

Article history:

Submitted: September 5th, 2022

Revised : May 29th, 2023

April 5th, 2023

Accepted : June 2nd, 2023

Korean Restaurants' Consumer Needs Based on Marketing Mix Through the Kano Model

DOI: <https://doi.org/10.18196/agraris.v9i1.184>

ABSTRACT

A proliferation of Korean restaurants in Yogyakarta can be seen over the past few years, each with its unique concept. However, a survey on Google Star Rating suggests that not all of these restaurants are sustainable. The significant discrepancy between expectations and actual satisfaction of consumers is likely a contributing factor. Moreover, intense competition exists between these restaurants. This study aims to identify which aspects of marketing—such as product, price, place, promotion, people, process, and physical evidence— influence Korean restaurants' consumer needs. Using the Kano model, consumer satisfaction was analyzed by classifying consumer needs into attractive, must-be, one-dimensional, indifferent, reverse, or questionable categories. Purposive and snowball sampling methods were employed to select 100 respondents to complete a questionnaire. The results unveiled that four of the seven marketing mix attributes needed by Korean restaurants' consumers fell into the one-dimensional category. The features consisted of physical evidence (clean dining room), people (clean and tidy employee appearance), product (good taste), and process (timely service). Furthermore, the attributes of unique offers (D1); fast service (F2); menu information, ingredients, how to cook it (E3); and affordable food prices (B1) contributed to greater consumer satisfaction. These attributes boosted consumer satisfaction by 80%, 79.8%, 74.5%, and 73.7%, respectively.

Keywords: Improvement; Kano model; Marketing mix; Satisfaction category; Service attribute

INTRODUCTION

Bringing Korean food to various countries is a step toward the globalization of Korean culture. The result is a proliferation of Korean-themed restaurants across Asia and beyond, including Indonesia. Ethnic restaurants have feature décor and menu items specific to the country they represent (Marinkovic, Senic, & Mimovic, 2015). Even back in 2009, Asian ethnic food (including Chinese, Japanese, Korean, Thai, and Vietnamese) accounted for 28% of the United States ethnic food industry (Lee, Ham, & Kim, 2015).

As Korean culture gains more popularity on a global scale, it is increasingly probable that enthusiasts of Korean cultural phenomena to emulate the styles of their idols,

encompassing culinary and sartorial preferences (Bok-rae, 2015). In recent years, many entrepreneurs have established Korean restaurants in Yogyakarta with their respective concepts. Consumers expect more than tasty food when they visit ethnic restaurants; they want to immerse themselves in the authentic cultural experience (Song & Qu, 2017). Consumers often consider unique decorations and atmosphere (ambient) when visiting ethnic restaurants (Wen, Leung, & Pongtornphurt, 2020).

Based on a Google search, at least 24 Korean restaurants in Yogyakarta have succeeded in being in Google Star Rating. King Korea, Seorae, Silla Korean & Japanese Restaurant, Hanbingo, Bornga, and others fall within this category. However, a further observation on January 23, 2022, unveiled the permanent closure of at least seven restaurants. Consumer dissatisfaction amid intense competition among similar restaurants is the possible cause.

Maintaining consumer satisfaction and loyalty is essential to the success of any restaurant (Tsauro & Yen, 2019). To build more significant consumer satisfaction and loyalty, restaurants should understand the types of consumer satisfaction with their products and services and provide consumers with differential values triggering their interest (Hanaysha, 2017). Value is the ultimate goal that consumers want to obtain, affecting their satisfaction and consumption behavior (Harrington, Ottenbacher, & Fauser, 2017). In developing a marketing strategy based on consumer satisfaction and loyalty, Korean restaurant businesses should understand the service quality attributes that fall into effect. Consumer satisfaction is essential for the company's survival because attracting new consumers requires five times more resources than retaining existing ones (Pizam, Shapoval, & Ellis, 2016). Satisfaction determines consumers' future intentions and actions (Kwun, Ellyn, & Choi, 2013). These intentions and behaviors lead to the revenue and profits of the business, placing them as the focus of all organizations, including restaurant businesses (Omar, Ariffin, & Ahmad, 2016). Consumer satisfaction is crucial for companies because it can facilitate product or service improvement, market analysis, and consumer loyalty (Bi, Liu, Fan, & Cambria, 2019). Loyalty is a commitment to consistently return to buy a product or service (Koay, Cheah, & Chang, 2022). The Kano model can categorize the quality attributes based on consumer satisfaction (Jach, Antony, Thomson, Cudney, & Furterer, 2022). It is a powerful tool for creating profitable products and services. It helps organizations evaluate consumer satisfaction, identify weak attributes, and determine attractive features that should be incorporated into future services (Shen, Kokkranikal, Christensen, & Morrison, 2021). A questionnaire containing a series of functional and dysfunctional questions for each quality attribute in a service or product develops the Kano model's categorization (Fofan, de Oliveira, de Melo, Jerônimo, & de Medeiros, 2019). A structured manner in the Kano model works by determining the attributes to be categorized, compiling a questionnaire, and summarizing responses; identifying attribute categories involves organizing the characteristics and removing ambiguity from consumer surveys (Kim & Yoo, 2020).

Determining the most suitable strategy is essential in today's cutthroat business climate. The preferred method will affect selling more products, obtaining greater profits, and fulfilling consumer satisfaction (Othman, Harun, De Almeida, & Sadq, 2021). One of the marketing

strategy tools to identify consumer needs is the marketing mix. It is a core notion for achieving marketing objectives in the target market by controlling the combination of mixed elements (Lim, 2021). McCarthy introduced the marketing mix of product, price, place, and promotion. Several researchers refined it further by adding three other Ps: people, process, and physical evidence (Abedian, Amindoust, Maddahi, & Jouzdani, 2022).

Several Korean restaurants in Yogyakarta had closed permanently due to the non-fulfillment of consumer satisfaction, highlighting the need to understand such requirements to satisfy and convert them to loyal consumers. Previous research by Mulyono, Septiano, and Aprilia (2021) only examined some features of the marketing mix (products, physical evidence, people, and processes) influencing satisfaction and intention to return to Korean restaurants in Surabaya. In addition, Wibowo's (2020) research solely measured consumer loyalty associated with demographic information on Korean restaurants' consumers in Greater Jakarta. Moreover, Yi, Yu, and Kwak (2016) conducted the Kano model research at Korean restaurants in Korea with different respondents: North Americans and Chinese people living in Korea. Pai, Yeh, and Tang (2018) also employed the Kano model in the restaurant industry chain to classify service quality attributes but only limited to several attributes of the marketing mix (product, place, people, process, and physical evidence). In the research of Zhao, Liu, Xu, and Zhang (2023), the Kano model was utilized to classify traveler needs consisting of 13 attributes; the results were beneficial for hoteliers and could improve hotel service.

