

FACTORS INFLUENCING HUNDRED'S HOT CHICKEN CUSTOMER SATISFACTION AND ITS IMPACT ON CONSUMER LOYALTY

Batara Surya Kalbu Hidayat^{1*}, Harianto², Asep Taryana³

^{1,2,3}IPB University

* batarahidayat@gmail.com

ABSTRACT

The marketing mix evaluation (7P) that has been carried out by Hundred's Hot Chicken plays a very important role in efforts to develop its marketing strategy. The questionnaire in this research was conducted on 200 respondents who were included in the research criteria, namely that respondents were consumers who had visited the company at least once or more. The results of this research found that products have a significant effect on consumer satisfaction and consumer loyalty, followed by the people dimension which has a significant effect on consumer satisfaction and consumer loyalty and consumer satisfaction has a significant effect on consumer loyalty. Hundred's Hot Chicken's Customer Satisfaction Index (CSI) value is 77.04 and the Customer Loyalty Index value is 80.31. The results of the Importance Performance Analysis (IPA) analysis show the attributes whose performance needs to be improved to increase consumer satisfaction. These attributes are Food Cleanliness, Prices, Employee Patience, Employee Alertness and Nameplates. Hundred's Hot Chicken is a restaurant that has a distinctive food taste, Hundred's Hot Chicken requires quality control over the taste of its products so that the taste does not change in the minds of consumers and the need to pay attention to employee uniforms to show the restaurant's identity and also the intensity of uniform use can increase consumer satisfaction. Hundred's Hot Chicken and increase employee confidence and pride so that consumers will feel satisfied and loyal to Hundred's Hot Chicken.

Keywords: *Customer Satisfaction Index, Customer Loyalty Index, Importance Performance Analysis, Marketing Mix, Structural Equation Modeling*

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

Nowadays, business development has a huge impact on changes in a country in various aspects, one of which is the economy. In the Indonesian economy, Micro, Small, and Medium Enterprises (MSMEs) are a business group that has quite a large influence. So, this is important in strengthening MSME groups which involve many groups. According to data from the Ministry of Cooperatives, in 2022 MSMEs will grow rapidly in several regions, and the total MSMEs in Indonesia will reach 8.71 million business units. It was noted that DKI Jakarta was in fourth position after West Java, Central Java, and East Java, with 658,365 business units.

The development of MSMEs in DKI Jakarta is increasing and provides strong prospects for economic growth in the province. As can be seen in Figure 1, in 2016 West Jakarta had the most MSME units in the province. Followed by East Jakarta, South Jakarta, North Jakarta, and Central Jakarta. From this data, various types of businesses are combined; including culinary businesses, fashion, education, creative products, agribusiness, and others.

The Central Statistics Agency (BPS) noted that in 2020 DKI Jakarta had 5,159 medium-scale culinary business units. The number is the largest in other provinces in Indonesia. DKI Jakarta is a very strategic area for establishing MSMEs. The high population and various areas such as offices, education, and tourist attractions create great opportunities for the development of the culinary business in DKI Jakarta. Many MSMEs are interested in culinary products, making the culinary business a business prospect that has great growth opportunities.

Economic actors in the creative industry present various challenges from various aspects, such as product development. Therefore, MSME players are required to have innovation to develop products and ensure business continuity.

The culinary business is a business that is very important to manage for sustainability, it concerns the basic needs of the entire community. The growth of the culinary business in DKI Jakarta is increasing day by day, this is because lifestyles and people's patterns of food needs are increasingly varied and complex. People's tastes are not only focused on the quality of the taste served but also on the service and comfort of the facilities which are the community's benchmarks (Solagrasia 2020). Based on the growth rate of MSMEs in DKI Jakarta, the culinary business is increasingly developing in various regions. The South Jakarta area has a greater number of eateries, restaurants, and cafes compared to other cities in DKI Jakarta.

South Jakarta has the largest number of culinary businesses in DKI Jakarta. The increase in the number of culinary businesses has resulted in high levels of competition among culinary businesses, especially in similar businesses, both old businesses and new entrants. Culinary business players in this area are required to continue to survive and innovate. The culinary business in South Jakarta is very diverse, including restaurants, cafes, and eateries with different concepts. Based on the data listed, it can be concluded that MSME players in the culinary sector must be able to develop various appropriate marketing strategies so that they are not slowly left behind by similar competitors.

Hundred's Hot Chicken is a culinary restaurant serving food from the United States with a product concept that is different from other American food businesses. Along with the dynamics of competition in culinary businesses in South Jakarta that offer similar products, the competition is stronger. Hundred's Hot Chicken started its business in 2019 with its first sales offline, namely by establishing a pre-order system that was like a cloud kitchen. In 2022, Hundred's Hot Chicken established its first offline store and fulfilled its one-year lease contract by carrying out direct buying and selling activities with consumers. The products offered include ready-to-eat foods such as sandwiches, shake fries, rice bowls, and others.

The market segment targeted by Hundred's Hot Chicken refers to school children, students, and office workers in the South Jakarta area. Hundred's Hot Chicken is of course influenced by internal and external factors in the business environment. On the internal factors side, this was followed by a decline in income in the last few months. The external factor faced is the large number of similar competitors in the culinary sector who present the same business with better use of social media. Apart from various problems, every business venture is influenced by external factors as well as internal factors. Facing issues that can affect the growth of the culinary business is an important issue. Therefore, it is necessary to have components in each component that can influence the condition of Hundred's Hot Chicken, namely by identifying what factors influence consumer satisfaction.

Hundred's Hot Chicken's net profit margin data above shows that in July it reached the highest figure, namely IDR 59,406,922 million and in October there was a decrease in net profit to -Rp 6,054,175 million. Reviewing the declining turnover conditions experienced by Hundred's Hot Chicken has caused difficulties in paying for operational activities and renting premises. So, Hundred's Hot Chicken needs to address this problem.

The presence of various types of food from the United States is currently an opportunity for many substitutes for the food products offered by Hundred's Hot Chicken. These various

product substitutes could pose a threat to the Hundred's Hot Chicken business if they are not anticipated with the right marketing strategy design and implementation. One of the characteristics of this competition is the confrontation between various similar products offered to the same potential customers. During initial observations in determining the problem in the research, it was found that competition in the MSME food industry is currently very high.

