

**Business Administration /
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Recruitment During Covid -19 Panemic Era in Indonesia : Benefits And Drawbacks

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Abstract

Online recruitment continues to attract many organizations as the Covid-19 Pandemic has hampered many countries in the past two years. On the other hand, the advent of information and communication technology has become an enabler for online recruitment in many organizations. This paper analyzes the benefits and drawbacks of online recruitment technology based on some prominent studies in many countries. In addition, this paper explores some lessons learned obtained from several early adopters in Indonesia to optimize the employee recruitment process in their organizations. This study's findings from several early adopters in regards to online recruitment technology in Indonesia showed some promising positive lessons learned which suggested strong potential to adopt this technology in the near future. Usefulness and ease of use of online recruitment systems become the key factors of adopting online recruitment technology in many organizations in Indonesia for the year to come. Several drawbacks also have been experienced by the early adopters which represented some typical technical and cultural aspects which need to be addressed by online recruitment technology adopters in Indonesia.

Keywords : online recruitment, e-recruitment

I. INTRODUCTION

In the past two decades many organizations have widely recognized the significance of employees including their knowledge, skills, and abilities to organizational performance (Breaugh & Starke, 2000). Many organizations tried many efforts to attract the best applicants with their skills and knowledge that suits the available jobs. The advent of information and communication technology in the past decade has made employee selection and recruitment processes evolve rapidly in adopting a variety of advanced technologies including social network analytics (Dragusha & Prenaj, 2021), recommender system (Freire & de Castro, 2021), machine learning (Grzkadzielewska, 2021), and artificial intelligence (Umachandran, 2021).

In many references the term online recruitment and e-recruitment are often used interchangeably. Smythe, Grotluschen, and Buddeberg (Smythe et al., 2021), for example, use the term e-recruitment which refers to the “*use of web-based technologies to automate (to varying degrees) the processes of attracting, reviewing and selecting job applicants*” proposed by (Chapman & Webster, 2003). In contrast, (Ghosh et al., 2021) used the term online recruitment refers to various internet-based technologies to support recruitment. Despite the terms, what makes online recruitment of e-recruitment differs from the prominent conventional recruitment is the use of automatic facilities which is “*a wide range of technologies that reduce human intervention in processes*” (Wikipedia, 2021). Those automatic facilities aim to reduce repetitive human activities to complete the predetermined human recruitment tasks.

The Covid-19 pandemic in the past two years has forced many societies and organizations to turn into technologies which become a vital medium for various services including recruitment and employment. E-recruitment or online recruitment system might be one of those technologies which has gained wide research attention in the past several years as many

governments restrict their citizens mobility. According to many prominent studies there are some indications that the online recruitment system has successfully facilitated many job applicants with human resource (HR) department of many organizations during recruitment processes. There are some indications that this new approach also has given human resource department of many organizations some benefits from an optimized and systematic employee recruitment process. Further studies suggested that application of online recruitment has become the first step for an organization in creating a competitive advantage in human capital (Chapman et al., 2005). On the other hand, technology adoption for online recruitment also carries variety of costs such as recruitment fraud (Ghosh et al., 2021).

Despite many studies have been reported on online recruitment that discuss the results and challenges experiencing by particular public or government own organization or corporate from adopting this technology, little have been said on online recruitment adoption that gives a comprehensive view about benefits and drawback of this technology in Indonesia context. This condition makes it difficult for new human resource management researchers or professionals to evaluate feasibility of online recruitment technology adoption in Indonesia. In addition, none of these study reports presents a complete view of the online recruitment adoption landscape in Indonesia to obtain actionable insights on research efforts and current practices of online recruitment.

This study aims to fill in the above shortcoming in online recruitment landscape in Indonesia. In attempts to answer these objective, this paper will be focusing on two research questions: (i) what are advantages of online recruitment applications, and (ii) what are disadvantages of online recruitment applications.

The remaining of this paper is organized as follows. Section 2 will explore background of this study. Section 3 describe research method of this study. Section 4 will elaborate and critically analyze some previous study reports on online recruitment adoption in many countries and Indonesia. Finally, Section 5 will conclude this paper.

