

# Innovation and Dining Service Among Themed Restaurants in CALABARZON Region, Philippines

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**Abstract.** This study aimed to assess the innovation and dining services among themed restaurant in CALABARZON. Descriptive method was used as the design of the study and were able to adapt a questionnaire which was distributed among 279 employees and 48 managers of registered themed restaurant in CALABARZON, Region. The respondents assessed that the themed restaurant are practicing innovation to a great extent in relevance to process innovation, service innovation, management and marketing innovation, and product innovation. The dining service of the themed restaurant is assessed to be practiced to a great extent wherein they are providing good food quality, tangible products, assurance, responsiveness, reliability and empathy. There is a significant relationship between the innovation practices in terms of process innovation and dining service in terms of assurance, while relationship was also found with developing new product and market opportunities practices and dining service as to assurance.

**Keywords** – DINE SERVE, Innovation, Themed Restaurant

## INTRODUCTION

In many hospitality business, restaurant industry faces a variety of challenges keeping up with the rapid pace of change driven by the consumer trends and changing demographics. Growing preferences for healthier food options, concerns over environmental sustainability, increased competition from grocery stores, heightened consumer expectations, and rapidly advancing technology are reinventing the traditional dining experience and forcing change on how the industry operates. Truly, the rising spending power of the millennial generation of consumers is accelerating the industry's response to such trends.

Restaurants' primary objective is to provide comfort and satisfaction to guest without compromising the operational efficiency of the business. The product of restaurant is much more than the food on the plate. It provides pleasure, convenience and utility purposes increasing the sales of the restaurant. Their operational efficiency and customer satisfaction are acquired and identified by the number of guest who patronizes their restaurant [1].

As restaurants juggle a variety of challenges, they must seek to innovate and adapt nimble business strategies that enable them to cost-effectively compete in an ever-changing tech environment. As they rethink

business approaches, they must also factor in new regulation as well as economic and competitive market forces. No industry is immune to these forces but to remain competitive and succeed, restaurants must be able to adjust and figure out how to meet and exceed consumer expectations.

One way to achieve a good performance within the industry is to ensure that the organization is willing to change and such could be used as the creative and innovative within the existing process. It has to be able to acquire the knowledge needed for this, and transform it into new techniques and strategies driven by good positive behaviour.

Technically, innovation is a way where entrepreneurs and business owners used their creative minds to make new ways how to effectively deliver services to their clients. Further, such skills are needed to assure that the organization is efficiently operating based on how new technology and developing industry is addressed even the food beverage industry. The trends of technology, digital and food service is like a web that is interconnected to each other in the industry.

The themed restaurant as a new concept of delivery of new dining experiences among the customers, especially the young people, who have changing demands to the current trends of restaurant services. Delivering high quality service is important for the

success of organizations so that they can survive and strengthen their competitiveness. The restaurant industry has not been exempted from either increased competition or customer demand for high service quality. Nowadays, customers have a wide range of restaurant services to choose from and service quality conditions indeed influence a restaurant competitive advantage. Since service quality is an important factor for restaurants, research related to innovation, entrepreneurship and dining service in the restaurant industry has been growing. If such endeavour will be undertaken to measure these variables of restaurants, therefore, an understanding of the factors that influence service quality ought to be useful in guiding restaurant owners and managers to design and deliver the right offering to the customers.

## **OBJECTIVES OF THE STUDY**

This study aimed to assess the innovation and dining services among themed restaurant in CALABARZON. Specifically, it identified the innovation practices of themed restaurants in terms of product innovation, service innovation, process innovation, management innovation, and marketing innovation; It also determined the dining service (DINESERV) in terms of tangibles, food quality, reliability, responsiveness, assurance, and empathy.

## **METHODS**

### **Research Design**

Descriptive method was used to analyse a specific group of individuals and how they react or viewed a condition that exists at present time. This is analyzed through the use of statistics and figures to lower the risk for biased and control the statements of a group [2].

### **Participants**

The participants of the study were 279 employees and 48 managers of registered themed restaurant in CALABARZON. This was attained through an effect size of 0.30 and a power probability of 0.95 using G\*Power 3.1.9. Addition to this, the participants must pass the requirements to become part of the subject of the study such as being employed not less than 3 months, working in the restaurant during the time of the study, allowed by the management to participate as well as they are willing to answer the questionnaire.

### **Data Gathering Instrument**

The study made use of an adopted questionnaire from the study of Lee [3] and Ramseook-Munhurrun [4] which was partially modified. It consists of four major parts.

The result of reliability statistics showed that the computed Cronbach's alpha value of .866 signifies that the instrument for innovation practices has strong or excellent internal consistency as well as questionnaire for dining service obtained a Cronbach's alpha value of .933 which signifies good in the rule of thumb.

### **Data Gathering Procedure**

The researcher prepared a letter for the owners/managers of selected themed restaurants asking permission to conduct the study. Attached in the letter is a sample of the questionnaire to validate by the owners and allow the researcher to conduct the study. Another letter was included in the questionnaire addressing the respondents for their participation. Respondents were given time to answer and retrieved the questionnaire immediately. The questionnaire was tallied, tabulated, analyzed and interpreted to answer the problem stated in the objectives of the study.