Today's consumers are more selective and the business environment is very complex. To meet customers' changing needs, Hundred's Hot Chicken must first know their needs. For MSMEs to survive in today's competitive market, companies must develop strategies to satisfy customer needs more effectively and efficiently through marketing strategies. This is a key factor in the success of product sales activities which will have a direct influence on the sustainability of the Hundred's Hot Chicken business in the competitive culinary business. All of these efforts are made so that Hundred's Hot Chicken can reach all markets that have potential in a sustainable and of course sustainable manner. In connection with efforts to develop marketing strategies, reviewing the marketing mix (7P) that has been implemented by Hundred's Hot Chicken is important to evaluate so that consumer expectations can be met.

The city of South Jakarta is one of the areas in DKI Jakarta that has great potential for the development of the culinary business. Research shows that culinary business development has something unique and different from other culinary businesses. Some businesses are unable to survive changes in the increasingly competitive business environment due to a lack of innovation and these products are unable to adapt to consumer desires. Hundred's Hot Chicken has a fairly promising market share, but a large market share is not the basis for a business to remain sustainable and survive in the current industry. Since its inception in March 2022, it has had a series of marketing strategies that refer to the marketing mix that has been determined by the owner. The marketing mix used (existing) to date includes 7Ps, namely product, price, place, promotion, people, process, and physical evidence. Based on this, the marketing mix evaluation (7P) that has been carried out by Hundred's Hot Chicken plays a very important role in efforts to develop Hundred's Hot Chicken's marketing strategy.

Research regarding Hundred's Hot Chicken consumers must be carried out to be able to carry out marketing mix (7P) evaluation efforts appropriately. This is because important fundamental considerations are related to the evaluation of the marketing mix (7P) which is obtained through information originating from consumers. This series of processes is associated with the objectives of the marketing activity itself which is aimed at consumers.

Information regarding Hundred's Hot Chicken's consumer satisfaction and loyalty can be an important consideration regarding the marketing mix (7P) evaluation material at Hundred's Hot Chicken. This is because in research conducted by William (2020) facts were found regarding a positive correlation between consumer satisfaction, consumer loyalty, and sales levels, which in this case is business profit. Therefore, if Hundred's Hot Chicken wants to achieve its expectations, consumer satisfaction, and loyalty are two important things that must be considered.

METHOD

The research was conducted by distributing research questionnaires online and/or directly to Hundred's Hot Chicken consumers. The data collection time starts in August 2023 with the data processing time starting from September 2023 to November 2023. The sampling method

in the research uses a non-probability sampling method with a purposive sampling technique. Purposive sampling is a sampling technique with certain criteria to suit the objectives of this research. The use of the purposive sampling method in this research focuses on research subjects, namely consumers who have visited Hundred's Hot Chicken at least once or more. The Lemeshow method is the appropriate method to use when the population size in the study is unknown. Because the population of Hundred's Hot Chicken consumers is unknown, this research uses the Lemeshow method to determine the sample size.

This research uses survey data collection techniques. Sinaga (2021) stated that surveys are one way of collecting data by asking several people's opinions. The survey in this research was carried out by distributing questionnaires online using Google Forms and the questionnaire was filled in by the respondents themselves (self-report).

The assessment of each question in this questionnaire uses a Likert scale. The Likert scale was first developed by Likert in 1932, is a method used to measure answers that form a score or value that can represent individual characteristics (Maryuliana et al. 2016). Writing answers based on a Likert scale is used for data processing with Structural Equation Modeling-Partial Least Square (SEM-PLS), Customer Statistics Index (CSI), and Customer Loyalty Index (CLI).

Data processing and analysis techniques in research use descriptive analysis, which is a method for analyzing data by explaining descriptively or describing the data obtained in research without intending to make generally applicable conclusions (Sugiyono 2014). Descriptive analysis aims to describe the characteristics of the respondents used in the research. The data in this research was processed using the Microsoft Office Excel 2016 software program and continued with data interpretation. The presentation of data analysis in this research is in the form of modes. The mode value is the data value that appears the most of the value that has the highest frequency. Data for descriptive analysis was obtained from a questionnaire using a Likert scale.

The research model of the influence of the Marketing Mix on Consumer Loyalty and Consumer Satisfaction as a mediation.

- H1: Products have a significant effect on consumer decisions
- H2: Price has a significant effect on consumer decisions
- H3: People have a significant effect on consumer decisions
- H4: Process has a significant effect on consumer decisions
- H5: Promotion has a significant effect on consumer satisfaction
- H6: Consumer Satisfaction has a significant effect on Consumer Loyalty
- H7: Products have a significant effect on consumer loyalty
- H8: Price has a significant effect on consumer loyalty
- H9: People have a significant effect on consumer loyalty
- H10: Process has a significant effect on consumer loyalty
- H11: Promotion has a significant effect on consumer loyalty

RESULTS AND DISCUSSION

Respondent Characteristics

The questionnaire in this research was carried out on 200 respondents who were included in the research criteria, namely that respondents were consumers who had visited Hundred's Hot Chicken at least once or more. The characteristics of research respondents were grouped

based on gender, age, education, employment, and income. The results of respondent characteristics can be seen in Table 1.

Category	Characteristic	Frequency (Person)	Percentage
Gender	Male	93	46,5%
	Female	107	53,5%
Age	<24	18	9%
	24 - 28	92	46%
	29 - 33	43	21,5%
	34 - 38	20	10%
	> 38	27	13,5%
Education	Primary/Junior/Senior High School	14	7%
	Diploma (D1, D2, D3)	6	3%
	Bachelor (D4, S1)	124	62%
	Master (S2)	54	27%
	Doctorate (S3)	2	1%
Occupation	Student/Student Employment	15	7,5%
	Civil Servants/BUMN/TNI/Polri	23	11,5%
	Private Employees	106	53%
	Self Employed	43	21,5%
	Others	13	6,5%
Income (Rp)	<4.300.000	7	3,5%
	4.300.000 - 6.000.000	34	17,0%
	>6.000.000	159	79,5%

Source: primary data, processed data (2023)

The data shows that the respondents in this study were dominated by 107 women or the equivalent of 53.5%, while there were 93 men with a percentage of 46.5%. This shows that the respondents in this study who were taken directly from Hundred's Hot Chicken consumers were dominated by who is females. In the age category, most respondents were aged 24-28 years with a proportion of 46% or as many as 92 respondents followed by respondents aged 29 - 33 years with a proportion of 21.5% or as many as 43 people, aged > 38 years amounting to 27 people (13.5%), respondents aged 34 – 38 years amounted to 20 people or the equivalent of 10%, and respondents with an age range of <24 years amounted to 18 people or the equivalent of 9%. This shows that Hundred's Hot Chicken consumers are dominated by visitors aged 24-28 years, which is the age with the criteria for early adulthood (WHO 2018), where at this age individuals have to develop independently to find the identity that will determine In the future, people in this position are expected to be able to mature in dealing with problems and in benchmarking product standards that are liked or disliked.