Unfortunately, studies on Korean restaurants in Indonesia have not discussed the influence of price, place, and promotion variables on consumer satisfaction and loyalty. Such research in Korea also has not addressed price and promotion. These two variables are crucial to study because Yogyakarta has a lower Regency or City Minimum Wage (UMK) than Surabaya. According to Mutia (2022), the UMK in Surabaya reaches IDR 4,525,479, while the highest UMK in Yogyakarta, based on Annur (2023), is solely IDR 2,324,775. Moreover, Yogyakarta has a substantially lower minimum wage than South Korea, which is around 22 million. This significant minimum wage difference is expected to have far-reaching consequences for the community, especially regarding their purchasing power. In addition, such a difference can also affect how consumers react to promotions, as well as the affordability and accessibility of the locations. Together with other marketing mix variables in previous research, this research intends to discover the effects of price, place, and promotion variables on consumer satisfaction and loyalty to complement previous studies. This research attempts to help owners of Korean restaurants in Yogyakarta develop the proper strategy for running their business following the characteristics of consumers. Therefore, this study aims to identify Korean restaurants' consumer needs in Yogyakarta based on the marketing mix.

RESEARCH METHOD

Object of Research

This research was conducted in the Province of the Special Region of Yogyakarta. Korean restaurants' consumers who were at least 18 years old, domiciled in Yogyakarta, and have visited a Korean restaurant at least once in the last three months made up the study

samples. Purposive sampling was employed to obtain information from certain target groups based on their knowledge or experience (Etikan, 2016). Snowball sampling was also utilized to take samples from the rolling process of one respondent to another (Nurdiani, 2014).

Data were collected through a survey using an online questionnaire due to its various advantages. Faleiros et al. (2016) and Tomaz de Aquino, Valença de Souza, Lima da Silva, Jerônimo, and Melo (2018) asserted that the benefits of using an online questionnaire include convenience in time and place for respondents to complete it. In addition, using online questionnaires can save research costs and reach more respondents easily (Evans & Mathur, 2018).

Data Collection

A questionnaire containing functional and dysfunctional questions regarding the assessment of consumers of the marketing mix's 7Ps was employed to gather the data. Table 1 displays the question items. Respondents were required to select the following answers to functional and dysfunctional questions: 1. Liking it; 2. Expecting it; 3. Neutral; 4. Accepting it; and 5. Disliking it.

TABLE 1. QUESTION ITEMS OF THE 7Ps MARKETING MIX ATTRIBUTES OF KOREAN RESTAURANTS' CONSUMER NEEDS

| Variable | Question Code | Attribute |
|-------------------|---------------|--|
| Product | A1 | The delicious taste of food |
| | A2 | Varied menu |
| | A3 | The right portion of the menu |
| | A4 | Attractive food presentation |
| | A5 | Precise food presentation |
| Price | B1 | Affordable prices |
| | B2 | Lower prices than other ethnic restaurants |
| Place | C1 | Easy-to-reach locations |
| | C2 | Quite spacious parking area |
| Promotion | D1 | Special offers |
| | D2 | Advertisements and promotions that evoke positive emotions |
| | D3 | Informative advertisements and promotions |
| People | E1 | The clean and tidy appearance of employees |
| | E2 | Employees provide extra services at the request of consumers. |
| | E3 | Employees can provide information about the menu, ingredients, and how to prepare. |
| Process | F1 | On-time service according to the estimated time given |
| | F2 | Fast service |
| Physical Evidence | G1 | The interior design reflects Korean culture. |
| | G2 | Attractive dining area |
| | G3 | Free internet service |
| | G4 | The restaurant plays Korean songs. |
| | G5 | Clean dining area |

The questionnaire distribution yielded 100 respondents who met the requirements. They must at least be 18 years old, domiciled in Yogyakarta, and have visited a Korean restaurant at least once in the last three months to be included in this study. Table 2 lists the Korean restaurants examined.

TABLE 2. LIST OF KOREAN RESTAURANTS IN THE SPECIAL REGION OF YOGYAKARTA

| No. | Name of the Korean Restaurant |
|-----|------------------------------------|
| 1. | Seorae at Plaza Ambarrukmo |
| 2. | King Korea at Galeria Mall |
| 3. | Noona Korean BBQ |
| 4. | Chingu Cafe |
| 5. | King Korea at Hartono Mall |
| 6. | Silla Korean & Japanese Restaurant |
| 7. | Bornga |
| 8. | Matjeo Korean Grill |
| 9. | Oharang BBQ Jogja |
| 10. | Pochajiang at Seturan |
| 11. | Pochajiang at Palagan |
| 12. | Gogi Grill |
| 13. | Sarangeui Oppa |
| 14. | Bunju Café & Mart |

Methods of Analysis

Data analysis began with descriptive research to discover the socio-demographic data of respondents and other information about consumer behavior in Korean restaurants. The socio-demographic data included age, gender, occupation, and city or district of domicile. Meanwhile, additional information about consumer behavior in Korean restaurants covered the frequency of purchases in the last three months, the average nominal spent for one purchase at a Korean restaurant, the most frequently visited Korean restaurant, and the reasons for respondents' interest in Korean food.

