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13 THE EFFECT OF SERVICE QUALITY AND PRODUCT QUALITY ON CUSTOMER SATISFACTION AT HAIDILAO RESTAURANTS IN JAKARTA

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Abstract – Increasingly fierce competition in the restaurant industry requires every business operator to provide superior service and product quality in order to maintain customer satisfaction and loyalty. Haidilao, as one of the hotpot restaurants, faces challenges in maintaining service and product quality amid rising consumer satisfaction. The purpose of this study is to ascertain how customer satisfaction among Haidilao consumers in Jakarta is impacted by the quality of the products and services provided. Purposive sampling and a survey method are two quantitative approaches used in this research. 391 individuals who have made purchases at Haidilao within the previous six months participated in this study. Multiple linear regression was used in the analysis to examine each variable's partial and simultaneous influence. The findings demonstrated that, partially and concurrently, service and product quality had a favorable and considerable impact on customer satisfaction. These results demonstrate that enhancing the quality of the products and services offered is a crucial tactic for raising patron satisfaction at restaurants such as Haidilao.

Keywords: Customer Satisfaction; Haidilao; Product Quality; Restaurant; Service Quality

56 INTRODUCTION

In this era of globalization, the food and beverage industry, especially restaurants, continues to experience rapid growth in Indonesia. The Ministry of Industry of the Republic of Indonesia noted that the food & beverage industry, particularly in the restaurant and eatery sector, experienced an increase of 3.68% in 2022. This is an increase of 0.73% from the previous year, 2021, which was 2.95% (Dewi, 2022).

A restaurant is a place or building managed for business activities aimed at generating profit and providing quality services to its customers, both in the form of food and beverage serving (Bahri et al., 2022). The rapid development of globalization and technology has created complex problems and fierce competition for restaurants. The wide variety of restaurant options available to customers, ranging from fast food restaurants to restaurants with interesting concepts, has made restaurants one of the most competitive industries (Vardhani et al., 2024). Consequently, restaurants must formulate effective marketing strategies to remain competitive and achieve customer satisfaction in this evolving marketplace. There are several factors that determine consumer satisfaction, namely service quality and product quality. One restaurant in Indonesia that emphasizes service quality is Haidilao Hot Pot.

To what degree this characteristic is actually felt equally by all clients is still unknown, though. The gap between what customers expect and how they perceive service performance is known as service quality. The foundation of the culinary industry, product quality, also has a significant impact on customer happiness. The quality of the ingredients used, such as the freshness of the meat and vegetables, is a component of product quality in the culinary sector.

In order to achieve high customer satisfaction, Haidilao must therefore build a marketing plan that emphasizes both product and service excellence. This study determines how customer satisfaction at Haidilao restaurants in Jakarta is impacted by both product and service quality.

Research Question

1. Is there any effect of Service Quality on Customer Satisfaction at Haidilao Restaurants in Jakarta?
2. Is there any effect of Product Quality on Customer Satisfaction at Haidilao Restaurants in Jakarta?
3. Is there any effect of Service Quality and Product Quality on Customer Satisfaction at Haidilao Restaurants in Jakarta?

LITERATURE REVIEW

Cognitive Dissonance Theory

The theory proposed by Festinger in 1957, namely cognitive dissonance theory, assumes that every human being strives to maintain consistency in various aspects of cognition, such as thoughts, actions, principles, values, or beliefs (Miller et al., 2015). Inconsistency in cognition causes discomfort that drives people to change and adjust one or more cognitions in order to restore harmony with other cognitions, or what is commonly referred to as consonance. Thus, Festinger's cognitive dissonance theory describes an uncomfortable psychological, emotional, and mental state that drives people to reduce dissonance. Initially, this theory was applied to various psychological phenomena, but in subsequent research, it has focused more on the relationship between attitudes and behavior (Miller et al., 2015).

Aronson (1969) further refined this concept, emphasizing that dissonance often stems from threats to one's self-concept. When faced with conflicting cognitions, individuals experience unease that challenges their self-image, encouraging them to modify their behavior to reduce that discomfort (Miller et al., 2015). Cognitive Dissonance Theory (CDT) aims to explain how a person deals with feelings of discomfort and decides to change their attitude or behavior as a way to overcome the problem. This theory is also used in the fields of marketing and politics to understand and influence human decision-making (Festinger, 1962).