Characteristics of respondents based on education are dominated by respondents with Bachelor's/D4 education totaling 124 respondents or equivalent to 62%, followed by

respondents with Master's education totaling 54 respondents or equivalent to 27%, for elementary/middle school/high school graduates totaling 14 respondents or equivalent to 7 %, and finally in the group of respondents with D1/D2/D3 education there were 6 people or the equivalent of 3%. This shows that this research is supported by the respondent's ability to answer the questions given, with the basic knowledge held by respondents in this research which is dominated by respondents with a bachelor's/bachelor's degree.

The characteristics of respondents based on work in this study were dominated by respondents with jobs as private sector employees totaling 106 respondents or the equivalent of 53%, followed by respondents with jobs as entrepreneurs with a percentage of 21.5% or the equivalent of 43 respondents, respondents with the job group civil servants/ There were 23 BUMNs or the equivalent of 11.5%, then respondents in the student work group were 15 respondents or the equivalent of 7.5%, and other work groups (regional athletes, honorary, outsourcing, etc.) were 13 respondents or the equivalent of 6.5%. The characteristics category of research respondents is based on income, which is dominated by respondents whose income is vulnerable to >Rp. 6,000,000,- with a total percentage of 79.5% or the equivalent of 159 respondents, followed by respondents whose income was around Rp. 4,300,000-to Rp. 6,000,000,- with a total percentage of 17% or the equivalent of 34 people, then respondents with income <Rp. 4,300,000,- as many as 7 respondents or the equivalent of 3.5%. This shows that the respondents to this research are dominated by Hundred's Hot Chicken consumers with middle to upper income levels according to the World Bank.

The Influence of Products on Consumer Satisfaction

The influence of products on consumer satisfaction has an original sample value of 0.615, a t-statistic value of 8.826, and a probability or significance value (p-value) of 0.000. This indicates that the product has a positive and significant effect on consumer satisfaction, so the conclusion of the hypothesis is to reject H₀.

The Better Hundred's Hot Chicken products improve customer satisfaction indicators such as food taste, food texture, serving method, food cleanliness, and product diversification paying attention to these attributes can increase Hundred's Hot Chicken consumer satisfaction. Constantly tasting food can increase consumer satisfaction, because it makes consumers feel that the quality of the product is well-maintained and has distinctive characteristics compared to other competing products. Management has created food recipes that contain measurements for each menu made. This measure is used as the company's operational standard which is carried out by employees in making and processing food from raw materials to products to be sold. The company's standard operational processes include raw materials that have just arrived from suppliers, storing raw materials, processing raw materials, and how to cook them. This process is always implemented by employees to maintain consistent quality in selling products. According to consumers, the cleanliness of the food served is well maintained, with the attention given by Hundred's Hot Chicken making consumers feel satisfied with the food provided. There are several processes carried out by employees to maintain product quality. The processes carried out include checking each raw material used, knowing how to store perishable raw materials such as chicken which must be stored in the freezer at a certain temperature, and using appropriate food containers to store raw materials so as not to reduce

the quality of the raw materials. during the storage process, and use appropriate cooking utensils so that the raw materials are not contaminated with dust or dirty air.

The results of this research support Rangkuti's (2006) successful model of consumer satisfaction that one of the factors of consumer satisfaction is the quality of the product provided. The results of this research are consistent with research conducted by Norma (2012), Roni (2016), Alamry (2017), Hirzianto (2017), Wirdayani Wahab (2017), Fariidatunna'imah (2018), Hikmah (2018), Aninddhyta Budiarti (2019), Nikmatus (2020) which states that product quality has a positive effect on consumer satisfaction. Ramadhani (2017) stated that product dimensions show the degree of employee attention to each consumer in providing products that maintain good taste, food texture and cleanliness of the food served. Companies operating in the service sector need to improve the quality of their products, especially products that directly become the company's signature menu in serving dishes to consumers because improving product quality can increase customer satisfaction for service companies.

The Effect of Price on Consumer Satisfaction

The effect of price on consumer satisfaction has an original sample value of 0.164, a t-statistic value of 0.055, and a probability or significance value (p-values) of 0.956. This indicates that price does not have a positive and significant effect on consumer satisfaction, so the hypothesis conclusion accepts H0.

The higher price of the products sold by Hundred's Hot Chicken will not increase customer satisfaction, such as innovating in providing price offers and providing convenience regarding payment methods for consumers at Hundred's Hot Chicken for restaurants in Gandaria with the prices offered not being so different from competitors. However, consumers do not have a problem with the prices provided by Hundred's Hot Chicken because regardless of the price and payment method, consumers are still satisfied with the products provided by Hundred's Hot Chicken. The results of this research support the success model of consumer satisfaction Maria Kristina (2020), Grisheila Estrella (2016), and Rekha Mahendraswari (2014) state that for consumers price does not influence satisfaction because the price is directly proportional to quality of the product offered.

The influence of People on Consumer Satisfaction has an original sample value of 0.336, a t-statistic value of 4.922, and a probability or significance value (p-values) of 0.000. This indicates that people have a positive and significant influence on consumer satisfaction, so the conclusion of the hypothesis is to reject H0.