TABLE 3. SATISFACTION CATEGORY OF THE KANO MODEL

| Consumer Needs | Dysfunctional | | | | | |
|----------------|---------------|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | |
| Functional | 1 | Q | A | A | A | O |
| | 2 | R | I | I | I | M |
| | 3 | R | I | I | I | M |
| | 4 | R | I | I | I | M |
| | 5 | R | R | R | R | Q |

Notes: Q = Questionable; R = Reverse; A = Attractive; I = Indifferent; O = One-dimensional; M = Must-be (Madzik, 2018)

This research utilized quantitative analysis through validity and reliability tests and satisfaction measurement with the Kano model. Validity identifies the extent to which quantitative studies accurately measure a concept (Heale & Twycross, 2015). It can reflect how well the data collected cover the actual area of the investigation (Taherdoost, 2016). The measuring instrument is valid if the calculated score exceeds the R-table score. The reliability test determines the consistency of the measuring tool when used repeatedly; the measuring instrument is declared reliable if Cronbach's Alpha score is not less than 0.60 (M. Chen, Chang, Hsu, & Yang, 2011). The Kano model was employed to categorize consumer satisfaction with each attribute of the marketing mix in the form of question items. Table 3 exhibits the satisfaction category. Different levels of quality element performance could affect

consumer satisfaction and dissatisfaction (K.-J. Chen, Yeh, Pai, & Chen, 2018). The Kano model consists of six satisfaction categories: must-be (M), one-dimensional (O), attractive (A), indifferent (I), reverse (R), and questionable (Q). The following is the explanation given for each category (Madzik, 2018).

1. **Must-be (M):** Attributes in this category are essential requirements. If these attribute requirements exist, consumers will respond neutrally. Conversely, their absence will cause consumer dissatisfaction (Bhardwaj, Yadav, Chauhan, & Chauhan, 2021). Consumers often do not realize the fulfillment of this need, but when it fails, they will mention the failure (Shahin, Pourhamidi, Antony, & Hyun Park, 2013). These are often called essential attributes (Kermanshachi, Nipa, & Nadiri, 2022).
2. **One-dimensional (O):** One-dimensional category requirements generally increase satisfaction linearly and are expressed explicitly by consumers. The presence of attributes in this category will enhance consumer satisfaction, while their absence will result in dissatisfaction (Bhardwaj et al., 2021). These attributes are essential because they incorporate a product or service as the minimum effort required to maintain an organization's position in a competitive environment (Asian, Pool, Nazarpour, & Tabaeian, 2019).
3. **Attractive (A):** Attributes in this category can potentially improve consumer satisfaction but tend to be latent. They usually serve to amaze consumers. Their presence will increase consumer satisfaction. However, their absence will not cause consumer dissatisfaction (Bhardwaj et al., 2021).
4. **Indifferent (I):** Attributes in this category do not significantly impact consumers, either enhancing or lowering perceived quality. Different attributes must be removed to reduce cost (Lin, Yeh, & Wang, 2015).
5. **Reverse (R):** The attributes in this category reduce consumer satisfaction.
6. **Questionable (Q):** This category is a requirement that consumers may not understand, where they express satisfaction if the requirements are met and dissatisfaction when not fulfilled.

The categorization yielded the satisfaction and dissatisfaction coefficient score. The difference between these two score became the basis for formulating policies to boost the quality of services analyzed.

RESULTS AND DISCUSSION

Descriptive Analysis of Socio-Demographic Characteristics and Consumer Behavior

In the preliminary questionnaire, the statement about the existence of a large parking area (C2) was invalid; hence it was excluded. The Korean restaurants studied varied; some had large parking areas, and others did not.

The validity test of the research questionnaire declared that all questions were valid because the calculated scores exceeded the R-table score. Table 4 displays the validity test results. The r-product moment table revealed that the R-table score for the degree of freedom

(df) = 98, and a 1-tailed significance score of 0.05 was 0.1654. All question items acquired an R-count score higher than 0.1654; thus, further processing in research utilized all question items. Table 5 exhibits the reliability test results, revealing that all question items were reliable. Cronbach's Alpha for functional and dysfunctional questions acquired 0.922 and 0.892. Having scores greater than the limit Nunnally (1978) required in M. Chen et al. (2011), not less than 0.60, the functional question items were reliable for measuring instruments.

TABLE 4. VALIDITY TEST RESULTS OF THE 7Ps MARKETING MIX ATTRIBUTES OF KOREAN RESTAURANTS' CONSUMER NEEDS

| Question Code | Functional Question | | | Dysfunctional Question | | |
|---------------|---------------------|---------------|-------|------------------------|---------------|-------|
| | R-calculated score | R-table score | Note | R-calculated score | R-table score | Note |
| A1 | 0.692 | 0.1654 | Valid | 0.424 | 0.1654 | Valid |
| A2 | 0.623 | 0.1654 | Valid | 0.604 | 0.1654 | Valid |
| A3 | 0.480 | 0.1654 | Valid | 0.470 | 0.1654 | Valid |
| A4 | 0.617 | 0.1654 | Valid | 0.600 | 0.1654 | Valid |
| A5 | 0.648 | 0.1654 | Valid | 0.614 | 0.1654 | Valid |
| B1 | 0.693 | 0.1654 | Valid | 0.355 | 0.1654 | Valid |
| B2 | 0.556 | 0.1654 | Valid | 0.368 | 0.1654 | Valid |
| C1 | 0.731 | 0.1654 | Valid | 0.418 | 0.1654 | Valid |
| D1 | 0.690 | 0.1654 | Valid | 0.460 | 0.1654 | Valid |
| D2 | 0.468 | 0.1654 | Valid | 0.539 | 0.1654 | Valid |
| D3 | 0.682 | 0.1654 | Valid | 0.636 | 0.1654 | Valid |
| E1 | 0.684 | 0.1654 | Valid | 0.612 | 0.1654 | Valid |
| E2 | 0.575 | 0.1654 | Valid | 0.629 | 0.1654 | Valid |
| E3 | 0.698 | 0.1654 | Valid | 0.678 | 0.1654 | Valid |
| F1 | 0.729 | 0.1654 | Valid | 0.674 | 0.1654 | Valid |
| F2 | 0.734 | 0.1654 | Valid | 0.684 | 0.1654 | Valid |
| G1 | 0.690 | 0.1654 | Valid | 0.640 | 0.1654 | Valid |
| G2 | 0.709 | 0.1654 | Valid | 0.711 | 0.1654 | Valid |
| G3 | 0.636 | 0.1654 | Valid | 0.542 | 0.1654 | Valid |
| G4 | 0.580 | 0.1654 | Valid | 0.604 | 0.1654 | Valid |
| G5 | 0.635 | 0.1654 | Valid | 0.483 | 0.1654 | Valid |

Note: A1, A2, A3, A4, A5, B1, B2, C1, D1, D2, D3, E1, E2, E3, F1, F2, G1, G2, G3, G4, and G5 refers to Table 1.