### **Data Analysis.**

Weighted Mean was used to assess the innovation practices of themed restaurants in terms of product innovation, service innovation, process innovation, management innovation, and marketing innovation and assess the dining service (DINESERV) in terms of tangibles, food quality, reliability, responsiveness, assurance, and empathy. Analysis of Variance was used to test the significant relationship between innovation and dining services. The given scale was used to interpret the result of the survey: Legend: 3.50 – 4.00 = Very Great Extent (VGE); 2.50 – 3.49 = Great Extent (GE); 1.50 – 2.49 = Moderate Extent (ME); 1.00 – 1.49 = No Extent at All (NE)

### **Ethical Consideration**

The researcher sought permission from them before they answer the questionnaire. All queries were answered and addressed by the researcher during the conduction of the study. She provides the pencil/ballpen to be used as well as the copy of the questionnaire written or printed in a bond paper. A letter was attached to the questionnaire so that there is a formal informed consent to be given before they answer the questionnaire.

## **RESULTS AND DISCUSSION**

Table 1 shows the product innovation practices of themed restaurant which obtained the composite mean of 3.20 and verbal interpretation of great extent. This means that the themed restaurants are practicing product innovation to a great extent because they wanted to

maintain the unique ambiance they provide by setting unique food product that is connected with their theme.

**Table 1. Innovation Practices of Themed Restaurants in terms of Product Innovation**

Product Innovation	WM	VI	R
1. Introduction of new menu items not previously offered on the menu	3.22	GE	1
2. Change of entire menu (i.e. <i>majority of menu items re-worked or introduced for the first time</i> )	3.17	GE	3
3. Changes in restaurant dining atmosphere (i.e. <i>introduction of new décor, furniture, layout, lighting, etc which is significantly different from those used previously</i> ).	3.20	GE	2
<b>Composite Mean</b>	<b>3.20</b>	<b>GE</b>	

Since the product is their main component to be able to acquire income and maintain positive health of their cash flows, innovating the product will eventually encourage more market to come and purchase the products. The products have tangible effect to the revenue concentration of restaurant industry since they deal with the food products that is mostly sold to the customers.

Among items cited, the respondents assessed that introduction of new menu items not previously offered on the menu was practiced to a great extent that got the highest weighted mean of 3.22, followed by changes in restaurant dining atmosphere (i.e. introduction of new décor, furniture, layout, lighting, etc. which is significantly different from those used previously) with weighted mean of 3.20.

The themed restaurant is offering and introducing new menu to their customers based on image they display because once the customers enter the restaurant and see its theme, they will expect that the food will be related to the idea it portrays. When there are available new products in the inventory of the themed restaurants, more customers will be curious and would like to try it, especially when it is advertised openly to the target market. The advantage of themed restaurant is that they could offer new products since they need to maintain their image of innovative concept of restaurant products and services.

New products and menu list will likely increase the satisfaction among the customers since they will be having new dining experiences [5]. It is only right for the customers to experience new taste and quality of

products to allow them to enjoy food and lessen their stress. Food eventually is considered as stress reliever of the customer, especially by those who belong to urban life where the only source of foods are those quick to prepare. Addition to this, the nature of food product may compliment with the image of the restaurant so assure the customers that they are experiencing new.

**Table 2. Innovation Practices of Themed Restaurants in terms of Service Innovation**

Service Innovation	WM	VI	R
1. Introduction of new or modified customer service process	3.33	GE	1
2. Introduction of new style of service (i.e. <i>changing from customer self-service to waiter table-service, first introduction of table side cooking, etc</i> )	3.25	GE	2
3. Use of technology in customer service (i.e. <i>first time use of electronic handheld devices for order taking, wireless pagers to notify customers to collect order, use of tablet PCs such as iPad's for menu presentation or ordering, etc</i> )	3.08	GE	3
<b>Composite Mean</b>	<b>3.22</b>	<b>GE</b>	

Table 2 shows the innovation practices of themed restaurant in terms of their service innovation which obtained the composite mean of 3.22 and verbal interpretation of great extent.

This shows that the themed restaurants are innovating their services to improve the customer satisfaction and to maintain their image of having unique ambiance compared to common restaurant found in the region. The innovation of service can support the restaurant in maintaining and acquiring loyalty and patronage among their customers. Since customers are starting to consider service as part of the overall function of restaurant, the owners of themed restaurant are making progress with their service to achieve optimum satisfaction of their clients. In conclusion, the restaurant must cope with the demand of its customers and exceed their expectation once they entered the restaurant premises.

Customers are changing and also the tastes of the market towards the service of the food industry. Since food is a comfort food, the customers would like to eat new foods but is assisted in any way that could make them more comfortable. So quality of food is enhanced when there are sufficient services provided for them [6].

It shows that the introduction of new or modified customer service process got the highest weighted mean of 3.33, followed by introduction of new style of service

(i.e. changing from customer self-service to waiter table-service, first introduction of table side cooking, etc.) with mean score of 3.25.