II. BACKGROUND

2.1. Online Recruitment

Recruitment is a term refers to a process of discovering or selecting and hiring or best qualified candidate from inside or the process by which organizations locate and attract individuals to fill job vacancies (Anwar & Surarchith, 2015). Many studies showed some evidences that recruitment is an important part of HR management with the main focus to acquire intellectual capital, which is one of the company's most important capital, involving various all the organization's practices and activities (Oksanen, 2018). Hamza (Hamza et al., 2021) suggests that the main role of recruitment are discovering or selecting and hiring or best qualified candidate from inside or outside of organization for a job opportunity.

The conventional recruitment process which has been practiced in an organizations typically consist of contacting several peoples, engaging executive search, or using various ads in newspapers. The process is often repeated should there be any major changes in organization including change of policy, location, business, ownership, and employees' resignation. The recruitment is implemented typically to add, maintain, or adapt to the organization structure and human resource planning (Tyson, 2014). As reported by (Barber, 1998) the main processes of recruitment are (i) certain recruitment activities may influence the number and type of individuals who apply for a position, (ii) certain activities may affect whether job applicants withdraw during the recruitment process, and (iii) certain recruitment actions.

Online recruitment also known as e-recruitment or internet recruiting is a term that has raised popularity in the past decade. The term refers to the use various internet-based solutions in

various recruitment steps which previously were implemented manually. For example, online advertising, job listings, sourcing or hiring candidates using social media and company websites. Many studies have been reported on online recruitment. For Example, (Freire & de Castro, 2021) analyzed some changes that arises in recruitment process such as the use of recommender system applications in online recruitment. Another study reported by (Grzkadzielewska, 2021) explored application of machine learning approach in online recruitment.

2.2. Scope of the Study

Most of the study reports discuss in this paper are prominent reports on online recruitment in many countries which are used as comparison to the study report on the technology adoption in many organization or corporation in Indonesia without limiting to particular business domains. However, study report on online recruitment adoption in Indonesia context which comparable to a study report in other countries might not be available.

III. RESEARCH METHOD

In order to answer the above research questions, we conducted a systematic analysis using qualitative method toward a number of previous study reports related to online recruitment process. Various perspective on recruitment process and its main objectives are discussed. Some of these reports related to online recruitment are then critically analyzed in order to obtain both positive and negative lesson learned from the technology adoption. Lastly, a comprehensive analysis is conducted to a number of the online recruitment study reports in Indonesia in the past decade especially to those studies involving government agencies or large corporations. Special attention are given to their lesson learned as it might become learning transferred to many organization and corporation in Indonesia as early adopters of this technology.

IV. DESCRIPTION

4.1. Online Recruitment Technology Adoption in Many Countries

Several technologies have undoubtedly redesigned recruitment process in the past decade. Many processes of human resource recruitment has been affected significantly by technology (Lee, 2011). A recent study by (Nikolaou, 2021) suggested a variety of technologies that an organization can get advantage from to leverage recruitment process can be categorized broadly into several types mainly:

1) Technologies in attraction comprises of various technologies aim to attract and encourage an increasing number of applicants to apply for the vacant job in the organization. Some technologies which have been widely used, among others, are: internet-based applications (Bartram, 2000) and job forum website (Nikolaou, 2021).

2) Technology in screening comprises of various technologies aim to select candidates' available information on the subject of their appropriateness for the position. The popularity of internet and social media have transformed the screening landscape. Cybervetting is a term refers to the practice of researching potential candidates online (Nikolaou, 2021). A recruiter filters some job candidates collected from internet searches engines and social media profiles such as Facebook, LinkedIn, Instagram, and Twitter as the key method to find the right match for an open position. However, there is a drawback of using this technology. As the popularity of social media usage continue to increase so is hoax news, fake news, misinformation, and disinformation which produce unusable information for the recruiters. In addition, some researchers argue that cybervetting might present unfairness and moral judgment into the hiring process.

3) Technology in selection comprises of various technologies aim to match organizational requirements with the skills and qualifications of the job applicants by choosing individuals whose qualifications relevant to fill a vacant jobs. According to (Nikolaou, 2021) two technologies that recently has been widely adopted in online recruitment are: (i) asynchronous interview which is a type of interview where candidates are requested to record their answers to each questions and submit their response using an on-line application. The recruiters can interview several candidates at the same time without being present. Afterwards, multiple reviewers based on the records might rate the interview to jointly reach to an agreement; and (ii) gamification which is the use of game elements in non-gaming contexts. Selection process using gamification involving conversion an existing selection method into a gamifying version. For example: during personality test or a situational judgment test, candidates play a game like application that creates gamified or virtual environment with questions that candidates have to answer. The use of gamification in the selection process might promote fun, immersion, openness, challenge, and interaction. Based on a research, (Nikolaou, 2011) argues that the main drawbacks of digital interview are mainly lack of a personal and face-to-face interaction with the interviewer.