Improving the People indicator at Hundred's Hot Chicken will increase customer satisfaction by paying attention to how employees deal with complaints from consumers, employee service processes, employee uniforms, employee skills, and employee alertness. Hundred's Hot Chicken consumers like how employees provide maximum service to make consumers feel comfortable when buying Hundred's Hot Chicken products. For a restaurant, service from employees is the spearhead of its business. Paying attention to how employees are alert and able to provide services according to consumer needs at Hundred's Hot Chicken will make consumers feel satisfied, so consumers will try Hundred's Hot Chicken products again.

The results of this research are in line with research conducted by Kristina (2020), Rahma (2019), Aziz (2016), Mahendraswari (2014), Estrella (2016), Manik (2013), Darmawan (2022) who stated that people influence significantly to consumer satisfaction. Darmawan (2022) states that employees in service companies play an important role in the services provided because consumers will first meet employees rather than experience the product, so a good first impression must be given by company employees to create a sense of comfort and consumer satisfaction.

The Influence of Process on Consumer Satisfaction

The influence of the process on Consumer Satisfaction has an original sample value of 0.014, a t-statistic value of 0.327, and a probability or significance value (p-values) of 0.744. This indicates that the process has no positive and significant effect on consumer satisfaction, so the hypothesis conclusion accepts H₀. At Hundred's Hot Chicken, the process does not have a significant influence on consumer satisfaction, this shows that if the company pays more attention to the goodness of the food process, shows the processing process, and uses cooking utensils that are kept clean it will not increase consumer satisfaction at Hundred's Hot Chicken. The results of this research are in line with research conducted by Rekha Mahendraswari (2014), Aqmarina Rahma (2019), and Maria Kristina (2020) which stated that the process does not guarantee consumer satisfaction, consumers who come to a restaurant have intention of fulfilling their hunger without paying attention to the performance. a cooking and serving process in a restaurant. Consumers at Hundred's Hot Chicken prefer products that they can enjoy compared to the process of making a dish.

The Effect of Promotion on Consumer Satisfaction

The effect of promotion on consumer satisfaction has an original sample value of 0.131, a t-statistic value of 0.044, and a probability or significance value (p-values) of 0.965. This indicates that promotion does not have a positive and significant effect on consumer satisfaction, so the hypothesis conclusion accepts H₀.

For consumers at Hundred's Hot Chicken, the promotions carried out by Hundred's Hot Chicken have no effect on consumer satisfaction at Hundred's Hot Chicken. For consumers, the price offered by a restaurant in Gandaria is not too burdensome for Hundred's Hot Chicken consumers. In this way, the promotions given for products at Hundred's Hot Chicken are no longer attractive to consumers at Hundred's Hot Chicken. The results of this research support the successful consumer satisfaction model of Estrella (2016), Manik (2013), and Darmawan (2022) which states that for consumers the promotions given do not influence consumer satisfaction because the prices offered are not burdensome for consumers at Hundred's Hot Chicken.

The Influence of Products on Consumer Loyalty

The influence of products on consumer loyalty has an original sample value of 0.184, a t-statistic value of 2.094, and a probability or significance value (p-values) of 0.036. This indicates that the product has a positive and significant effect on consumer loyalty, so the conclusion of the hypothesis is to reject H₀.

The Better Hundred's Hot Chicken products improve customer loyalty indicators such as food taste, food texture, presentation method, food cleanliness, and product diversification paying attention to these attributes can increase Hundred's Hot Chicken consumer loyalty. The interesting way of serving food certainly doesn't make consumers feel bored at Hundred's Hot Chicken, apart from that, there is a lot of product diversification from Hundred's Hot Chicken which makes consumers loyal because they want to try all the menus at Hundred's Hot Chicken. Product diversification has a different and unique concept every month. The product diversification concept is based on interesting raw materials and what is currently in demand by consumers and market trends. The process of making these products is carried out through research and development from raw materials to finished products. So consumers are always enthusiastic about trying the menu every month because these products are only sold for a certain period.

The results of this research support Rangkuti's (2006) consumer loyalty success model that one of the factors in consumer satisfaction is the quality of the product provided. The results of this research are consistent with research conducted by Estrella (2016), Manik (2013), and Darmawan (2022) which stated that product quality has a positive effect on consumer loyalty. Ramadhani (2017) stated that product dimensions show the degree of employee attention to each consumer in providing products that maintain good taste, food texture and cleanliness of the food served. Companies operating in the restaurant sector need to improve the quality of their products, especially products that directly become the company's signature menu in serving dishes to consumers because improving product quality can increase consumer loyalty.

The Influence of Price on Consumer Loyalty

The influence of products on consumer loyalty has an original sample value of 0.084, a t-statistic value of 0.035, and a probability or significance value (p-values) of 0.972. This indicates that price does not have a positive and significant effect on consumer loyalty, so the hypothesis conclusion accepts H₀.

The Price dimension offered by Hundred's Hot Chicken will not increase customer loyalty such as innovating in providing price offers and convenience regarding payment methods for consumers at Hundred's Hot Chicken in Dekhad Gandaria with the prices offered not being that different from competitors, but consumers do not mind regarding the prices provided by Hundred's Hot Chicken because regardless of price and payment method consumers will be loyal to restaurants that can provide the best quality products with good quality people in a restaurant. The results of this research support the success model of consumer satisfaction Maria Kristina (2020), Grisheila Estrella (2016), and Rekha Mahendraswari (2014) state that consumer price does not influence consumer loyalty because loyal consumers will not pay attention to how company increases its sales margins. or not

The Influence of People on Consumer Loyalty

The influence of People on Consumer Loyalty has an original sample value of 0.334, a t-statistic value of 6.972, and a probability or significance value (p-values) of 0.000. This indicates that people have a positive and significant influence on consumer satisfaction, so the conclusion of the hypothesis is to reject H₀.

Increasing the People indicator at Hundred's Hot Chicken will increase customer loyalty by paying attention to how employees deal with complaints from consumers, employee service processes, employee uniforms, employee skills, and employee alertness. Hundred's Hot Chicken consumers like how employees provide maximum service to make consumers feel comfortable and loyal to Hundred's Hot Chicken. For a restaurant, service from employees is the spearhead of its business, paying attention to how employees are alert and able to provide services according to consumer needs at Hundred's Hot Chicken, will make consumers feel satisfied, so consumers will be loyal to Hundred's Hot Chicken by trying the product again. A product of Hundred's Hot Chicken.