TABLE 5. RELIABILITY TEST RESULTS

| Functional Question | | | Dysfunctional Question | | |
|---------------------|------------|----------|------------------------|------------|----------|
| Cronbach's Alpha | N of items | Note | Cronbach's Alpha | N of items | Note |
| 0.922 | 21 | Reliable | 0.892 | 21 | Reliable |

The 100 questionnaire responses from respondents met the predetermined criteria. In addition to meeting the criteria, the respondents' answers must meet the validity and reliability test requirements. The descriptive analysis provided an overview of Korean restaurants' socio-demographic characteristics and consumer behavior. Figure 1 illustrates the percentage of respondents' gender. Of the 100 respondents, 85% were female, and 15% were male.

Figure 2 describes the percentage of respondents' age. Most were 18 to 26 years old, constituting 92% of the total respondents. This age group aligns with the research results from Hwang, Kim, Choe, and Chung (2018), where respondents in their 20s (Generation Z) were

considered the most critical consumer group for Korean restaurant businesses. Generation Z spent more money on eating out than other age groups.

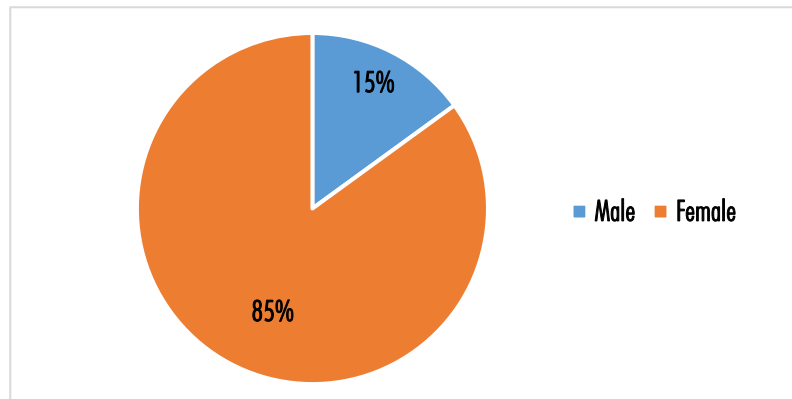


FIGURE 1. PERCENTAGE OF RESPONDENTS' GENDER

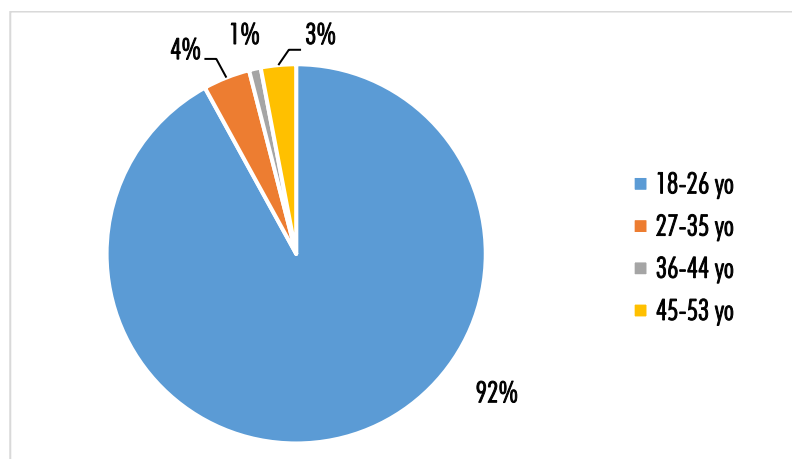


FIGURE 2. PERCENTAGE OF RESPONDENTS' AGE

Figure 3 illustrates the city or regency where the respondents lived. Sleman Regency dominated respondents' residences, reaching 53%. Subsequently, Yogyakarta City was home to 27% of respondents, followed by Bantul Regency with 13%, Gunungkidul Regency with 5%, and Kulonprogo Regency with solely 2%.

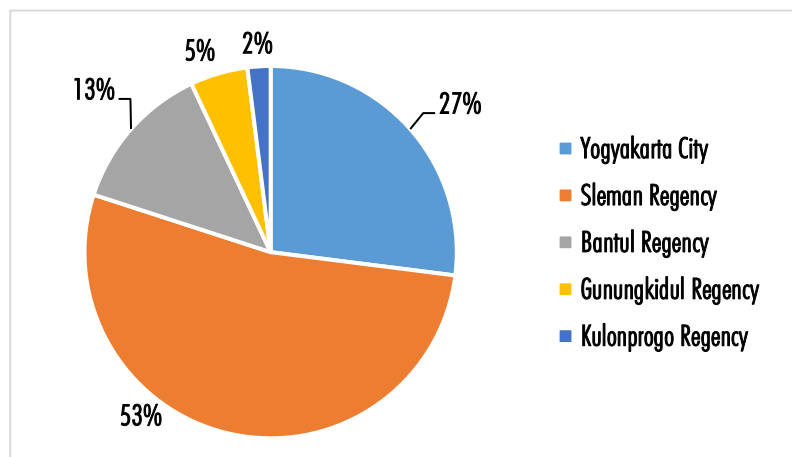


FIGURE 3. CITY OR DISTRICT OF DOMICILE

Figure 4 represents the percentage of respondents' occupations. Respondents came from a wide variety of professions. However, most (74%) were students or college students. The others were private employees (13%), entrepreneurs (2%), civil servants (1%) and other occupations such as lecturers, extracurricular teachers, painters, content creators, and homemakers.

