

The Influence of Facilities and Service Quality on Customer Satisfaction at Oma Kulina Restaurant Bintaro

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Abstract: Customer satisfaction has become a strategic priority in the restaurant industry because it influences customer loyalty, revisit intention, and long-term business sustainability. Although previous studies consistently identify service quality as a major determinant of customer satisfaction, empirical evidence regarding the contribution of physical facilities remains inconsistent across different service contexts. This study aims to examine the influence of facilities and service quality on customer satisfaction at Oma Kulina Restaurant Bintaro while evaluating the relative importance of both variables within an Indonesian restaurant setting. A quantitative research design was employed using purposive sampling. Primary data were collected through structured questionnaires distributed to 84 customers who had visited the restaurant at least twice. Data were analyzed using multiple linear regression with SPSS. The findings reveal that service quality has a positive and significant effect on customer satisfaction ($\beta = 1.358$; $p < 0.001$), whereas facilities do not significantly influence customer satisfaction ($\beta = 0.048$; $p = 0.463$). Simultaneously, facilities and service quality significantly explain customer satisfaction, accounting for 80.8% of the variance ($R^2 = 0.808$). These findings indicate that customers prioritize interpersonal service quality over physical facilities when evaluating their restaurant experiences. This study contributes to the service marketing literature by extending the application of Expectation Confirmation Theory and the SERVQUAL framework within the Indonesian restaurant industry. The findings also provide practical recommendations for restaurant managers to prioritize employee service quality while maintaining adequate physical facilities to strengthen customer satisfaction and competitive advantage.

Keywords: Customer Satisfaction; Facilities; Service Quality; Restaurant Management

INTRODUCTION

Customer satisfaction has become one of the most important indicators of organizational success in today's highly competitive service environment. Within the restaurant and hospitality industry, increasing customer expectations, intense market competition, and rapidly changing consumer behavior require service providers to continuously improve the quality of their offerings. Restaurants are no longer evaluated solely based on food quality but also on the overall customer experience created through physical facilities, employee interactions, service efficiency, and environmental comfort. Consequently, customer satisfaction has evolved into a strategic asset that directly influences customer loyalty, revisit intention, positive electronic word-of-mouth, and long-term business sustainability (Ahmed et al., 2022; Tuncer et al., 2021; Levin et al., 2025).

Recent developments in service marketing literature suggest that customer satisfaction is increasingly viewed as the outcome of an integrated service experience rather than the result of a single service attribute. The emergence of omnichannel services, digital transformation, sustainability initiatives, and customer engagement strategies has broadened the traditional understanding of service quality. Nevertheless, empirical studies consistently confirm that tangible service attributes—including physical facilities, cleanliness, comfort, and the service environment—alongside intangible dimensions such as responsiveness, assurance, empathy, and reliability, remain fundamental drivers of customer satisfaction across various industries, including hospitality, healthcare, banking, tourism, and education (Le & Tam, 2025; Farinha et al., 2026; Ikediashi, 2024; Tuncer et al., 2021).

Among the determinants of customer satisfaction, service quality continues to receive considerable scholarly attention. Since the introduction of the SERVQUAL framework, numerous studies have demonstrated that customers evaluate service encounters through dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. Recent empirical evidence further confirms the continued relevance of these dimensions across different industries. For instance, Ahmed et al. (2022) found that customer service quality significantly enhances hotel performance by strengthening customer trust and loyalty. Similarly, Syahrianda et al. (2025) reported that improvements in responsiveness, assurance, and empathy substantially increase user satisfaction in Indonesian fishing port services. In the restaurant industry, Tuncer et al. (2021) developed an integrated service quality model showing that employee service quality, timeliness, food quality, facility comfort, and cleanliness significantly contribute to customer satisfaction and subsequent behavioral intentions. These findings reinforce that superior service quality remains one of the strongest predictors of customer satisfaction regardless of service context.

Besides service quality, researchers have increasingly recognized the strategic role of physical facilities in shaping customer perceptions. Facilities represent the tangible environment where customers consume services and include seating arrangements, cleanliness, parking availability, accessibility, ambiance, interior design, technological infrastructure, and supporting amenities. Contemporary service marketing literature argues that physical facilities are no longer merely supporting elements but have become integral components of the overall customer experience. Research conducted in fitness centers revealed that facilities positively influence perceived value and customer satisfaction (Gálvez-Ruiz et al., 2023). Likewise, Kölbl et al. (2024) identified club facilities as one of the strongest determinants of member satisfaction and retention. Studies in the banking sector also indicate that physical facilities significantly improve customer satisfaction when integrated with digital service quality and multichannel consistency (Le & Tam, 2025). Similarly, Tuncer et al. (2021) emphasized that facility comfort and cleanliness positively affect perceived value and customer satisfaction in restaurant environments.