The results of this research are in line with research conducted by Kristina (2020), Rahma (2019), Aziz (2016), Mahendraswari (2014), Estrella (2016), Manik (2013), Darmawan (2022) who stated that people influence significantly to consumer loyalty. Darmawan (2022) states that employees in service companies play an important role in the quality of service provided because consumers will first meet employees rather than experience the product, so a good first impression must be given by company employees to create a sense of satisfaction and consumer loyalty.

The Influence of Process on Consumer Loyalty

The influence of the process on consumer loyalty has an original sample value of 0.012, a t-statistic value of 0.349, and a probability or significance value (p-values) of 0.727. This indicates that the process has no positive and significant effect on consumer loyalty, so the hypothesis conclusion accepts H₀. At Hundred's Hot Chicken, the process does not have a significant influence on consumer loyalty, this shows that if the company pays more attention to the goodness of the food process, shows the processing process, and uses cooking utensils that are kept clean it will not increase consumer loyalty at Hundred's Hot Chicken. The results of this research are in line with research conducted by Rekha Mahendraswari (2014), Aqmarina Rahma (2019), and Maria Kristina (2020).

The Effect of Promotion on Consumer Loyalty

The effect of promotion on consumer satisfaction has an original sample value of 0.152, a t-statistic value of 0.064, and a probability or significance value (p-values) of 0.949. This indicates that promotion does not have a positive and significant effect on consumer loyalty, so the hypothesis conclusion accepts H₀.

For consumers at Hundred's Hot Chicken, the promotions carried out by Hundred's Hot Chicken do not affect consumer loyalty at Hundred's Hot Chicken. For consumers, the price offered by a restaurant in Gandaria is not too burdensome for Hundred's Hot Chicken consumers. In this way, the promotions given for products at Hundred's Hot Chicken are no longer attractive to consumers at Hundred's Hot Chicken. However, promotion via social media remains a top priority for management to provide the latest information from Hundred's Hot Chicken. The results of this research support the successful consumer satisfaction model of Estrella (2016), Manik (2013), and Darmawan (2022).

The Influence of Consumer Satisfaction on Consumer Loyalty

The influence of service quality on consumer satisfaction has an original sample value of 0.435, a t-statistic value of 4.415, and a probability or significance value (p-values) of 0.000. This indicates that consumer satisfaction has a positive and significant effect on consumer loyalty, so the conclusion of the hypothesis is to reject H₀.

Increasing consumer satisfaction requires a strategy to increase the product dimension and people dimension which in turn is expected to increase consumer loyalty at Hundred's Hot Chicken. The results of this research show that consumer satisfaction has a significant effect on increasing loyal consumers at Hundred's Hot Chicken. Hundred's Hot Chicken needs to make consumers feel satisfied with its products and people, this will directly make Hundred's Hot Chicken consumers satisfied and become loyal, which will result in consumers not moving to competitors other than Hundred's Hot Chicken. Loyal consumers are important for the growth of restaurants in the future, so over time the company needs to maintain consumer satisfaction so that consumers continue to feel the same satisfaction when they first taste Hundred's Hot Chicken products.

The results of this research support Rangkuti's (2006) successful model of consumer satisfaction that one of the factors of consumer loyalty is consumer satisfaction. The results of this research are consistent with research conducted by Norma (2012), Roni (2016), Alamry (2017), Hirzianto (2017), Wirdayani Wahab (2017), Fariidatunnaa'imah (2018), Hikmah (2018), Aninddhyta Budiarti (2019), Nikmatus (2020) which states that consumer satisfaction has a positive effect on consumer loyalty. Ramadhani (2017) stated that if consumers are satisfied, they will show a degree of attention to the company, so consumers will continue to support every strategy that will be carried out by the company to increase consumer satisfaction, with the process of maintaining consumer satisfaction consistently carried out by the company, consumers will be more loyal to the company. Ramadhani (2017) stated that if consumers are satisfied, they will show a degree of attention to the company, so consumers will continue to support every strategy that will be carried out by the company to increase consumer satisfaction, with the process of maintaining consumer satisfaction consistently carried out by the company, consumers will be more loyal to the company. Companies operating in the service sector need to increase customer satisfaction, especially consumers who have experienced bad incidents in restaurants which could later damage the company's well-built image.

Analysis of Consumer Satisfaction Levels

To determine the level of consumer satisfaction generated by an attribute and determine future targets, it is necessary to measure consumer satisfaction. The method used to measure consumer satisfaction is the Customer Satisfaction Index (CSI). Calculations using the Customer Satisfaction Index (CSI) method require an average importance score and an average performance level score for each attribute in Hundred's Hot Chicken.

Based on the results of the analysis of the level of consumer satisfaction at Hundred's Hot Chicken, action is needed to increase consumer satisfaction so that it meets their expectations by improving performance so that the CSI value can reach 100 percent, which indicates that consumers are very satisfied. Based on the results of the analysis, you can see the attributes that need to be maintained and improved in Table 2.

Hundred's Hot Chicken Customer Statistics Index

No	Attribute	Importance		Satisfaction	
		Average Importance Score (MIS)	Weighted factors	Average Performance Score (MISS)	Weighted score
1	Taste	4,30	5,55	4,27	23,69
2	Texture	4,29	5,53	4,30	23,74
3	Ways of Presentation	4,31	5,55	4,07	22,58
4	Food Hygiene	4,54	5,86	3,90	22,84
5	Product Diversification	4,22	5,44	4,17	22,65
6	Price	4,38	5,65	3,77	21,30
7	Payment Methods	4,10	5,29	3,85	20,37
8	Employee Patience	4,31	3,95	3,93	15,50
9	Employee Speech	4,45	5,73	4,10	23,51
10	Uniform	4,40	5,68	4,00	22,68
11	Employee Skills	4,28	5,52	3,90	21,51
12	Employee Alertness	4,34	3,95	3,94	15,56
13	Process Goodness	4,36	5,62	4,16	23,37
14	Viewing the Process	4,12	5,32	4,03	21,39
15	Equipment Cleanliness	4,27	5,51	3,81	20,99
16	Nametag	4,42	5,70	3,77	21,50
17	Active Promotions	4,17	5,38	3,85	20,71
18	Media Promotion	4,29	5,53	3,86	21,31
Total		77,51	96,75	71,64	
<i>Weighted Score Total</i>				385,22	
Customer Satisfaction Index (CSI)				77,04	