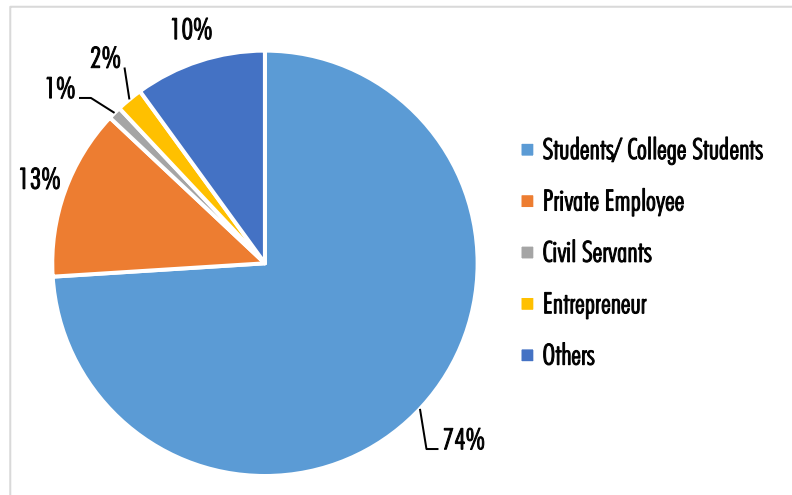


FIGURE 4. PERCENTAGE OF RESPONDENTS' OCCUPATIONS

In addition to socio-demographic characteristics, the findings also demonstrated information about Korean restaurants' consumer behavior. Information collected consisted of the frequency of purchases in the last three months, the average nominal spent for one buying, the most frequently visited Korean restaurants, and reasons for being interested in Korean food. Table 6 lists respondents' purchases in the last three months. Over the previous three months, 49% of respondents made a single purchase at a Korean restaurant, 23% made two purchases, 10% made many, and 7% made four purchases. It was followed by 4% of respondents making five purchases and 2% making six, eight, and nine purchases, and 1% making seven purchases.

TABLE 6. RESPONDENTS' PURCHASES IN THE LAST THREE MONTHS

| Frequency of Visit | Tally Mark | Total |
|--------------------|------------|-------|
| Once | | 49 |
| Twice | | 23 |
| Thrice | | 10 |
| Four times | | 7 |
| Five times | | 4 |
| Six times | | 2 |
| Seven times | | 1 |
| Eight times | | 2 |
| Nine times | | 2 |

Figure 5 demonstrates the average spending on a one-time Korean restaurant purchase. As many as 89% of respondents spent around IDR 20,000 to IDR 175,000 for one purchase. Moreover, 8% dropped around IDR 176,000 to IDR 331,000 for one purchase. Only 1%

allocated around IDR 332,000 to IDR 487,000, IDR 488,000 to IDR 643,000, and IDR 644,000 to IDR 800,000 for a single purchase.

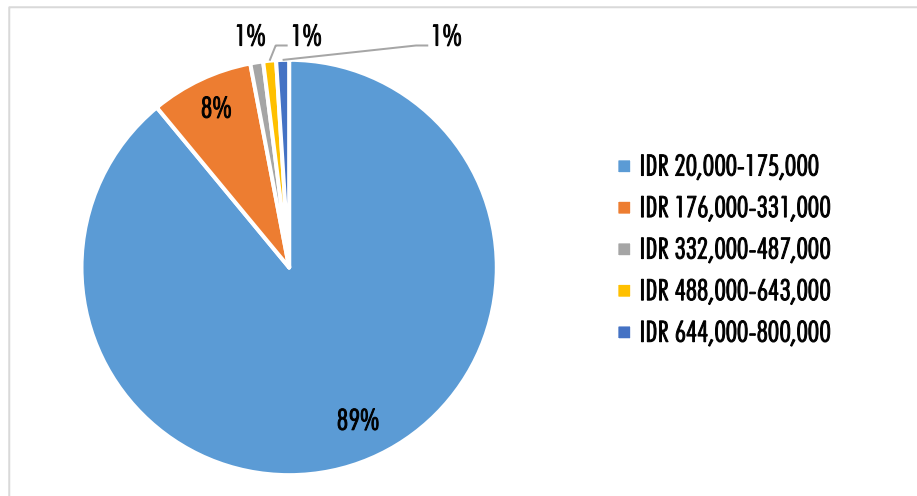


FIGURE 5. AVERAGE SPENDING ON A ONE-TIME PURCHASE AT KOREAN RESTAURANTS

Figure 6 depicts the most frequently visited Korean restaurants. Chingu Café appeared as the most preferred Korean restaurant, visited by 25% of respondents, followed by Sarangeui Oppa with 15%, Seorae Plaza Ambarrukmo with 14%, and King Korea Hartono Mall with 13%. Furthermore, King Korea Galeria Mall, Noona Korean BBQ, Bornga, Silla Japanese & Korean Restaurant, Gogi Grill, Matjeo Korean Grill, Pochajjang Seturan, Bunju Café & Mart, and Pochajjang Palagan were the most frequented restaurants among the remaining respondents.

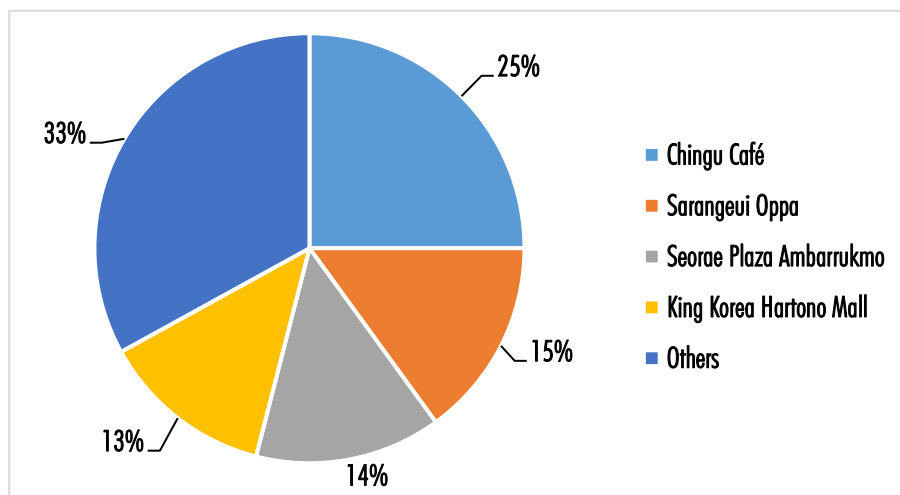


FIGURE 6. MOST FREQUENTLY VISITED KOREAN RESTAURANTS

Figure 7 exhibits the percentage of reasons for respondents' interest in Korean food. At 36%, interest in Korean food was most strongly correlated with an interest in Korean dramas. Presumably, those watching Korean dramas might develop an emotional connection to the characters on screen, leading them to idolize these characters. Many kinds of Korean food have benefited from this increased awareness thanks to their frequent appearance in Korean dramas. This occasion featured sponsored items with hidden branding to sway audiences

(Balasubramanian, Patwardhan, Pillai, & Coker, 2014). Marketing activities involving TV dramas could attract global consumers of Korean restaurants by enhancing Korea's image (Lee et al., 2015). Liking K-Pop music emerged as the second most significant reason for interest in Korean food, acquiring 25%. At 14%, enjoying Korean celebrities appeared as the third most common reason, followed by excellent taste in Korean food with 7%. Furthermore, 3% of respondents demonstrated their curiosity about the taste of Korean food. The other 25% of respondents revealed other reasons, such as seeing a video where the host ate a large quantity of food on YouTube, Korean food having a unique appearance, and promotions on social media.