This means that the themed restaurants are modifying their customer service depending on the idea they portray to assure satisfaction because of the new experience that is complimenting the image of the restaurant. When the customers experience something new, they will likely to return to repurchase the same products and services from them. Also, the customers wanted to feel the exact themed portrayed by the restaurant because they are more likely encouraged to visit the place due to the idea it demonstrates to the market.

Khadka and Maharjan [7] stated that to be able to acquire the loyalty and satisfaction of the customers, the business must increase their service performance because it has a high effect to the behaviour and intention of the customers. The idea of the restaurant greatly depends on how the service is provided which collaborate with the experience they wanted their customers to have.

The least is the use of technology in customer service (i.e. first time use of electronic handheld devices for order taking, wireless pagers to notify customers to collect orders, use of tablet PCs such as iPad's for menu presentation or ordering, etc.) with lowest mean score of 3.08.

The results show that the themed restaurants are using technology to provide customer service with efficient and fast transaction. The technology is helping the organization to process their service at more efficient and effective way as much as possible with reduce transaction error to make the customers feel that they are secured while acquiring services from the restaurant. The time consumed in providing customer service can affect the behavior of the customers. More so, adopting technology can increase transactions between the restaurant and the customers.

Mills [8] stated that the customer satisfaction is increased through the innovation and utilization of technology. This has been proven for years in all aspect of business service that is why it is promoted to all entrepreneurs as well. The use of computers and digital technology allows the businesses to make fast transactions and efficient retrieval of information.

Table 3 presents innovative practices of themed restaurant in terms of their process innovation which obtained the composite mean of 3.24 and verbal interpretation of great extent. The themed restaurants are observing innovation process because they wanted to start the changes within the operation flow of the

business to ensure that internal and external aspect of the restaurant is in competitive edge.

**Table 3. Innovation Practices of Themed Restaurants in terms of Process Innovation**

Process Innovation	WM	VI	R
1. Methods of producing products (i.e. <i>first time introduction of new cooking techniques and/or new cooking equipment</i> )	3.21	GE	3.5
2. Logistic delivery or distribution method of products and services	3.21	GE	3.5
3. Supporting activities for business operations, such as new restaurant management software for billing, accounting, payroll, purchasing, inventory management, etc.	3.28	GE	1
4. Environmental practices (i.e. <i>waste management systems, reuse and recycle program, environmentally friendly packaging, green energy solutions, etc.</i> )	3.25	GE	2
<b>Composite Mean</b>	<b>3.24</b>	<b>GE</b>	

Process of restaurant includes all aspect and interdepartmental procedures to increase the service provided for the customers. When the restaurant has effective process, the operation is consistent and efficient to deal with changing demand of customers, market and the global competition. Business must be treated the same with food products wherein quality must not only be seen from the outside, but also from the inside.

It shows that the supporting activities for business operations, such as new restaurant management software for billing, accounting, payroll, purchasing, inventory management, got the highest weighted mean of 3.28 followed by environmental practices (i.e. waste management systems, reuse and recycle program, environmentally friendly packaging, green energy solutions, etc.) with weighted mean of 3.25.

This means that the restaurants are utilizing different information management system to increase their efficiency with their own operation and process flows. The adoption of information system increases the efficient customer transaction such as providing billing, orders and inventory system. When the operation and process within the organization is innovated and adjusted to the technology it adapted, the whole function is addressed by the management. In addition to this, the

system provides constant and consistent service with effective calculations of bills and cash flow of the restaurant which build trust within and outside the restaurant organization.

The least is the methods of producing products (i.e. first time introduction of new cooking techniques and/or new cooking equipment), and logistic delivery or distribution method of products and services got the lowest mean of 3.21.

This implies that the themed restaurants are introducing new methods to produce products and distribute methods of their products and services making the more effective outcome of customer service. New process is developed in order to lessen errors and increase the satisfaction of customers and all members of organization. This will not only increase the satisfaction of customers, but also the job satisfaction of the employees. The main challenge here is that when there are new and more effective processes, then the customers will be more satisfied through experiencing more innovative operation for food provision. [9] stated that future programs and new methods to increase the sustainability of businesses. Intervention and innovation has becoming part of the popular culture of food preparation which has great impact to the efficient operation.

**Table 4. Innovation Practices of Themed Restaurants in terms of Management Innovation**

Management Innovation	WM	VI	R
1. Knowledge management processes to better use or exchange information, knowledge, and skills within your business (i.e. <i>first time creation of Standard Order Procedures (SOP), standard recipes, employee handbooks, etc.</i> )	3.28	GE	1
2. New business practices for organizing procedures (i.e. <i>hygiene certification, Total Quality Management, supply chain management, business re-engineering, etc.</i> )	3.20	GE	3
3. New ways of organizing staff responsibilities and decision making (i.e. <i>re-defining job descriptions or creating new positions, new methods of educating/training staff, new employee pay systems, new recruitment and selection policies, implementation of employee performance review systems, etc.</i> )	3.13	GE	4
4. New methods of organizing external relations with other businesses or public institutions (i.e. <i>creating business networks through alliances, partnerships, outsourcing or sub-contracting, joining industry associations, etc.</i> )	3.22	GE	2
<b>Composite Mean</b>	<b>3.21</b>	<b>GE</b>	

Table 4 shows the innovative practices of themed restaurant in terms of their management which obtained the composite mean of 3.21 and verbal interpretation of great extent.