Marketing Mix Theory

In the 1950s, Borden proposed a fundamental concept in marketing called the marketing mix. McCarthy then developed this marketing mix theory into four main elements, commonly referred to as the 4Ps: promotion, place, price, product. This theory was later expanded and refined into the 7Ps, which is a combination of marketing, strategy, and tactics used by an individual or organization in marketing their goods and services (Thabit et al., 2018). According to Do et al. (2020), industries use the 7P strategy to meet customer needs and desires. 's marketing mix theory aims to help companies develop effective marketing strategies by harmoniously integrating the seven elements. It aims to generate customer value, satisfy market demands, and foster sustainable customer relationships through the coordinated implementation of its seven key elements.



Figure 1. Elements of the Marketing Mix
Source: (Kotler & Keller, 2016)

Service Quality

Service quality can be better understood by examining three main characteristics: intangibility, heterogeneity, and inseparability. Because services are performances rather than objects, they are intangible. To ensure quality, services cannot be calculated, measured, recorded, tested, and validated before being sold. Furthermore, services that are labor-intensive are usually heterogeneous, or their performance often varies between producers, from one consumer to another, and from day to day. Finally, it is not possible to separate the production and use of many services. As a result, quality in service is not engineered in a business and then delivered in its entirety to customers (Parasuraman et al., 1985). According to Wahyudi et al. (2021), the indicators or measures of service quality are:

1. Reliable;
2. Fast;
3. Certain;
4. Caring; and

5. Tangible.

Product Quality

In 2013, Maria and Anshori claimed that consumer satisfaction might be impacted by product quality. The benefits and functions of a product determine its quality. Performance, durability, alignment with criteria, aesthetic value, and the impression customers have of the product can be determining factors of a quality product. Products with high quality and reliability will leave a lasting impression on customers because they are willing to spend money to obtain them (Imron, 2019). According to Firmansyah (2019), the indicators or measures of product quality are:

1. Durability;
2. Conformance to specification;
3. Reliability;
4. Aesthetics; and
5. Performance.

Customer Satisfaction

In 1994, Rust and Oliver argued that satisfaction is described as an emotional evaluation that shows that satisfaction reflects the level of customer confidence that the use of services evokes positive feelings (Cronin et al., 2000). Customer perceptions and expectations greatly influence customer satisfaction. Customer needs and desires when transacting or purchasing goods/services influence these perceptions and expectations. Not only that, factors that can influence customer satisfaction include past experiences when consuming goods or services, other people's experiences with goods or services, and promotions or advertisements displayed for those goods or services (Indrasari, 2019). (Tjiptono, 2015) lists the following as indicators or measures of customer satisfaction levels.

1. Fulfilled expectations;
2. Interest in returning; and
3. Willingness to recommend.

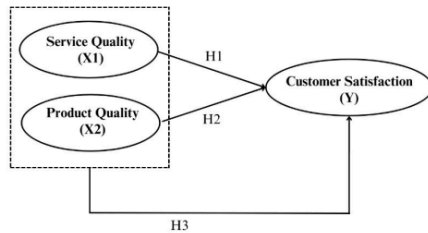


Figure 2. Research Model

Source: (Researcher, 2025)

Based on the explanation in Figure 2, several hypotheses can be developed as follows:

- H1. Service quality has a significant effect on customer satisfaction at Haidilao restaurants in Jakarta.
- H2. Product quality has a significant effect on customer satisfaction at Haidilao restaurants in Jakarta.
- H3. Service quality and product quality have a significant effect on customer satisfaction at Haidilao restaurants in Jakarta.

METHODS

Type and Source of Data

This research relied on primary data, which were collected directly by the researcher through surveys and questionnaires distributed to qualified respondents. The data were obtained firsthand to ensure relevance and accuracy.

Data Analysis Techniques

A quantitative approach with a survey-based research design was adopted. The sampling method used was non-probability and was carried out by applying purposive sampling techniques. The sample criteria used were individuals residing in Jakarta who had transacted at Haidilao. The Lemeshow formula was used to determine the sample size. The total sample obtained in the research was 391 samples.

The data collected for this study was processed using multiple linear regression analysis. Software called SPSS (Statistical Package for the Social Sciences) was used to conduct the analysis, which serves to test the relationship between variables and the validity of the formulated hypotheses. Validity tests were used to assess the extent to which the questionnaire used was scientifically valid and reliable. Reliability tests were used to measure the reliability of the research instruments and to determine the accuracy and consistency of the measurements (Nyoko et al., 2021). The independent variables examined in this research are Service Quality (X1) and Product Quality (X2). These two variables were analyzed to determine the extent of their influence on the dependent variable, namely Customer Satisfaction (Y).