4) Technology in on-boarding comprises of various technologies aim to assist new employee quick adjustment in their new roles in organization environment such as formal or informal training, on-the-job training, and coaching-mentoring. Nikolaou (Nikolaou, 2021) argues that the human resource management will gain full benefit of using technology in the on-boarding process if they use the technology effectively.

According to (Oksanen, 2018) the main goal for using technology in recruitment process is to achieve quick, effective and cost-efficient ways of finding potential employees. These findings validated the earlier study results reported by (Panayotopoulou et al., 2007) who concluded that online recruitment has brought considerable benefits in terms of cost, time, candidate pool and quality of response of the candidates. These findings are also inline with several study results on technology acceptance in recruitment process as reported by (Tong, 2009) and (Kumar & Priyanka, 2014).

Although HR managers in many organizations tend to resists when online recruitment technology appears, technology in recruitment gradually is accepted and HR manager can adapt to the technology. Based on a study in Finland, (Noe et al., 2006) concluded that technology adaptation needs a quite transaition periods until the technologies in recruitment process progressively shows an impact in management of HR. Interestingly, some evidences showed that most technology-oriented and innovative organizations are most willing to take full benefit of the recruitment technologies. Some evidences showed that the main purposes of adopting online recruitment technology in an organization are mainly to accelerate and enhance the recruitment process. A study by (Noe et al., 2006) suggested that online recruitment lessens some manual and repetitive works from recruitment process so that the recruiters have more time for addressing human interaction with both job applicants as well as internal members of the organization. The main objective is to spend more time in candidate screening and communication with the applicants to obtained qualified candidates from the recruitment process.

4.2. Online Recruitment Technology Adoption in Indonesia

According to (Bondarouk et al., 2016) Indonesia is an emerging economy country with strong potential to adopt online recruitment technology due to several reasons, among others, are Indonesia is one of populous country and has adopted information technology in many areas. Several studies on online recruitment in Indonesia have been reported. Several lesson learned

from online recruitment technology adoption in Indonesia in related to the main recruitment processes can be summarized into a table as follows.

Table 1 Summary of Lesson Learned from Online Recruitment in Indonesia

Author(s)	Study Object	Positive Lesson Learned	Negative Lesson Learned
(Husna et al., 2021)	PT. Es Teh Indonesia Makmur (tea beverage company), West Java	Increase coverage of job advertisement, increase recruitment process efficiency and increase number of job applicants.	Not available
(Nanda S, 2017)	PT. Inka (Government owned train factory company in East Java)	Increase number of candidates who applied for a vacant job positions	<ul style="list-style-type: none"> • Getting false information from some job applicants, • High load of application submitted online caused computer server problem.
(Bondarouk et al., 2016)	Subsidiaries of MNC group in Jakarta	<ul style="list-style-type: none"> • Recruitment process becomes more efficient, • Reducing paperworks, • Reducing bureaucratic workload. 	<ul style="list-style-type: none"> • Impossible to limit job advertisement to Indonesia only, • Some applicants have problem with English language.
(Anggadwita, 2013)	PT. KAI (Government owned railway operator in Indonesia)	The role of organization leadership, open culture, and commitment of all staff levels become the key factor of online recruitment technology adoption.	Not available
(Arismunandar et al., 2018)	Recruitment process of school principal in South Sulawesi	<ul style="list-style-type: none"> • Increase objectivity, transparency, and accountability of candidate selection process. • It is easy to use. 	Not available
(Trisnadewi & Nasri, 2021)	Teacher recruitment process in Lombok, West Nusatenggara Province, Indonesia	<ul style="list-style-type: none"> • Online recruitment has sufficiently capture professional teachers in science subjects. • selection and recruitment system is transparent 	Online recruitment does not measure teacher proficiency in teaching process in the classroom
(Istiqomah & Atsarina, 2019)	Civil Servant recruitment in Indonesia for fiscal year 2018.	<ul style="list-style-type: none"> • Avoid bias in the evaluation and selection of candidate interviews. • Increase efficiency. 	Online recruitment can not eliminate reviewer subjectivity during interview selection stage
(Suswanta et al., 2022)	Digital Civil Servant Recruitment	Online recruitment brings about some advantages: <ul style="list-style-type: none"> • Recruitment process is 	Some advantages are: <ul style="list-style-type: none"> • It will be difficult for participants who do not