Source: primary data, processed data (2023)

Based on the calculation results, the Customer Satisfaction Index (CSI) value obtained by Hundred's Hot Chicken was 77.04 percent. According to the satisfaction index range, Hundred's Hot Chicken's Customer Satisfaction Index (CSI) value is in the 60-80 percent scale range. This shows that in general, the Hundred's Hot Chicken consumer satisfaction index is in the "satisfied" criteria range. The Customer Satisfaction Index (CSI) value of 77.04 percent shows that the majority of consumers are very satisfied with the quality of the product, price, people, process, and promotion that has been provided. Therefore, Hundred's Hot Chicken needs to maintain performance attributes so that they remain in line with consumer interests so that they can provide maximum satisfaction for Hundred's Hot Chicken consumers.

Customer Loyalty Level

Customer Loyalty Index (CLI) is an analytical tool used to determine the level of loyalty of Hundred's Hot Chicken customers. Loyalty can be achieved when overall customers are satisfied with Hundred's Hot Chicken. In this research, the loyalty level of Hundred's Hot Chicken customers will be calculated using the Customer Loyalty Index (CLI). Measurement begins by calculating the percentage assessment of each question indicator regarding customer loyalty based on the respondent's answers. The results of the Customer Satisfaction Index (CSI) calculation for Hundred's Hot Chicken can be seen in the table.

Based on the CLI calculation results in the table, 55 percent of respondents said they strongly agreed and 35 percent of respondents said they agreed that customers liked Hundred's Hot Chicken since their first purchase. These customers are satisfied customers who will return to visit and make purchases at Hundred's Hot Chicken.

As many as 17 percent of respondents said they strongly agreed and 48 percent of respondents said they agreed that customers would return to visit and make repeat purchases even though the prices offered by Hundred's Hot Chicken had increased. This shows that the majority of customers are not affected by price increases and will continue to make repeat purchases. Meanwhile, 23 percent of respondents chose to disagree if there was a price increase for Hundred's Hot Chicken products, this is thought to be because these customers will see whether there is an increase in product and service quality when there is a price increase.

As many as 20 percent of respondents said they strongly agreed and as many as 38 percent of respondents said they agreed that customers were not influenced by low prices offered by competitors. As many as 28.5 percent disagreed and 13.5 percent of respondents disagreed that customers were not influenced by the low prices offered by competitors. This is thought to be because the customer wants to see whether the cheap price offered by the competitor also has the same or better quality and service than Hundred's Hot Chicken.

Loyal customers will be seen from the feelings of satisfaction felt by customers who find it difficult to change every time they taste a restaurant's product. As many as 36 percent of respondents strongly agreed and 42 percent of respondents agreed that they felt overall satisfaction with the Hundred's Hot Chicken restaurant. This means that overall Hundred's Hot Chicken has met expectations so that customers feel satisfied. Meanwhile, there were 13.5 percent of respondents disagreed, these customers felt less satisfied overall because Hundred's Hot Chicken's performance was still considered poor.

The overall loyalty level of Hundred's Hot Chicken customers is 80.31 percent and is in the "very loyal" category. This means that customers will make Hundred's Hot Chicken their first choice to visit. Customers continue to visit and make purchases at Hundred's Hot Chicken even though there is a price increase. Based on the CLI calculation results, it can be seen that the respondent's satisfaction value is greater than their loyalty value. This shows that some customers stop being satisfied and do not continue to remain loyal customers.

Importance Performance Analysis (IPA)

Based on the results of calculating the Customer Satisfaction Index (CSI) value for Hundred's Hot Chicken, in general, it shows that consumers are satisfied with the five dimensions of the marketing mix with a consumer satisfaction value of 77.04 percent and still below 100 percent. There is still a shortage of 22.96 percent to achieve maximum consumer satisfaction with the products and services provided. Therefore, Hundred's Hot Chicken needs to make improvements to product quality, price, people, process, and promotion provided so that consumer satisfaction can increase and also have implications for consumer loyalty.

To increase the consumer satisfaction index, improvements must be made to the attributes that form satisfaction. This improvement can be done by improving the quality of service provided at Hundred's Hot Chicken to achieve maximum satisfaction. Then Hundred's Hot Chicken needs to know what attributes are considered important by consumers so that the management can prioritize improvements to these attributes. Each attribute has a different performance. There are attributes whose performance is good and there are those whose performance is not good as perceived by consumers.

To find out what attributes need to be improved by Hundred's Hot Chicken, the analytical tool used is Improvement Performance Analysis (IPA). This method is shown in a Cartesian

diagram which is divided into four quadrants that present priority improvement attributes. In the quadrants, the average value of the level of importance and the average value of the level of performance of each attribute is obtained.

Improving attribute performance to increase consumer satisfaction cannot be done simultaneously due to limited resources and ineffectiveness in managing the resources used to obtain maximum profits. This causes Hundred's Hot Chicken to allocate its resources to improve performance attributes that provide greater benefits to the level of total satisfaction. The priority indicators are attributes that have a high level of importance for consumers, but whose level of performance is considered low by consumers. This method is shown in a Cartesian diagram which is divided into four quadrants that present priority improvement attributes. In the quadrants, the average value of the level of importance and the average value of the level of performance of each attribute is obtained. Based on Table 15, it can be seen that the average value of the importance level is 4.31 and the average value of the performance level is 3.98.

Managerial Implications

Selling things that consumers want is a restaurant's desire to provide a sense of satisfaction for its customers. Restaurants need to know what attributes of the marketing mix can influence consumer satisfaction. By knowing these attributes, companies can create and implement effective and efficient strategies when doing so. Carrying out an effective and efficient strategy is expected to have an impact on customer loyalty. Loyal customers increase the intensity of service use and provide customers with comfort in experiencing the product.