RESULT and DISCUSSION

Respondent Characteristics

The following table outlines the profiles of 391 respondents who met the criteria for this research. The data include several variables such as gender, age, residence, occupation, income, and spending behavior.

Table 1. Respondent Characteristics

Respondent Identity	Category	Number of People	Percentage (%)
Gender	Female	215	55
	Male	176	45
Age	15-20	37	9.5
	21-25	126	32.2
	26-30	54	13.8
	31-35	38	9.7
	36-40	59	15.1
	>40	77	19.7
Residence	West Jakarta	105	26.9
	North Jakarta	66	16.9
	South Jakarta	85	21.7
	East Jakarta	77	19.7
	Central Jakarta	58	14.8
Monthly Income	<Rp1.000.000	24	6.1
	Rp1.000.000- Rp3.000.000	64	16.4
	Rp3.000.001- Rp5.000.000	43	11
	Rp5.000.001- Rp7.000.000	67	17.1
	Rp7.000.000- Rp10.000.000	104	26.6
	>Rp10.000.000	89	22.8
Average expenditure per transaction at Haidilao	<Rp100.000	19	4.9
	Rp100.001-Rp300.000	100	25.6
	Rp300.001-Rp500.000	95	24.3
	Rp500.001-Rp700.000	54	13.8
	Rp700.001-Rp1.000.000	52	13.3
Transaction frequency at Haidilao in the last 6 months	>Rp1.000.000	71	18.2
	1-3	143	36.6
	4-5	65	16.6
	6-7	56	14.3

8-10	81	20.7
>10	46	11.8

Source: (Data Processing Results, 2025)

215 respondents were female (55%) and 176 respondents were male (45%) was showed at table 1. This indicates that the majority of respondents who completed the questionnaire were female. Furthermore, this research was dominated by respondents aged 21-25, totaling 126 people (32.2%). The majority of respondents who filled out the questionnaire reside in West Jakarta, with a total of 105 people (26.9%). The questionnaire was also dominated by respondents who had monthly incomes between IDR 7,000,001 to IDR 10,000,000 per month, with a total of 104 people (26.6%). The average expenditure per transaction at Haidilao was dominated by respondents with an expenditure range of Rp100,001-Rp300,000, totaling 100 people (25.6%). Regarding transaction frequency, 143 people (36.6%) had made 1-3 transactions at Haidilao in the past 6 months, dominating this research.

Validity Test

The findings of the validity test that was used to assess the reliability of this study are as follows:

Table 2. Validity Test Results

Item Number	Corrected Item-Total Correlation	Description
X1.1.1	0.397	Valid
X1.1.2	0.374	Valid
X1.2.1	0.371	Valid
X1.2.2	0.296	Valid
X1.3.1	0.293	Valid
X1.3.2	0.295	Valid
X1.4.1	0.357	Valid
X1.4.2	0.370	Valid
X1.5.1	0.423	Valid
X1.5.2	0.432	Valid
X2.1.1	0.468	Valid
X2.1.2	0.364	Valid
X2.2.1	0.451	Valid
X2.2.2	0.444	Valid
X2.3.1	0.419	Valid
X2.3.2	0.442	Valid
X2.4.1	0.364	Valid
X2.4.2	0.422	Valid
X2.5.1	0.372	Valid
X2.5.2	0.452	Valid
Y1.1.1	0.426	Valid
Y1.1.2	0.404	Valid
Y1.2.1	0.424	Valid
Y1.2.2	0.416	Valid
Y1.3.1	0.483	Valid
Y1.3.2	0.470	Valid

Source: (Data Processing Results, 2025)

Based on the validity test results using Pearson's correlation technique on all statement items in the variables of Service Quality (X1), Product Quality (X2), and Customer Satisfaction (Y), a computed r value higher than the r table ($r_n > r_t$) was obtained at a significance level of 5%, namely 0.099.

As a result, the questionnaire can be deemed valid and appropriate for use in this study since each statement item shows a substantial correlation with the overall score of each variable.

Reliability Test

The reliability test was used to measure the reliability of the questionnaire results in the research. The following are the results of the reliability test.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Service Quality	0.701	Reliabel
Product Quality	0.757	Reliabel
Customer Satisfaction	0.706	Reliabel

Source: (Data Processing Results, 2025)

The reliability of the research instrument was assessed using Cronbach's Alpha. The results showed that all variables achieved Cronbach's Alpha coefficients >0.70. This value indicates that all items in each variable have a high and consistent level of reliability, so that the questionnaire instrument is declared reliable and can be used for data collection in this research.