This means that the management innovation is practiced by the themed restaurant to a great extent because the restaurant would want to increase the operation of the business within its organization. Management aspect of the restaurant requires making collaboration between interdepartmental to ensure that the whole organization will operate and work as one. The management is part of the function of any organization to assure that positive interrelationship is promoted within and will eventually increase loyalty and engagement of the employees to the restaurant goals and operation.

Among the items, the knowledge management processes to better use or exchange information, knowledge, and skills within your business (i.e. first time creation of Standard Order Procedures (SOP), standard recipes, employee handbooks, etc.) got the highest weighted mean of 3.28 followed by new methods of organizing external relations with other businesses or public institutions (i.e. creating business networks through alliances, partnerships, outsourcing or sub-contracting, joining industry associations, etc.) with weighted mean of 3.22.

This means that the themed restaurants are practicing knowledge management to ensure that all information are exchanged and acquired from different perspective of the organization. To assure that all departments are interconnected with each other, the higher management must assure that every changes that will occur is disseminated among departments and personnel through the use of all kinds of communication such as monthly meetings, bulletin boards, emails, chats, posts and personal messages. This allows the management to identify the pros and cons of the business from different perspective and may alter the current condition by making strategic planning to increase the efficiency of the organization.

However, the new business practices for organizing procedures (i.e. hygiene certification, Total Quality Management, supply chain management, business re-engineering, etc.) with mean of 3.20 and the least is new ways of organizing staff responsibilities and decision making (i.e. re-defining job descriptions or creating new positions, new methods of educating/training staff, new employee pay systems, new recruitment and selection policies, implementation of employee performance review systems, etc.) with weighted mean of 3.13 considered as the lowest value item.

The themed restaurants are practicing new ways to organize the staff to assure that they are designated to the job roles where they are competent. To maximize the human resources of the organization, it is an effective strategy to determine the competitiveness of employees and designate them to the task congruent to their abilities. This also increases the employee satisfaction and loyalty when they feel they are functioning or with job roles related to their expertise and area of specialization. However, the management must still continue to provide trainings to the staff to make them knowledgeable and skilful in any area of the dining service.

It is important the employees are established within the organization through training and empower them to do tasks where they are skilful with. The managers and supervisors must assure that their employees are practicing teamwork and were designated to the areas that need the extent of their skills [10]. Managers tend to be working like a human resource because they need to re-assess and re-evaluate the performance and productivity of their employees to determine how to restructure the organization.

**Table 5. Innovation Practices of Themed Restaurants in terms of Marketing Innovation**

Marketing Innovation	WM	VI	R
1. Significant changes to the look, arrangement and service of existing menu items ( <i>without changing or altering existing ingredients</i> )	3.25	GE	1
2. Significant changes to the aesthetic design or packaging of a product or service	3.17	GE	4
3. New media techniques for product promotion ( <i>i.e. first time use of a new advertising medium (e.g. TV ad, Internet ad, Smartphone app, etc), a new brand image, introduction of loyalty cards, promotion on deal of the day, websites such as Groupon, Living Social, etc.</i> )	3.22	GE	3
4. Use of new sales channels to sell your products or services ( <i>i.e. first time use of online ordering, home delivery, office delivery, franchising or distribution licenses, selling your products through retail stores (i.e. bottled sauces, pre-cooked meals, etc. on shelves), etc</i> )	3.15	GE	5
5. New ways of pricing your products or services ( <i>i.e. first time use of variable pricing based on demand, happy hours, discount system, etc.</i> )	3.24	GE	2
<b>Composite Mean</b>	<b>3.21</b>	<b>GE</b>	

Table 5 shows the innovative practices of themed restaurant in terms of their marketing innovation which obtained the composite mean of 3.21.

This means that the themed restaurants are practicing marketing innovation to a great extent because they need to re-evaluate the effectiveness of their current marketing strategies to be able to reach their potential customers efficiently. The themed restaurant has different way to market products and services since it is connected with the idea they portrayed their customers. It would be easy for them to innovate marketing strategies since the concept of their food and service is unique already.

Anning-Dorson et al. [11] stated that marketing innovation and strategies increases the competitive advantage since it can carry out different information about the product that is very useful in acquiring potential customers.

It can be seen that the significant changes to the look, arrangement and service of existing menu items (without changing or altering existing ingredients) got the highest weighted mean of 3.25 followed by new ways of pricing your products or services (*i.e. first time use of variable pricing based on demand, happy hours, discount system, etc.*) with 3.24, and new media techniques for product promotion (*i.e. first time use of a new advertising medium (e.g. TV ad, Internet ad, Smartphone app, etc), a new brand image, introduction of loyalty cards, promotion on deal of the day, websites such as Groupon, Living Social, etc.*) with weighted mean of 3.22.

This implies that the restaurants are innovating their menu arrangement and appearance to increase the likeliness of the consumers to buy the products. They are able to do this because of the unique products and theme they are trying to demonstrate to the customers and their target market. It is one of the opportunities that brought them to the limelight of restaurant industry. Enhancement of the appearance of the food can also increase the satisfaction and the sales of food products.

