaurant food is delicious.					
8. Restaurants have a huge variety of drinks.					
9. Restaurants always serve fresh food.					

Part 6: Measurements of Revisit Intention

Direction: Please select (✔) the answer that suits best your satisfaction level with the following factors.

Revisit Intention	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. I will definitely revisit a restaurant if employees interact with me.					
2. I will definitely revisit a restaurant if the cost of the meal is affordable.					
3. I will definitely revisit a restaurant if the restaurant is beautifully decorated.					
4. I will definitely revisit a restaurant if the food and drink are tasty even though the restaurant is not decorated.					
5. I will definitely revisit a restaurant if the food and drink are tasty even though the restaurant's staff are not friendly.					
6. I will definitely revisit a restaurant if the food and drink are tasty even though the restaurant's staff don't know about the menu.					

7. I will definitely revisit a restaurant if the food and drink are tasty even though it is expensive.				
8. I will definitely revisit a restaurant if the food and drink are tasty even though there are no promotional offers.				
9. I will definitely revisit a restaurant if the portion size is good value for money.				
10. I will definitely go back to revisit my favorite restaurant within a month.				
11. I will definitely go back to revisit my favorite restaurant rather than another restaurant.				
12. I would definitely recommend my family and friends about my favorite restaurant.				

End of Questionnaire. Thank you for your time

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