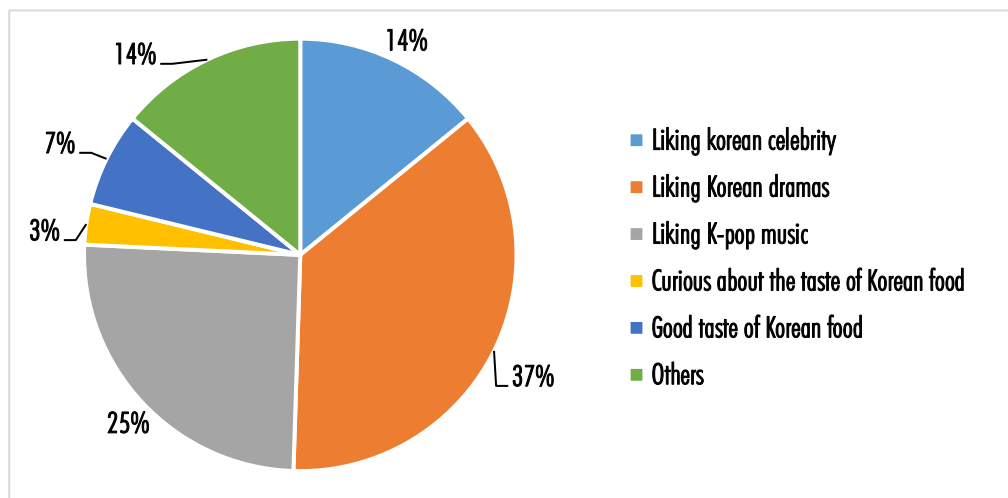


FIGURE 7. PERCENTAGE OF REASONS FOR RESPONDENTS' INTEREST IN KOREAN FOOD

Categorization of Satisfaction and Calculation of SC and DC

Table 7 displays the answers to functional and dysfunctional questions that proceeded in a conversion based on the Kano categorization table and the calculation of the satisfaction coefficient (SC) and dissatisfaction coefficient (DC). This table contains the question code, percentage of satisfaction category results, total percentage, mode category, SC, and DC.

The satisfaction category represents an option for each question item through the categorization with the highest percentage (or mode) (Bhardwaj et al., 2021). Table 7 depicts four marketing mix attributes falling into the one-dimensional category and 17 marketing mix attributes belonging to the attractive type. In contrast to this study, Pai et al. (2018), in their research on classifying restaurant service attributes, revealed the classification of quality attributes: indifferent (10 items), one-dimensional (17 items), and attractive (2 items). Some attributes fell into the indifferent category, possibly because the restaurants were regular ones, not highlighting certain ethnicities.

One-dimensional marketing mix attributes that consumers expected to discover in Korean restaurants consistently included the taste of good food (A1), the clean and tidy appearance of employees (E1), timely service according to the estimate given (F1), and a clean dining area (G5). Marketing mix attributes falling into the one-dimensional category have been depicted to boost consumer satisfaction, while their absence could cause consumer dissatisfaction.

TABLE 7. CATEGORIZATION AND CALCULATION OF SC AND DC ATTRIBUTES OF CONSUMER NEEDS

| Code | Satisfaction Category Results (%) | | | | | | Total (%) | Mode Category | SC | DC | Interval (SC-DC) |
|------|-----------------------------------|----|---|----|---|---|-----------|---------------|-------|--------|---------------------|
| | A | O | M | I | R | Q | | | | | |
| A1 | 42 | 45 | 5 | 7 | 1 | 0 | 100 | O | 0.879 | -0.505 | 1.384 |
| A2 | 59 | 10 | 3 | 27 | 1 | 0 | 100 | A | 0.697 | -0.131 | 0.828 |
| A3 | 44 | 18 | 6 | 28 | 3 | 1 | 100 | A | 0.646 | -0.250 | 0.896 |
| A4 | 44 | 22 | 3 | 29 | 1 | 1 | 100 | A | 0.673 | -0.255 | 0.928 |
| A5 | 34 | 27 | 8 | 28 | 1 | 2 | 100 | A | 0.629 | -0.361 | 0.990 |
| B1 | 49 | 24 | 7 | 19 | 0 | 1 | 100 | A | 0.737 | -0.313 | 1.050 |
| B2 | 48 | 12 | 6 | 34 | 0 | 0 | 100 | A | 0.600 | -0.180 | 0.780 |
| C1 | 54 | 16 | 6 | 24 | 0 | 0 | 100 | A | 0.700 | -0.220 | 0.920 |
| D1 | 71 | 9 | 1 | 19 | 0 | 0 | 100 | A | 0.800 | -0.100 | 0.900 |
| D2 | 55 | 9 | 1 | 33 | 1 | 1 | 100 | A | 0.653 | -0.102 | 0.755 |
| D3 | 48 | 18 | 5 | 28 | 0 | 1 | 100 | A | 0.667 | -0.232 | 0.899 |
| E1 | 25 | 56 | 7 | 11 | 0 | 1 | 100 | O | 0.818 | -0.636 | 1.454 |
| E2 | 41 | 20 | 9 | 29 | 0 | 1 | 100 | A | 0.616 | -0.293 | 0.909 |
| E3 | 46 | 27 | 6 | 19 | 1 | 1 | 100 | A | 0.745 | -0.337 | 1.082 |
| F1 | 37 | 42 | 8 | 13 | 0 | 0 | 100 | O | 0.790 | -0.500 | 1.290 |
| F2 | 46 | 33 | 4 | 16 | 0 | 1 | 100 | A | 0.798 | -0.374 | 1.172 |
| G1 | 46 | 12 | 5 | 37 | 0 | 0 | 100 | A | 0.580 | -0.170 | 0.750 |
| G2 | 55 | 12 | 3 | 29 | 1 | 0 | 100 | A | 0.677 | -0.152 | 0.829 |
| G3 | 54 | 13 | 3 | 30 | 0 | 0 | 100 | A | 0.670 | -0.160 | 0.830 |
| G4 | 51 | 6 | 0 | 40 | 3 | 0 | 100 | A | 0.588 | -0.062 | 0.650 |
| G5 | 16 | 63 | 5 | 15 | 1 | 0 | 100 | O | 0.798 | -0.687 | 1.485 |

Note: A1, A2, A3, A4, A5, B1, B2, C1, D1, D2, D3, E1, E2, E3, F1, F2, G1, G2, G3, G4, and G5 refers to Table 1.