Changes in the preparation of food menu will encourage the customers to avail the products because of the appearance will be appealing to them. The sensory evaluation includes the physical appearance of the food could add to the overall liking of foods. [12] posited that menu planning, pricing, designing, development and operation are critical issues in performing menu management system.

Meanwhile the significant changes to the aesthetic design or packaging of a product or service got the weighted mean of 3.17 and the least is use of new sales channels to sell products or services (*i.e. first time use of online ordering, home delivery, office delivery, franchising or distribution licenses, selling your products through retail stores (i.e. bottled sauces, pre-cooked meals, etc. on shelves), etc*) with low mean score of 3.15.

The themed restaurants are using new sales channels to increase their profits that could maintain the operation of the business. Although there are already models of product and service distribution, the themed restaurants were able to theorize a new way to sales channels because they are not using the traditional way of restaurant concept. This increases the likelihood of customers to acquire their products than the traditional way. Also, the themed restaurant must assure that they are concentrating on their revenues so that they will be able to acquire income profit for continuous operation of the business. Without sufficient income, the business will not be able to sustain its presence in the restaurant industry.

Several different sales channels are available to market the food products of restaurants which can be utilized [13]. One of this is the presence of internet marketing where the manufacturer intends to advertise products through social media and networks to reach out to high number of potential customers. The websites and internet networks allow the business to increase the advertisement of their products at lower cost.

**Table 6. Summary Table of Innovation Practices of Themed Restaurants**

Innovation Practices	WM	VI	R
1. Product Innovation	3.20	GE	5
2. Service Innovation	3.22	GE	2
3. Process Innovation	3.24	GE	1
4. Management Innovation	3.21	GE	3.5
5. Marketing Innovation	3.21	GE	3.5
<b>Composite Mean</b>	<b>3.22</b>	<b>GE</b>	

Table 6 shows the summary table of innovative practices of themed restaurant in CALABARZON region. It shows that these practices gained the general mean of 3.22 and verbal interpretation of great extent.

In overall assessment, the results revealed that themed restaurants are practicing innovation because it is important to the restaurant industry to assure that the changing demand of customers and the overall management of organization will effectively deal with. Since technology, infrastructure, and services are changing, this will increase the initiative of themed restaurants to make creative ideas to provide services to their customers.

It shows that process innovation obtained the mean of 3.24 followed by service innovation with 3.22 and verbal interpretation of great extent.

Among the innovation practices, process innovation is most practiced to a great extent because the management can increase their efficiency in providing

quality products and services when they are assured that process is effective.

However, product innovation got the mean of 3.20 and the least is Management Innovation, and Marketing Innovation with lowest mean of 3.21 and practiced to a great extent.

While the lowest innovation practiced is the management and marketing because the themed restaurant would want to address all aspect of the organization so that they will be able to operate effectively.

**Table 7. Dining Service of the Themed Restaurant as to Tangible**

Tangible	WM	VI	R
1. Has comfortable and clean dining area	3.22	GE	4
2. Has visually appealing building and dining areas	3.23	GE	3
3. Has neat and well-groomed staff	3.26	GE	2
4. Provides attractive and readable menu	3.27	GE	1
<b>Composite Mean</b>	<b>3.24</b>	<b>GE</b>	

Table 7 shows the dining service (DINESERVE Model) of the themed restaurant as to tangible. The overall tangible service obtained a composite mean of 3.24 and verbal interpreted as great extent.

This means that the themed restaurants are proving dining services with their tangible products and service to a great extent because the themed restaurant has to maintain its image based on what is being projected with the ambiance of the restaurant. Whatever theme they have, they need to assure that it is projected well and the physical facilities are cleaned and maintained. They will not be considered or categorized as themed restaurant if their physical facilities do not show their idea of restaurant ambiance. Aside from their image, they need to assure the safety of food and secure the place to reduce the risk for any contamination of food and utensils.

Service industry and providers would want to ascertain that their employees and physical facilities look good and sanitized [14]. The tangibility aspect of service quality is usually the least importance among the dimensions, but it is the first thing that is being noticed by the customers.

Among the items cited, the themed restaurant provides attractive and readable menu with the highest weighted mean of 3.27 followed by having neat and well-groomed staff with weighted mean of 3.26.

This means that the themed restaurants are providing attractive menu designs because it is the representation

of the overall products and services of the business. When this acquires the attention of the customers, they will likely buy the products. More so, when satisfied with it, they will return for repurchase. Their first impression inspires them to decide to buy and try any products that the restaurant sells. Its good appearance in menu and pictures allow the customers to have idea what is main component of the food and decide if it is what they want or not.

Menu is considered to one of the integral part of the experiences of customers when they are dining. This is telling them of what the restaurant is all about and represents the ambiance and theme of these businesses being described [15]. While the restaurant has visually appealing building and dining areas with mean of 3.23 and the least is having comfortable and clean dining area with lowest score of 3.22.

The themed restaurants were able to provide comfortable and clean dining area because they wanted to make sure that their customers experience creates positive feedback. In addition to this, the cleaning of dining area correlates with safety of food and the customers. They need to make sure that everything is dry and clean that it will not cause the development of bacteria leading to food borne diseases among the staff and customers as well.