Classical Assumption Test

Normality Test

The normality test in this research was conducted using the Kolmogorov-Smirnov test on residual values to determine whether the variables used had a normal distribution in the regression model. The following are the results of the residual normality test using Monte Carlo.

Table 4. Normality Test Results

	Unstandardized Residual
Monte Carlo Sig. (2-tailed)	0.103
	0.054

Source: (Data Processing Results, 2025)

Based on the test results, a significance value (Monte Carlo Sig. 2-tailed) of 0.103 was obtained, which is greater than the significance level $\alpha = 0.05$. Thus, it can be concluded that the residual data is normally distributed, so that the assumption of normality in multiple linear regression has been fulfilled.

Multicollinearity Test

In this research, multicollinearity testing was used to detect strong correlations/relationships between independent variables in a regression model. Multicollinearity was found using variance inflation factor (VIF) values and tolerance.

Table 5. Multicollinearity Test Results

Variable	Colinearity Statistics		Description
	Tolerance	VIF	
Service Quality	0.500	1.999	No Multicollinearity
Product Quality	0.541	1.849	No Multicollinearity

Source: (Data Processing Results, 2025)

The multicollinearity assessment produced Tolerance values between 0.500 and 0.541 and VIF values between 1.849 and 1.999. Since all of the VIF values were <10 and the tolerance values were >0.10, it can be said that there was no multicollinearity. Therefore, the independent variables in this regression model can be analyzed simultaneously without violating multicollinearity assumptions.

Heteroscedasticity Test

The following is a heteroscedasticity test conducted to test for variance and residual inequality in the regression model.

Table 6. Heteroscedasticity Test Results

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficient Beta	t	Sig.
(Constant)	3.018	0.871		3.465	0.001
Service Quality	0.050	0.027	0.130	1.855	0.064
Product Quality	-0.014	0.023	-0.040	-0.597	0.551

Source: (Data Processing Results, 2025)

Based on Table 6, the independent variables have a sig. value >0.05 , indicating that there is no heteroscedasticity in this research.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) illustrates how well the regression model explains the variability of the dependent variable. The R^2 value ranges from 0 to 1, where a value close to 1 indicates that the independent variables are able to explain almost all of the variation that occurs in the dependent variables. Conversely, if the R^2 value is low, this suggests that the independent factors have a limited ability to explain the dependent variable (Ghozali, 2018). The results of the coefficient of determination analysis are presented below.

Table 7. Coefficient of Determination (R^2) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.688 ^a	0.474	0.470	2.18266

Source: (Data Processing Results, 2025)

Table 7 indicates that the regression model's R Square (R^2) value is 0.474, or 47.4%. This implies that service quality and product quality collectively account for 47.4% of the variation in customer satisfaction. The remaining 52.6% of the variation is attributed to other factors not included within this research framework.

F-Test

The F-test in this research was conducted to examine the overall model fit, specifically to determine whether customer satisfaction is influenced by both product and service quality. The test was conducted using SPSS version 26 software, and the results can be interpreted as follows:

Table 8. F-Test Results

Model		Sum of Squares	df	Mean squares	F	Sig.
1	Regression	1661.275	2	553.758	116.238	0.000 ^b
	Residual	1843.661	387	4.764		
	Total	3504.936	390			

Source: (Data Processing Results, 2025)

The results shown in Table 8 indicate that the $F_{\text{calculated}}$ value was 116.238 with a significance level of 0.000, which is below the 0.05 threshold. This outcome confirms that the regression model used in the analysis is appropriate and statistically significant. Therefore, service quality and product quality collectively exert a meaningful influence on customer satisfaction. As such, the third hypothesis (H3), which posits a simultaneous effect between these variables, can be accepted.

T-Test

The partial impacts of product and service quality on customer satisfaction were assessed using the T-test. SPSS version 26 software was used to test this hypothesis, and the following is an interpretation of the analytical findings:

Table 9. T-Test Results

Variabel	Standardized Coefficient	T	Sig.	Description
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(Constant)		1.028	0.304	Significant
Service Quality	0.326	6.262	0.000	Significant
Product Quality	0.267	5.333	0.000	Significant

Source: (Data Processing Results, 2025)

Every independent variable in the regression model has a significant impact on the dependent variable, as shown in Table 9. With a significance level of 0.000 (<0.05) and a regression coefficient of 0.326, the service quality variable shows a positive and substantial impact on customer satisfaction. Thus, it is possible to accept the first hypothesis (H1), according to which customer happiness is impacted by service quality.