The findings of this study are consistent with those of Yi et al. (2016), who discovered that the taste of good food became an essential factor for both North American and Chinese consumers. This factor fell into the one-dimensional category. In addition, other similarities comprise the cleanliness of the dining area (including tables and cutlery), the appearance of employees, and service time; all belonged to the one-dimensional category. Whereas Yi et al. (2016) only mentioned service speed, this research addressed service time based on the estimated time. The study's findings suggested that both consumers with higher and lower minimum wages appreciated it when restaurants made an effort to serve delicious Korean food and maintain the cleanliness of the dining area.

Similar to the findings of Pai et al. (2018), the point of a clean dining area fell into the one-dimensional category. Dewi and Nugraha (2021) also reported similar findings that the employee appearance attribute belonged to the one-dimensional category. These results highlight the need for better attention to the dining area's cleanliness and the employee's appearance to make favorable impressions on consumers. Moreover, these results align with the research of Marinkovic et al. (2015), disclosing food quality as the most important factor influencing consumer visits to ethnic restaurants in Serbia. Therefore, Korean-themed menus have become necessary for ethnic restaurants to attract consumers with a genuine interest in Korean culture. Furthermore, owners of Korean restaurants should remember that consumers would feel dissatisfied if they had to wait longer than the estimated waiting time.

Varied menus (A2), right portions of the menu (A3), lovely food presentation (A4), and precise food presentation (A5) all came under the attractive category of the marketing mix. The attractive category also included affordable prices (B1); lower prices than other ethnic restaurants (B2); easy-to-reach locations (C1); special offers (D1); advertisements and promotions evoking positive emotions (D2); informative advertisements and promotions (D3); employees provide extra services at the request of consumers (E2); employees can provide information about the menu, ingredients, and how to prepare it (E3); fast service (F2); the interior design reflects Korean culture (G1); attractive dining area (G2); free internet service (G3), and the restaurant plays Korean songs (G4). Attributes in the attractive category would enhance consumer satisfaction. Conversely, if unavailable, they would dissatisfy consumers. Findings regarding location, free internet service, and service speed falling into the attractive category align with (Dewi & Nugraha, 2021). Consumers also found the variety of menus and food portions in Korean restaurants engaging. Similar to the findings of Yi et al. (2016), the attractive category covered Korean-style interior decoration and ease of access. These results also highlight the importance of studying the price and promotion variables, as they directly affected the level of consumer satisfaction and loyalty of Korean restaurants in Yogyakarta.

Improvement Priority

Table 7 also presents the SC and DC calculation results. The SC demonstrated how strongly the presence or absence of an attribute affected consumer satisfaction. In contrast, the DC illustrated the significant impact of the absence of an attribute on consumer dissatisfaction. Table 7 displays the negative DC. The DC could depict a negative impact caused by attributes on consumer satisfaction (Bhardwaj et al., 2021). Owners of Korean restaurants could benefit from understanding the success factors and the perceived risk of consumer satisfaction to design their business better. According to Kohli and Singh (2021), to set priorities for improvement, the owners of Korean restaurants must prioritize attributes in the one-dimensional category before moving on to the attractive one. Interval calculations by reducing the SC to the DC could improve the one-dimensional class (Wang & Hsueh, 2013). Table 7 exhibits the analysis results of the one-dimensional category intervals. Following the table, the priority order of improvements was the attributes of a clean dining area (G5), the clean and tidy appearance of employees (E1), the delicious taste of food (A1), and on-time service according to the estimate given (F1). These findings are also congruent with the research result by Shahzadi, Malik, Ahmad, and Shabbir (2018), mentioning the taste of food improvement to build satisfaction.

Priority determination is based on the value of the most remarkable attribute, where its presence boosts satisfaction to a greater extent. In contrast, its absence causes greater dissatisfaction (Lacerda, Souza, Da Silva, Azevedo, & Melo, 2022). Attributes of G5, E1, A1, and F1 acquired corresponding one-dimensional category intervals of 1.485, 1.454, 1.384, and 1.290. Hence, owners of Korean restaurants should ensure that aspects of the dining area's cleanliness and their employees' appearance are fulfilled, followed by food quality concerning its distinctive Korean taste, which consumers tolerated. Finally, paying attention

to fulfilling the estimated waiting time was also necessary because when it took too long, it would surely disappoint consumers. These results are slightly different from those of Yi et al. (2016), in which the food taste attribute obtained the highest SC score for North American consumers, while the highest SC for Chinese consumers was the freshness of food ingredients—the lowest DC score resulted from the attributes related to cleanliness. In this study, the cleanliness of the eating area received the lowest score, whereas, in Yi et al. (2016), the cleanliness of the food was the one obtaining the lowest score.

TABLE 8. PRIORITY CATEGORY RESULTS

| Attribute Code | Satisfaction Coefficient (SC) | Priority Category |
|----------------|-------------------------------|-------------------|
| G1 | 0.580 | Low |
| G4 | 0.588 | Low |
| B2 | 0.600 | Low |
| E2 | 0.616 | Low |
| A5 | 0.629 | Medium |
| A3 | 0.646 | Medium |
| D2 | 0.653 | Medium |
| D3 | 0.667 | Medium |
| G3 | 0.670 | Medium |
| A4 | 0.673 | High |
| G2 | 0.677 | High |
| A2 | 0.697 | High |
| C1 | 0.700 | High |
| B1 | 0.737 | Critical |
| E3 | 0.745 | Critical |
| F2 | 0.798 | Critical |
| D1 | 0.800 | Critical |

After prioritizing the one-dimensional category, owners or management of Korean restaurants could turn their focus to the attractive class. According to Bhardwaj et al. (2021), the presence of attributes in this category could enhance consumer satisfaction, while their absence did not affect consumer dissatisfaction. By fulfilling the attributes in this category, Korean restaurant management could boost consumer satisfaction. The application of quartile analysis based on the SC score, dividing the attributes into four priority groups: low, medium, high, and critical, could help to prioritize the attractive class of 17 points (Lacerda et al., 2022). Table 8 portrays the results of priority categorization based on the SC. Based on the table, several attributes, i.e., affordable food prices (B1); employees can provide information about the menu, ingredients, and how to prepare it (E3); fast service (F2); and special offers (D1) belonged to critical priority for improvement for having the most significant opportunity to boost consumer satisfaction based on the SC. Providing qualified Korean food at affordable prices emerged as one of these critical and high priorities. These results further highlight the significance of the price and promotion variables in this study because they appeared paramount to consumers in Yogyakarta. It has also been common practice for Korean restaurants to name their menus after their country of origin. Hence, a Korean restaurant required informative staff to explain and smartly recommend food complying with consumer preferences. Lastly, fast service was valuable because it could induce consumer satisfaction.