The importance of dining cleanliness to the overall satisfaction of customers and safety of food products [16]. The table setting become one of the most appreciated aspect of restaurant service. More so, the dining area is where people seat to eat food and socialize with others. When it is not well maintained, there is a possibility that the customer will not feel happy about it.

**Table 8. Dining Service of the Themed Restaurant as to Food Quality**

Food Quality	WM	VI	R
1. Prepares food that are fresh and well presented	3.30	GE	1
2. Provides good taste of food	3.26	GE	2
3. Offers a variety of menu items	3.23	GE	3
<b>Composite Mean</b>	<b>3.26</b>	<b>GE</b>	

Table 8 shows the dining service (DINESERVE Model) of the themed restaurant as to food quality. The overall food quality service obtained a composite mean of 3.26 verbally interpreted to a great extent.

This shows that the themed restaurants are providing quality food products as part of their service because it is the main core purpose of their business. Since the idea of restaurant concept is all about food, the themed restaurant should assure that their customers are having

food quality products to enjoy their stay and experience with the restaurant. Also, their products are the main component of the business and would encourage the customers to visit them.

Food quality is one of the baseline components of food industry because the viability of the products can increase the profit of the business. With food quality, the consumers will visit any restaurant and purchase the products since they are satisfied with its worth [17].

Based on the results, themed restaurant prepares foods that are fresh and well-presented which got the highest weighted mean of 3.30 followed by providing good taste of food with 3.26.

The restaurants are preparing food that is fresh because of its importance towards achieving the satisfaction of the customers. The food easily spoiled and the source of bacteria, so the need to prepare it freshly will allow the customers experience good food quality and reduce the risk for health problem in the future. Food can be the carrier of pathogens that may affect the health of the food consumers so food manufacturers like themed restaurant must be guided with food safety management such as Food sanitation standards and HACCP.

Since the consumers are becoming aware and knowledgeable about food freshness, they are expecting so much when they dine in a restaurant because they want to experience the worth of their money. The basic component of food products is their freshness at all time. The customers expects that the food to be served are recently cooked and have fresh ingredients in it [18].

While the least item assessed is that the themed restaurant offers a variety of menu items with lowest mean of 3.23.

They offer different menu so that the customers could make different choices especially for families who are composed of different ages and health components. The food menu list must be available and likeable across age groups and suitable based on the physiological needs of its consumers. Also, the consumers have different preference of food to take and eat so the restaurant must ensure that almost all kinds of food preferred by the customers are present in the list.

Menu of the restaurant is considered same with fashion [19]. The trends must change and there should be wide array of choices for the customers.

Table 9 shows the dining service (DINESERVE Model) of the themed restaurant as to reliability. The overall reliable service obtained a composite mean of 3.18, practiced to a great extent.

This shows that themed restaurants are reliable to a great extent in providing dining services to their customers. Since they are the one who developed

different strategies to provide food products and services, they should be reliable to do and processed each step to make their customers satisfied.

**Table 9. Dining Service of the Themed Restaurant as to Reliability**

Reliability	WM	VI	R
1. Has sincere interest in correcting anything that is wrong	3.16	GE	3
2. Provides accurate bills to customers	3.19	GE	2
3. Serves customers in the time promised	3.13	GE	4
4. Serves customer's food exactly as it was ordered	3.24	GE	1
<b>Composite Mean</b>	<b>3.18</b>	<b>GE</b>	

Further, there should be no error when they provide the service because the customers expect so much from them since they are working or part of the themed restaurant staff and management. This means that no one could ever provide quality and reliable service other than those who are personally working in the themed restaurant.

Reliability reflects the service provider's ability to perform service dependably and accurately. Reliability includes doing it right the first time which is one of the most important service components for customers. Reliability also extends to providing services and when promised, maintains error-free records. Thus, the penchant to over-promise services and lead guest towards unrealistic expectations only serves to undermine guest's tolerance and trust [20].

It shows that the respondents assessed that the themed restaurant serves customer's food exactly as it was ordered which got the highest weighted mean of 3.24 followed by providing accurate bills to customers with 3.19.

This means that the themed restaurant were able to provide the exact food being ordered by the customers to a great extent because all of the menu and cuisines prepared by the kitchen staff are based on the menu and price list given to the customers prior to their dining experience. They are guided with food menu about what food is available to serve and it is the guide of the kitchen staff which ingredients is to be bought before the restaurant starts to operate.

Satisfaction of the customers is a marketing work that tends to measure and assess how the products or services may be provided by the businesses and enterprises to attain the expectation of their customers. Its importance impacts the work performances of supervisory and administrative level since they will be able to distinguish strategies to be used to enhance their services and maintain their stability in the market and

trading. A lot of reasons should be considered why they need to satisfy their customers and among these reasons, the most important is to increase the income profitability of the company [21].

However, the themed restaurant has sincere interest in correcting anything that is wrong with 3.16 while the least is it serves customers in the time promised with 3.13.