Additionally, the variable of product quality has a regression coefficient of 0.267 with a significance value of 0.000 (<0.05), indicating that customer satisfaction is positively and significantly impacted by product quality as well. Therefore, it is possible to adopt the second hypothesis (H2).

The effect of Service Quality on Customer Satisfaction

The regression analysis results demonstrate that service quality positively and significantly influences customer satisfaction, with a coefficient of 0.326 and a significance level of 0.000, which is below the significance threshold of 0.05. This finding implies that higher service quality leads to greater satisfaction among Haidilao's customers.

Service in this context refers to the attitude and actions of employees in meeting customer needs and desires. Polite, friendly, and responsive service will create a positive experience for customers, making them feel valued when interacting with the company. Service quality is one of the crucial factors in supporting business success and can be a competitive advantage in the midst of market competition.

The first hypothesis is supported by this study, which shows that customer satisfaction is positively and significantly impacted by service quality. The study by Soetiyani et al. (2022), which also showed a strong link between the two variables, is consistent with this conclusion. The results, however, are different from those of Fahmi et al. (2019), who discovered that customer satisfaction was not significantly impacted by service quality.

The effect of Product Quality on Customer Satisfaction

With a significance threshold of 0.000 ($p < 0.05$), the study showed that the product quality variable had a regression coefficient of 0.267. This suggests that consumer satisfaction is positively and significantly impacted by product quality. The result highlights that product quality represents a key factor influencing customers' post-purchase evaluations.

In essence, a product is the end result of a production process that is made available to customers, whether it takes the form of commodities or services. If the product quality provided meets or exceeds consumer expectations, it will increase their satisfaction. Conversely, if the product is considered to be of poor quality or does not meet expectations, customers will tend to be dissatisfied with what the company has to offer.

This research successfully proved the acceptance of the second hypothesis (H2), which states that product quality positively and significantly affects customer satisfaction. These results are consistent with study by Amanda et al. (2024), who also reported a strong correlation between customer satisfaction and product quality. However, they differ from the findings of Hadiwijaya (2022), which stated that product quality does not have a significant effect on customer satisfaction.

The effect of Service Quality and Product Quality on Customer Satisfaction

The results of simultaneous regression analysis show that service quality and product quality collectively exert a positive and significant influence on customer satisfaction. This conclusion is supported by an $F_{\text{calculated}}$ value of 116.238 and a significance level of 0.000, which is less than 0.05. This means that both independent variables are simultaneously able to explain the variation in the dependent variable, namely customer satisfaction. Thus, the third hypothesis, which states that service quality and product quality together have a significant effect on customer satisfaction, can be accepted. The outcome of this analysis aligns with the findings of Diarto et al. (2022), who also demonstrated that these two variables simultaneously affect customer satisfaction.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the research results, it is known that the identity and characteristics of Haidilao consumers in Jakarta are mostly women aged 21-25 years with an income of IDR 7,000,000-IDR 10,000,000 per month. The majority reside in West Jakarta with an average expenditure per transaction at Haidilao of IDR 100,000-IDR 300,000. In the last 6 months, the average frequency of transactions at Haidilao was 1 to 3 times.

According to the results of the analysis conducted using SPSS software, customer satisfaction was found to be positively and significantly impacted by service quality at Haidilao restaurants in Jakarta. The service in question refers to the friendly and polite attitude shown by Haidilao employees to customers, thereby creating a feeling of being valued for customers when they visit and make transactions at Haidilao. Likewise, product quality was shown to have a positive and significant relationship with customer satisfaction at Haidilao restaurants in Jakarta. The higher the level of product excellence delivered by Haidilao, the greater the satisfaction perceived by its customers. In this context, the term product encompasses the overall output of the restaurant's production process, including both food and beverages served to consumers. Furthermore, it was discovered that the independent factors of product and service quality worked together to significantly and favorably affect the dependent variable of customer satisfaction.

Suggestions

Based on the findings of this research, several recommendations can be proposed for Haidilao, namely to continue to maintain and improve service quality, particularly in terms of friendliness, speed of service, and attention to customer needs. This is important for building long-term relationships and increasing customer loyalty in a sustainable manner. In addition, Haidilao must continue to deliver consistently high quality meals and drinks, from the freshness of the ingredients, taste, to presentation. Good product quality will be the main attraction and meet customer expectations for a premium dining experience.

This study only examined two independent variables, which were service quality and product quality. Future research is anticipated to be able to include and more thoroughly analyze other factors that influence customer satisfaction, such as price, brand image, or perceived value. Future studies are also expected to have a broader scope or take a more specific sample.

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