In the results of the SEM-PLS analysis of this research, it was found that several dimensions of the marketing mix influence consumer satisfaction and consumer loyalty. The product has a positive and significant effect on Hundred's Hot Chicken consumer satisfaction. This shows that according to the respondents of this research, there is an influence of the products sold by Hundred's Hot Chicken on Hundred's Hot Chicken consumer satisfaction. The quality of the products provided by Hundred's Hot Chicken will have an impact on consumer satisfaction at Hundred's Hot Chicken. The constant taste of the food can increase consumer satisfaction because it makes consumers feel that the quality of the product is well maintained and has distinctive characteristics compared to other competing products. People have a significant influence on consumer satisfaction at Hundred's Hot Chicken, a restaurant service employees is the spearhead of its business, by paying attention to how employees can be alert and able to provide service according to consumer needs at Hundred's Hot Chicken will make consumers feel satisfied, so consumers will feel at home trying again Hundred's Hot Chicken products. Products have a significant effect on consumer loyalty. Companies operating in the restaurant sector need to improve the quality of their products, especially products that directly become the company's signature menu in serving dishes to consumers because improving product quality can increase consumer loyalty. People have a significant influence on consumer loyalty, this shows that employees in restaurants play an important role in the quality of service provided because consumers will meet employees for the first time rather than taste the product, so a good first impression must be given by restaurant employees to create a feeling of satisfaction and loyalty. consumer. Consumer satisfaction has a significant effect on consumer loyalty, this shows that if the company focuses on increasing consumer satisfaction, consumers

who are satisfied with the company's performance will loyally use the company's products without wanting to move to other competitors.

In developing a business, expansion is the right strategy to open up potential new opportunities to increase value. In the business cycle, expansion is the first stage in the business cycle that every business will face. Hundred's Hot Chicken is brave in opening a new branch, where in 2017 Hundred's Hot Chicken opened a branch in Gandaria. Many ways and strategies have been used by Hundred's Hot Chicken to provide the best service to its consumers. Based on the results of this research, the Customer Satisfaction Index (CSI) and Customer Loyalty Index (CLI) assessed by Hundred's Hot Chicken consumers found a consumer satisfaction index of 77.04 and a consumer loyalty index of 80.31, these indexes are in the satisfaction range of $60 \leq x \leq 80$ which indicates that Hundred's Hot Chicken consumers are satisfied with the attributes of the marketing mix dimensions provided by Hundred's Hot Chicken and also consumers are loyal consumers. Until now, Hundred's Hot Chicken continues to improve product quality, price, people, process, and promotion. In this way, Hundred's Hot Chicken continues to pay attention to the gap in the consumer satisfaction index of 22.96, this shows that it pays attention to consumers by providing food flavors that consumers like, using uniforms for employees that can show the identity of Hundred's Hot Chicken and nameplates that can provide convenience for consumers who are looking for Hundred's Hot Chicken. For companies in the restaurant sector, the main priority in providing service is an important strategy in exceeding the consumer satisfaction limit of 100%, so that consumers will become loyal and satisfied with Hundred's Hot Chicken products.

Restaurants need to know the desires of consumers. By knowing the desires of consumers, companies can determine which priorities can be further improved so that when determining a strategy, an effective and efficient strategy is found. Hundred's Hot Chicken has succeeded in satisfying consumers to make consumer satisfaction exceeding the current limit of satisfaction. You can pay attention to several attributes of the marketing mix that are considered important for Hundred's Hot Chicken consumers. Based on the results of this research, the marketing mix dimension attributes contained in Hundred's Hot Chicken can be said to be good in satisfying consumer desires with the performance of product quality, price, people, process, and promotion provided by Hundred's Hot Chicken. The attributes that are considered important and consumers are satisfied with the service attributes provided are the attributes of taste, texture, presentation method, food hygiene, product diversification, price, payment methods, employee patience, employee speech, uniforms, employee skills, and employee alertness. , process goodness, seeing the process, cleanliness of equipment, signage, active promotion, and promotional media. In determining Hundred's Hot Chicken's strategy, you can pay attention to the attributes that can have the greatest influence on increasing consumer satisfaction, such as the attributes of Food Cleanliness, Price, Employee Patience, Employee Alertness, and Nameplates. According to the respondents of this research, uniforms that can show the identity of Hundred's Hot Chicken are considered important for consumers at Hundred's Hot Chicken. Hundred's Hot Chicken is considered good by consumers because they pay attention to work uniforms that can show the identity of Hundred's Hot Chicken. The Hundred's Hot Chicken work uniforms that are used every week are already both showing the restaurant's identity and the intensity of uniform use can increase Hundred's Hot Chicken consumer satisfaction and increase employee self-confidence and pride. This aims to provide a high sense of confidence

in a restaurant that has strong flavors and can develop beyond its limits. For consumers, Hundred's Hot Chicken is a restaurant that has a distinctive food taste. Hundred's Hot Chicken requires quality control over the taste of its products so that the taste does not change in the minds of consumers.

CONCLUSION

Based on research results consisting of respondent characteristics, PLS-SEM analysis, customer statistics index, and importance-performance analyses. The characteristics of the respondents in this study were dominated by women with a percentage of 53.5% or the equivalent of 107 respondents, the characteristics based on age were dominated by the age range of respondents, most were 24-28 years old with a proportion of 46% or as many as 92 people, the characteristics of respondents based on education were dominated by consumers with bachelor's degree / DIV education with a percentage of 62% or the equivalent of 124 consumers, the research respondents' occupational group is dominated by respondents who work as private employees with a percentage of 53% or the equivalent of 106 respondents, the income group is dominated by respondents with income > 6,000,000 with a percentage of 79.5% or the equivalent of 159 respondents.

From the results of this research, it was found that products have a significant effect on consumer satisfaction and consumer loyalty, followed by the people dimension which has a significant effect on consumer satisfaction and consumer loyalty and consumer satisfaction has a significant effect on consumer loyalty. Meanwhile, the dimensions of price, process, and promotion do not have a significant influence on consumer satisfaction, and the dimensions of price, process, and promotion do not have a significant influence on consumer loyalty. This explains that the dimensions of the marketing mix show that a restaurant needs to pay attention to product quality and people to increase consumer satisfaction. Companies operating in the restaurant sector need to improve the quality of their products and employees, especially employees who are directly the company's spearhead in serving consumers because increased Employee service quality can increase consumer satisfaction and will directly influence consumer loyalty.