The restaurant staff was able to serve their customers based on the time promised because they already prepared the ingredients and stored them in proper storage rooms and places with accordance to the suggested temperature to maintain its freshness. When the customers placed their orders, the restaurant staffs have inventories of ingredients and availability of the food products inside the kitchen. With this, they are able to guide the customers which food is best to order and will be able to forecast the time it can be prepared. They will inform the customers immediately and carry out the service at exact time that it should be prepared without altering the process flow of each menu preparation.

The restaurant staff have the knowledge of cooking and food preparation time of each cuisine in the menu [22]. So they have idea what time frame could be given to the customers based on how it is prepared and cooked. They should be reliable and accurate in promising the time to deliver the service so that the customers will not expect too much from them.

**Table 10. Dining Service of the Themed Restaurant as to Responsiveness**

Responsiveness	WM	VI	R
1. Provides prompt and quick service	3.13	GE	3
2. Attends immediately to the request of the customer	3.21	GE	2
3. Gives extra effort to handle customer's special requests	3.26	GE	1
<b>Composite Mean</b>	<b>3.19</b>	<b>GE</b>	

Table 10 shows the dining service (DINESERVE Model) of the themed restaurant as to responsiveness. The overall responsive service obtained a composite mean of 3.19 and verbal interpreted as great extent.

This means that the respondents perceived themed restaurant to be responsive to their needs to a great extent because of having sufficient number of staff compared to the number of customers. Addition to this, the restaurant management assure that the staff are concentrating and forecasting the needs of their customers before it is asked for so that the customers would feel important all the duration time of stay inside the themed restaurant.

The results revealed that the themed restaurant gives extra effort to handle customer's special requests which got the highest weighted mean of 3.26 followed by attends immediately to the request of the customer with 3.21.

This means that the restaurant staff is providing efforts for other special request of their customers, especially when it is not included in their list of service. This kind of behaviour is somewhat additional factor to the restaurant which is manifested when the staff has higher citizenship behaviour and engagement to the restaurant management.

However, they provide prompt and quick service got the lowest mean score of 3.13. The staff are giving prompt service to their customers because they wanted to increase their satisfaction and have fast transaction with them. Also, since there are times that many customers' needs same extent of service, the staff must assure that all are catered and being taken cared of so that no customers will leave the restaurant unsatisfied.

Responsiveness is communicated to customers by length of time they have to wait for assistance, answers to questions or attentions to problems. Responsiveness also captures the notion of flexibility and ability to customize the service to customers need.

**Table 11. Dining Service of the Themed Restaurant as to Assurance**

Assurance	WM	VI	R
1. Are consistently courteous with customers	3.22	GE	1
2. Has the knowledge to answer customers' questions such as menu items, their ingredients, and methods of preparations	3.21	GE	2
3. Makes customers feel safe with the service and food	3.19	GE	3
<b>Composite Mean</b>		<b>3.20</b>	<b>GE</b>

Table 11 shows the dining service (DINESERVE Model) of the themed restaurant as to assurance. The overall assurance service obtained a composite mean of 3.20 and verbal interpreted as great extent.

This means that the themed restaurant is able to provide dining service in relevance to assurance because they are able to go beyond their existing products and services to assure that the customers' preferences are provided. This kind of service often help the restaurant to achieve positive feedback and customer satisfaction because at times they make the impossible request to be possible.

Assurance as part of service quality is important to enhance the satisfaction felt by their students. The

primary topic of any organization is about the extent of service quality and the satisfaction of their customers because the services acquired is the gap between these two variables. Sadikoglu's et al. [23] study found out the quality is assured towards the customers such as equipment used would be modernized and innovative methods would be used to keep the costs down. The restaurants would adopt local cuisine and wines proving their worth in the development of local culture.

Among the items cited, the themed restaurants are consistently courteous with customers which got the highest weighted mean of 3.22 followed by has the knowledge to answer customers' questions such as menu items, their ingredients, and methods of preparations with 3.21.

The staffs are being courteous to the customers because they wanted to make the clients feel they are wanted and welcomed inside the restaurant. In making the customer feel welcome will increase their likelihood to purchased products, more so to return in the future because of the satisfaction they felt during their dining experiences.

As part of service industry, hospitality staff or even the diverse service profession must include in imparting information about the importance of being courteous, kind and sincere. Clear understanding and honesty that exists between service providers and their customers will eventually lead to a more positive outcome of service quality since it can enhance the customer and staff participation in food service [24].

The least is that the restaurant makes customers feel safe with the service and food with weighted mean of 3.19.

The respondents perceived that the themed restaurants assure that their customers are safe and secured with the service because welfare of the consumers are one of the priority of the restaurant. This is because they are the source of income and the main component why restaurant exist. Without their customers, the operation of the restaurant will go down and no income and job opportunities will be given to the members of the restaurant organization.

The findings of Das et al. [25] posited that the welfare of consumers is one of the objectives of any restaurant to reach the optimum level of customer satisfaction. When the consumers have negative experiences and tend to become unsatisfied, they will never recommend the restaurant to others and may provide negative feedback that could affect the market positioning of the restaurant.

Table 12 shows the dining service (DINESERVE Model) of the themed restaurant as to empathy. The

overall empathic service obtained a composite mean of 3.17 and perceived to a great extent.