Despite not being a critical priority, owners of Korean restaurants in Yogyakarta must further consider the place variable because it fell into the high-priority category.

To determine the priority of service improvement, Lacerda et al. (2022) utilized SC and DC intervals and quartile analysis. The findings unveiled several critical areas for continuous improvement: a clean and pleasant environment, the reliability and assurance of information, the employees' capability, the promised time, the polite and kind staff, and effective service.

Implications

Theoretical implications

This study revealed the correlation between the presence and absence of Korean restaurants' marketing mix attributes and the satisfaction and dissatisfaction of consumers through the Kano model. The marketing mix was assumed to influence consumer satisfaction in Korean restaurants. Each marketing mix attribute could have its assessment from consumers regarding the necessity or tolerance for not having it in a Korean restaurant. A marketing mix attribute could satisfy consumers with its presence and dissatisfy them with its absence or when it performed poorly. The level of satisfaction and dissatisfaction described by the Kano scale underlied the categorization of marketing mix attributes into must-be, one-dimensional, attractive, indifferent, reverse, and questionable. More specifically, this study proposed improvements based on the category groups of marketing mix attributes and the SC and DC scores obtained. The class could direct the progress proportionally.

Practical implications

Through several categories, this research could help owners or management of Korean restaurants gain insight and information about consumer needs or satisfaction. In the one-dimensional category, paying attention to the SC and DC intervals was necessary because the presence of an attribute would boost satisfaction, and its absence would cause dissatisfaction. The improvement of the dining area's cleanliness and the employees' appearance were essential to avoid the disappointment of consumers. Food taste was also necessary to get attention, allowing consumers to always get food meeting and satisfying their preferences. Meanwhile, regarding serving time, serving the food without exceeding the estimated time limit was indispensable. In the attractive category, the focus should be put only on the SC because the presence of an attribute could enhance satisfaction, although its absence had no effect. The SC and DC interval score was critical information for enhancing Korean restaurants' products and services. The one-dimensional category was more crucial than the attractive one.

Furthermore, the priority in the attractive category was from the highest attribute coefficient score. Although it was crucial and could increase consumer satisfaction, it might be difficult to implement all necessary improvements simultaneously due to a lack of resources. Consumer satisfaction could be boosted by offering affordable prices, informative employees, fast service, and discounts. These results signified that price and promotion factors still influenced consumers of Korean restaurants in Yogyakarta.

In addition, it is necessary to periodically conduct satisfaction surveys for restaurant consumers after the restaurant management or owners have made improvements to evaluate the performance of marketing mix attributes considered reasonable and need further enhancement.

CONCLUSION

This research has made a significant contribution towards addressing the research gap regarding to consumer needs for price, place, and promotion variables. The results have revealed that owners of Korean restaurants located in Yogyakarta need to include price and promotion variables into their strategy development. Affordable prices and discounts could elevate consumer satisfaction. Moreover, the attractive category, specifically at high priority, included the place variable, which should be studied further despite not being in critical priority in sequence. Nonetheless, owners of Korean restaurants in Yogyakarta should prioritize several other factors: variables in the one-dimensional category, physical evidence (clean dining area), people (clean and tidy employee appearance), products (taste good), and process (timely service). Improvement on these four attributes must be prioritized because they fell into the one-dimensional category with SC-DC intervals of 1.485, 1.454, 1.384, and 1.290, respectively. Consumers' first impressions of Korean restaurants were heavily influenced by factors such as the dining area's cleanliness and the employees' appearance. In addition, restaurant owners must serve authentic Korean food and satisfy consumers' cravings. Furthermore, Korean restaurants must also pay close attention to order preparation and serving timing to avoid disappointing consumers.

Therefore, owners of Korean restaurants should react progressively to the attractive category. The attributes of special offers (D1); fast service (F2); information about the menu, ingredients, and how to prepare it (E3); and affordable food prices (B1) were among the attractive category, which scored for consumer satisfaction by 80%, 79.8%, 74.5%, and 73.7%, respectively. Collecting selected attractive attributes served as a guide for Korean restaurants when considering increasing their consumer satisfaction proportionately. Moreover, since most consumers were students, the affordable prices and special offers were still attractive and could alter the mood. In addition, Korean restaurants should hire employees to provide an explanation and recommendation as to which menu suit to consumer preferences. Finally, a faster service could raise consumer satisfaction as well.

Limitations and future research

This research could assist owners and managers of Korean restaurants in gaining insight and information regarding different categories of consumer needs. However, some limitations remained. To begin with, the respondents of this research were consumers of Korean restaurants in Yogyakarta, which, when viewed from the regional minimum wage, was lower than other big cities, affecting their purchasing power. In addition, the online data collection relied on visitor memory, in which consumers might forget specific attributes that were not

too prominent. Furthermore, because this study utilized various scales of Korean restaurants, knowledge of service quality could also differ from one restaurant to another.

Interestingly, future research could combine online and offline data collection to see differences in the results. Moreover, the restaurants' pricing range should be analyzed further since low, medium, and high-priced restaurants were likely to yield different findings.

Acknowledgments: The authors would like to thank all parties involved in this research.

Authors' Contributions: Caesarilla Maggie Zavira was responsible for conceptualizing the idea, collecting data, literature review, analyzing the data, and writing the manuscript. Meanwhile, Dyah Ismoyowati and Henry Yuliando were in charge of conceptualizing the vision, guidance, and supervision of data collection and analysis, reviewing, and revising the manuscript.

Conflict of interest: The authors declare no conflict of interest.

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