Despite extensive literature supporting the importance of service quality and facilities, empirical findings remain inconsistent regarding the relative influence of physical facilities on customer satisfaction. While several studies conclude that facilities significantly improve customer satisfaction (Gálvez-Ruiz et al., 2023; Kölbl et al., 2024; Do et al., 2021), others report that interpersonal service quality contributes more strongly than physical infrastructure. For example, Levin et al. (2025) found that customer service, communication quality, trust, and personalized interactions exert greater influence on customer satisfaction than physical attributes alone. Similarly, Ahmed (2022) reported that although patients appreciated accessibility and staff behavior, dissatisfaction mainly originated from deficiencies in the physical environment, indicating that facilities alone cannot guarantee customer satisfaction. These mixed findings suggest that the relationship between facilities and customer satisfaction is highly dependent on service context, customer expectations, and complementary service performance.

The inconsistency is also evident across different industries. Studies in healthcare identify communication and staff empathy as dominant predictors of customer satisfaction (Akthar et al., 2022; Wartiningsih et al., 2022), whereas tourism research emphasizes sustainability practices, innovation, and experience quality as emerging determinants of customer satisfaction (Farinha et al., 2026; Zheng & Cham, 2025). Banking studies increasingly integrate digital platforms with traditional service encounters, concluding that physical facilities remain important but must be complemented by digital convenience and service integration (Le & Tam, 2025; Mwiya et al., 2022). Consequently, contemporary literature indicates that customer satisfaction results from the interaction among multiple service dimensions rather than from isolated physical or interpersonal factors.

Although recent studies have expanded the understanding of customer satisfaction, several research gaps remain. First, many studies focus on hotels, healthcare institutions, banks, tourism destinations, educational institutions, and sports organizations, whereas empirical evidence from independent local restaurants remains relatively limited. Second, previous studies generally report positive effects of facilities on customer satisfaction, yet only a few explain situations in which facilities become statistically insignificant despite their theoretical importance. Third, recent research increasingly incorporates mediating variables such as perceived value, customer engagement, digital competence, sustainability, emotions, trust, and behavioral intentions, leaving limited evidence regarding the direct comparative effects of facilities and service quality in conventional restaurant settings. Finally, most contemporary studies have been conducted in developed countries, creating opportunities to validate these theoretical

relationships in developing countries such as Indonesia, where customer expectations and service environments may differ substantially (Ahmed et al., 2022; Gálvez-Ruiz et al., 2023; Le & Tam, 2025; Zheng & Cham, 2025).

Based on these considerations, this study aims to examine the influence of facilities and service quality on customer satisfaction at Oma Kulina Restaurant Bintaro. Specifically, this study investigates the individual effects of facilities and service quality, as well as their simultaneous contribution to customer satisfaction. Unlike many previous studies that emphasize hotel chains, healthcare organizations, or digital services, this research focuses on an independent restaurant operating in Indonesia, thereby providing empirical evidence from a context that remains underrepresented in contemporary literature. This study also contributes to the application of Expectation Confirmation Theory (ECT) and the SERVQUAL framework by evaluating whether physical facilities continue to play a meaningful role alongside service quality in determining customer satisfaction. The findings are expected to enrich the service marketing literature while providing practical recommendations for restaurant managers seeking to improve customer experience, strengthen competitive advantage, and enhance long-term customer retention.

RESEARCH METHOD

This study employed a quantitative research approach to examine the influence of facilities and service quality on customer satisfaction at Oma Kulina Restaurant Bintaro. A quantitative design was selected because it enables objective measurement of relationships among variables through statistical analysis.

The research was conducted at Oma Kulina Restaurant Bintaro over a four-month period, from February to June 2026. The target population consisted of customers who had visited the restaurant and met the predetermined sampling criteria. Since the exact population size was unknown, the sample size was determined using the Lemeshow formula for an unknown population. A total of 84 respondents participated in this study.