Hundred's Hot Chicken's Customer Satisfaction Index (CSI) value is 77.04 and the Customer Loyalty Index value is 80.31. shows that the majority of consumers are satisfied with the performance of Hundred's Hot Chicken and they are loyal consumers of Hundred's Hot Chicken. the results of the Importance Performance Analysis (IPA) analysis, the attributes whose performance needs to be improved to increase consumer satisfaction. These attributes are Food Cleanliness, Prices, Employee Patience, Employee Alertness and Nameplates.

REFERENCES

- [BPS] Badan Pusat Statistik. 2020. Jumlah restoran atau rumah makan podes [internet]. [diunduh 2023 Mei 10]. Tersedia pada: <https://jakarta.bps.go.id/indicator/16/1207/1/jumlah-restoran-atau-rumah-makan-podes-.html>.
- [KUKM] Kementerian Koperasi. 2016. Jumlah usaha penyedia makanan minuman di DKI Jakarta [internet]. [diunduh 2023 Mei 10]. Tersedia pada:

- <https://databoks.katadata.co.id/datapublish/2022/06/20/jumlah-usaha-penyedia-makanan-minuman-di-dki-jakarta-terbanyak-se-indonesia>
- Aaker D. 1997. Manajemen ekuitas merek. Penerjemah: Aris Ananda. Jakarta (ID): Spektrum. Terjemahan dari: *Managing brand equity*.
- Abdillah W, Hartono. 2015. *Partial Least Square (PLS)*. Yogyakarta (ID): Andi.
- Abdullah M. 2015. *Metode Penelitian Kuantitatif*. Yogyakarta (ID): Aswaja Pressindo.
- Bilfarsah, A. 2005. Efektifitas Metode *Aditif Spline* Kuadrat Terkecil Parsial Dalam Pendugaan Model Regresi. *Makara, Sains*, 9 (1): 28 - 33.
- Bollen, Kenneth. A. 1989. *Structural Equation with Latent Variables*. New York: John Wiley & Sons.
- Daryanto, Ismanto S. 2014. *Konsumen dan Pelayanan Prima*. Yogyakarta (ID): Gava Media
- Engel JF, Blackward, Miniard. 1994. *Perilaku Konsumen*. Ed ke-6 Jilid 1. Budijanto, penerjemah. Jakarta (ID): Binarupa Aksara. Terjemahan dari: *Consumer Behavior*.
- Ghozali I. 2012. *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Yogyakarta (ID): Universitas Diponegoro
- Hayes BE. 2008. *Measuring Customer Satisfaction and Loyalty: American Society for Quality. USA (ID): Quality Press*.
- Hurriyat R. 2005. *Bauran Pemasaran dan Loyalitas Konsumen*. Bandung (ID) Alfabeta.
- Hurriyat R. 2008. *Bauran pemasaran dan loyalitas konsumen*. Bandung (ID): Alfabeta.
- Kotler P, Armstrong G. 2008. *Prinsip-Prinsip Pemasaran Edisi ke-12*. Bob Sabran, penerjemah; Adi Maulana, editor. Jakarta (ID): Erlangga. Terjemahan dari: *Principles of Marketing, Twelfth Edition*.
- Kotler P. 2000. *Manajemen Pemasaran Jilid 2*. Jakarta (ID). Bumi Aksara.
- Kotler P. 2005. *Manajemen Pemasaran Edisi Sebelas Jilid 1&2*. Jakarta (ID): PT Prenhanllindo
- Maryuliana M, Subroto IMI, Haviana SFC. 2016. Sistem informasi angket pengukuran skala kebutuhan materi pembelajaran tambahan sebagai pendukung pengambilan keputusan di sekolah menengah atas menggunakan skala likert. *Transistor Elektro dan Informatika*, 1(1), pp.1-12
- Mattjik, Ahmad Ansori & Sumertajaya, I Made. 2011. *Sidik Peubah Ganda dengan Menggunakan SAS*. Bogor: IPB Press.
- McHugh JM, Nickels WG, McHugh SM. 2008. *Understanding Business 8th Edition*. New York (ID): McGraw-Hill International.
- Osterwalder A, Pigneur Y. 2016. *Business Model Generation*. Jakarta: PT Elex Media Komputindo.
- Sidharta I, Suzanto B. 2015. Pengaruh kepuasan transaksi online shopping dan kepercayaan konsumen terhadap sikap serta perilaku konsumen pada e-commerce. *Jurnal Computech & Bisnis*. 9(1): 23-36.
- Sinaga AES. 2021. Analisis faktor-faktor yang memengaruhi intensi penggunaan mobile payment dengan model unified theory of acceptance and use of technology (UTAUT 2) [Tesis]. Depok: Universitas Indonesia Venkatesh V, Morris MG, Davis GB, Davis FD. 2003. User acceptance of information technology: Toward a unified view. *MIS Quarterly*, pp.425-478

- Subianto T. 2007. Studi tentang perilaku konsumen beserta implikasinya terhadap keputusan pembelian. *Jurnal Ekonomi Modernisasi*. 3(3): 165-182.
- Sugiyono. 2014. *Metode Penelitian Kombinasi (Mixed Method) Cetakan ke-5*. Bandung (ID): Alfabeta
- Sumarwan U. 2011. *Perilaku Konsumen Teori dan Penerapannya dalam Pemasaran*. Bogor (ID): Ghalia Indonesia
- Sumarwan U. 2014. *Perilaku Konsumen Teori dan Penerapannya dalam Pemasaran*. Bogor (ID): PT Ghalia Indonesia.
- Sumarwan, U. 2002. *Perilaku Konsumen Teori dan Penerapannya Dalam Pemasaran*. Bogor (ID): PT Ghalia Indonesia
- Sumarwan, U. 2003. *Perilaku Konsumen Teori dan Penerapannya Dalam Pemasaran*. Jakarta (ID): PT Ghalia Indonesia.
- Wigati S. 2011. Perilaku Konsumen Dalam Perspektif Ekonomi Islam. *Maliyah: Jurnal Hukum Bisnis Islam*. 1(1).