**Table 12. Dining Service of the Themed Restaurant as to Empathy**

Empathy	WM	VI	R
1. Has customer's best interests at heart	3.23	GE	1
2. Gives customers personal attention	3.14	GE	2.5
3. Understands customer's specific needs and wants	3.14	GE	2.5
<b>Composite Mean</b>	<b>3.17</b>	<b>GE</b>	

This means that the respondents assessed that the themed restaurant were able to be empathetic towards the needs of their customers to a great extent. This is the way the service staff will make their customer feel unique and special through enhanced service delivery. From simple way of courtesy to remembering their favorite place or food can enhance the satisfaction among customers. They wanted to feel that they are being treated fair and that they are considered when being served. Even the company is a small scale, their ability to sympathize with their customers can give them a clear advantage in the market compared to large firms.

Empathy involves the caring; individualized attention the firm provides its customers. The importance of empathy may be the root of the statement, "If one looks at who is winning, it tends to be companies that see the guest as individual" [26]. It can be seen from the table that the themed restaurant has customer's best interests at heart which got the highest weighted mean of 3.23 and rated as great extent.

The staff of themed restaurant demonstrate positive attitude and provide service that gained customer's best interest at heart because they fully understand the need of the customers. The staff themselves at times are also customers of other restaurant. During that time, they are able to understand what is supposed to provide the customers to increase their satisfaction. In return, they tried their best to put forward the needs of the customers during their dining experience so that they will be able to gain their money's worth.

Meanwhile, giving customers personal attention, and understanding customer's specific needs and wants got the lowest mean of 3.14. The themed restaurant management and staff give personal attention to each needs of the customers to allow them to fully understand and create positive output when transacting with the consumers. When the staff have full attention to their customers, they will be able to acquire the information positively and able to distinguish which service could be provided for them.

Gheribi [27] stated that attention is sought by the customers as they stayed inside the restaurant because

they wanted to feel that the staff are there to help and reach out to them. The reason why the customers acquire food products and services from the restaurant is because they wanted someone to do something for them. However, when the person who is supposed to provide such services is not attentive, there are chances that miscommunication and provision of services will be unhelpful.

**Table 13. Summary Table of Dining Service of Themed Restaurants**

Dining Service (DINESERVE Model)	WM	VI	R
1. Tangible	3.24	Great Extent	2
2. Food Quality	3.26	Great Extent	1
3. Reliability	3.18	Great Extent	5
4. Responsiveness	3.19	Great Extent	4
5. Assurance	3.20	Great Extent	3
6. Empathy	3.17	Great Extent	6
<b>Composite Mean</b>	<b>3.21</b>	<b>Great Extent</b>	

Table 13 shows the summary table of dining experience of themed restaurant in CALABARZON region which obtained the general mean of 3.21 and verbal interpretation of great extent.

It means that the respondents assessed that the themed restaurant is able to provide dining service to a great extent because of the availability of resources and equipment's to cater the needs of customers. The themed restaurant assures that their customers will have the best experience with them along with unique theme and strategy of food preparation and services.

Among the variables, the Food Quality got the highest mean of 3.26 followed by Tangible with 3.24, and Assurance with 3.20 and verbal interpreted as great extent.

The themed restaurant is a food-based product enterprise which means that their basic revenue is coming from food products so they need to assure that quality of food is provided for their customers.

However, Reliability got the mean of 3.18 while the least is Empathy with a mean of 3.17. The least dining service provided by themed restaurant is empathy or be empathetic towards their customers because they aimed to make them feel that they are wanted and welcomed inside the restaurant. The staff must make initiative efforts towards their customers to increase the satisfaction and the intention of coming back to repurchase the same products and services.

Mentoring and leadership is one of the main attributes of being an entrepreneur and how to disseminate not just knowledge, but wisdom within the organizational structure [28]. Training the employee will lead to

personal growth and development of each individual and showing leadership attributes can enhance the overall performance of the organization inside and outside the work environment.

## CONCLUSION AND RECOMMENDATION

The respondents assessed that the themed restaurants are practicing innovation to a great extent with relevance to process innovation, service innovation, management and marketing innovation, and product innovation. The dining service of the themed restaurant is assessed to be practiced to a great extent wherein they are providing good food quality, tangible products, assurance, responsiveness, reliability and empathy. There is a significant relationship between the innovation practices in terms of management innovation, innovation practices in terms of process innovation, dining service in terms of assurance and dining service in terms of responsiveness and assurance. Meanwhile, relationship was also found with developing new product and market opportunities practices and dining service as to assurance.

Themed restaurant managers may innovate food products connected with their theme which are not common among other restaurants. The themed restaurant may use different technological equipment while providing customer service such as wireless and electronic handheld devices to increase the communication between the staff and the customers. The kitchen staff may coordinate with other cook staff to experiment new recipes and food products that are not available in the market. Themed restaurant may adopt new information management system such as online reservation system (ORS), enterprise resource planning (ERP) system, executive support system (ESS), knowledge management system (KMS), transaction processing system (TPS) and office automation system. A future study utilizing more variables and factors is recommended to determine how the themed restaurant is utilizing innovation as baseline of their food and dining services.

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