Purposive sampling was applied to ensure that respondents possessed sufficient experience to evaluate the restaurant's facilities and service quality. The inclusion criteria were as follows: (1) customers who had visited Oma Kulina Restaurant Bintaro at least twice; (2) customers who had purchased food or beverages at the restaurant; (3) respondents aged 17 years or older; and (4) respondents who voluntarily agreed to complete the questionnaire.

Primary data were collected through a structured questionnaire distributed via Google Forms, while secondary data were obtained from company documents, books, previous research articles, and recent Scopus-indexed publications related to facilities, service quality, and customer satisfaction.

The questionnaire consisted of three constructs: facilities, service quality, and customer satisfaction, which were measured using indicators adapted from previous studies. All questionnaire items employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Prior to hypothesis testing, the research instrument was evaluated using validity and reliability tests to ensure measurement accuracy and internal consistency. Subsequently, classical assumption tests—including normality, multicollinearity, and heteroscedasticity tests—were conducted to verify that the regression model satisfied the assumptions of multiple linear regression analysis.

The research hypotheses were tested using multiple linear regression analysis with IBM SPSS Statistics version 21. Partial effects of the independent variables were examined using the t-test, while the simultaneous effect was evaluated using the F-test. The coefficient of determination (R^2) was calculated to determine the proportion of variance in customer satisfaction explained by facilities and service quality. Statistical significance was assessed at a 95% confidence level ($\alpha = 0.05$).

RESULT AND DISCUSSION

Respondent Characteristics

A total of 84 valid questionnaires were collected from customers of Oma Kulina Restaurant Bintaro. All responses met the completeness requirements and were included in the statistical analysis. The demographic profile of the respondents is presented in Table 1.

Table 1. Respondent Demographic Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	31	36.9
	Female	53	63.1
Age	18–25 years	46	54.8
	26–35 years	14	16.7
	36–45 years	16	19.0
	>45 years	8	9.5
Visit Frequency	2–3 visits	39	46.4
	4–6 visits	18	21.4
	7–12 visits	13	15.5
	>12 visits	14	16.7
Occupation	Student	33	39.3
	Employee	26	30.9
	Entrepreneur	7	8.3
	Others	18	21.5

The majority of respondents were female (63.1%), while most were between 18 and 25 years old (54.8%). Nearly half of the respondents had visited the restaurant two to three times (46.4%), indicating that most participants had sufficient experience to evaluate the restaurant's facilities and service quality. Students constituted the largest occupational group (39.3%), suggesting that young consumers represent an important customer segment for Oma Kulina Restaurant Bintaro.

Instrument Validity Test

The validity test was conducted using the corrected item-total correlation method. All questionnaire items exceeded the minimum acceptable correlation value of 0.30, indicating that every indicator was valid for measuring its corresponding construct.

Table 2. Validity Test Results

Indicator	Facilities (X ₁)	Service Quality (X ₂)	Customer Satisfaction (Y)
1	0.539	0.748	0.803
2	0.896	0.763	0.840
3	0.902	0.742	0.859
4	0.858	0.759	0.909
5	0.847	0.806	0.901
6	0.865	0.849	0.781
7	0.873	0.843	–
8	0.902	0.838	–
9	0.896	0.905	–

All measurement indicators demonstrated satisfactory validity, confirming that the questionnaire adequately represented the constructs of facilities, service quality, and customer satisfaction.

Reliability Test

Reliability was evaluated using Cronbach's Alpha coefficient.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Facilities	0.951	Excellent
Service Quality	0.864	Very Good
Customer Satisfaction	0.951	Excellent

All constructs achieved Cronbach's Alpha values above 0.70, indicating excellent internal consistency. Therefore, the research instrument is considered reliable and suitable for further statistical analysis.

Multiple Linear Regression Analysis

The influence of facilities and service quality on customer satisfaction was analyzed using multiple linear regression.

Table 4. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	1.924	2.090	–	0.920	0.360
Facilities (X ₁)	0.048	0.065	0.051	0.738	0.463
Service Quality (X ₂)	1.358	0.109	0.862	12.406	0.000

The resulting regression equation is

$$Y = 1.924 + 0.048X_1 + 1.358X_2$$

The regression coefficients indicate that both independent variables have positive coefficients. However, only service quality significantly influences customer satisfaction ($p < 0.001$), whereas facilities do not have a statistically significant effect ($p = 0.463$).

Simultaneous Hypothesis Test

The overall significance of the regression model was examined using the F-test.

Table 5. ANOVA (F-test)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	1923.979	2	961.990	170.516	0.000
Residual	456.973	81	5.642		
Total	2380.952	83			

The regression model is statistically significant ($F = 170.516$; $p < 0.001$), indicating that facilities and service quality jointly have a significant effect on customer satisfaction.

Coefficient of Determination

Table 6. Coefficient of Determination

R	R ²	Adjusted R ²	Std. Error
0.899	0.808	0.803	2.375

The coefficient of determination ($R^2 = 0.808$) indicates that 80.8% of the variation in customer satisfaction can be explained jointly by facilities and service quality, while the remaining 19.2% is attributable to other variables not included in this study.

Discussion

Effect of Facilities on Customer Satisfaction

The statistical analysis revealed that facilities did not significantly influence customer satisfaction ($\beta = 0.048$; $p = 0.463$). Although the regression coefficient was positive, its effect was statistically insignificant, indicating that improvements in physical facilities alone do not necessarily increase customer satisfaction.

This finding supports the study by Kusnadi et al. (2025), which reported that facilities are not the primary determinant of customer satisfaction because customers tend to prioritize other aspects of the service experience. In the context of Oma Kulina Restaurant Bintaro, customers may perceive the existing physical facilities as adequate; therefore, additional improvements provide limited added value to their overall dining experience.

Effect of Service Quality on Customer Satisfaction

Service quality demonstrated a positive and highly significant effect on customer satisfaction ($\beta = 1.358$; $p < 0.001$). This finding indicates that customers place substantial importance on employee responsiveness, reliability, assurance, empathy, and professionalism when evaluating restaurant services. The result is consistent with the SERVQUAL framework and previous studies by Oktaviani et al. (2024) and Tuncer et al. (2021), which found that superior service quality directly enhances customer satisfaction and strengthens customer loyalty. High-quality interpersonal interactions create positive dining experiences, encourage repeat visits, and increase positive word-of-mouth recommendations.

Simultaneous Effect of Facilities and Service Quality

Although facilities were not individually significant, the simultaneous analysis showed that facilities and service quality collectively had a significant effect on customer satisfaction ($F = 170.516$; $p < 0.001$). This finding suggests that customer satisfaction is influenced by the combined contribution of multiple service attributes rather than by a single factor.

The high coefficient of determination ($R^2 = 0.808$) demonstrates that both variables explain a substantial proportion of customer satisfaction. These findings are consistent with Expectation Confirmation Theory (ECT), which proposes that customer satisfaction results from the comparison between customer expectations and perceived service performance. While physical facilities contribute to creating a comfortable dining environment, interpersonal service quality appears to play the dominant role in shaping customers' overall evaluations.

From a managerial perspective, restaurant managers should prioritize continuous improvements in employee service performance through training, communication skills, responsiveness, and customer-oriented service behavior. At the same time, maintaining clean, comfortable, and functional physical facilities remains important as a supporting factor that enhances the overall customer experience.

CONCLUSION

This study examined the influence of facilities and service quality on customer satisfaction at Oma Kulina Restaurant Bintaro. The findings demonstrate that service quality has a positive and statistically significant effect on customer satisfaction, indicating that customers place greater importance on employee responsiveness, reliability, assurance, and empathy when evaluating their dining experience. In contrast, facilities do not have a significant individual effect, suggesting that adequate physical facilities alone are insufficient to enhance customer satisfaction without high-quality service delivery.

Furthermore, the simultaneous analysis confirms that facilities and service quality collectively have a significant influence on customer satisfaction, with the proposed model explaining 80.8% of the variation in customer satisfaction. These findings support the application of Expectation Confirmation Theory (ECT) and the SERVQUAL framework, highlighting that customer satisfaction is shaped by the interaction between tangible and intangible service attributes, with service quality serving as the dominant factor.

From a managerial perspective, restaurant operators should prioritize continuous improvements in employee competence, responsiveness, communication skills, and customer-oriented service while maintaining clean, comfortable, and functional facilities. Such efforts are expected to strengthen customer satisfaction, encourage repeat patronage, and improve competitive advantage.

This study is limited to a single independent restaurant with a relatively small sample size, which may restrict the generalizability of the findings. Future research is recommended to include a larger sample from multiple restaurants and incorporate additional variables, such as perceived value, customer experience, food quality, restaurant atmosphere, price fairness, customer trust, and customer loyalty, to provide a more comprehensive understanding of the determinants of customer satisfaction in the restaurant industry.

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