Model	more efficient. <ul style="list-style-type: none"> • It is easier to reach out a wider audiens. • It reduces labor costs. • It is easier to conduct interviews and process the relevant documents. 	have adequate internet access. <ul style="list-style-type: none"> • It require a computer server that support large volume data processing. • It needs more systematic preparation and socialization.
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Some interesting findings is that the key factors contributed to early online recruitment technology adoption in Indonesia are mainly usefulness and easy of use which are inline with study findings reported by (Kumar & Priyanka, 2014). Many HR Management in several organization or corporation as the early adopter focused more on some returns from adopting this technology in terms of recruitment process accountability, efficiency, transparency, high candidate quality, and repetitive manual work reductions. However, many technical aspects might hamper benefits of this technology such as required sufficiently informative socialization about the recruitment process to the target candidates, limited internet access availability from job candidate side, and inadequate performance of computer servers used by the organizations or corporation to process work load in each step of recruitment processes. Those lesson learned are very important for any other organization or corporation in Indonesia to maximize benefit of the online recruitment technology. In addition, there are some nontechnical drawbacks have been experienced by several early adopter organizations are including: (i) borderless access of internet often become a challenge to advertise available jobs for only Indonesian, (ii) literacy of information technology can limit the reaching out job advertisement to only young generation, (iii) online recruitment system localization become an issue as many job applicant experienced difficulty to understand job advertisement posted in English, (iv) limited capacity of computer facility used by the organization to process application submitted online hamper online recruitment effectiveness. The future of this study is to do some qualitative and quantitative study involving government agencies in central or local government of Indonesia as participating organizations and regulator in online recruitment application in Indonesia.

V. CONCLUSION

Indonesia experienced early stage in online recruitment technology adoption but show strong potential to adopt this technology in the near future. Usefulness and easy of use of online recruitment system become the key factors of adopting online recruitment technology in many organization in Indonesia for the year to come. Several key success factors for sucessful adoption of online recruitment, among others, are: company/ organization leadership, open culture, and commitment of all staff levels become the key factor of online recruitment technology adoption. Several drawbacks have been experienced by several early adopter organizations which need to be part of consideration by HR management in many potential organizations or corporations in Indonesia before deciding to adopt this technology. The future of this study is to do some qualitative and quantitative study involving government agencies in Indonesia as participating organizations and regulator in online recruitment application in Indonesia.

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Assessment of Best Customer Relations of Select Hotels and Restaurants in Angeles City

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Abstract

COVID-19 has brought the hotel and restaurant industry to temporarily close although some businesses continued operations despite of it. Customer satisfaction has been an important consideration in any other industry, the restaurant is no exception being one of the reasons why customers would come back. Management practices is the most important part in any business enterprise. Customer's satisfaction and dissatisfaction should be considered most for this will indicate the success of any business. The study aimed to determine and describe the best customer relations of the selected hotels and restaurants in Angeles City. Quantitative method was used in the study that measured the respondents on how they perceived the best practices of the participant-hotels/restaurants in terms of the identified categories and the researcher used Statistical Package for the Social Sciences (SPSS) version 2.2 to examine its effects. The findings of the study revealed that most of the variables were strongly agree and agree with respecting the customers was a main factor in customer relations respectively had the highest mean rating although giving the customers give certificates or freebies showed the lowest mean rating amongst all the variables.

Keywords : customer relations, hotels, restaurants, Angeles City, management practices

Introduction

The COVID-19 pandemic has resulted to the closures of many business establishments. Some businesses have continued their operations despite the imminent threat of the virus not only in terms of physical and health safety, but also of its negative impact to businesses and the economy in general. Those who continued their operations are now faced with the challenge of continued survival in the midst of declining customers and demands, as well as the presence of various restrictions and limitations brought about by the current situation. With this scenario, making a difference in management – improving customer relations – will make a big impact for business to authentically survive.

The future direction of organizations is determined by management practices (Ongori, et al., 2013) One aspect that has to be given attention in such management is the manner by which staff and employees deal with their customers and on how they engage with them (Verhoef, et al., 2010). The significance of properly dealing with the customers and its impact to the success, or eventual downfall, of any business enterprise, finds its place in a number of literature and studies specifically focusing on this aspect of management. In fact, Baird and Parasnis (2011) wrote that in the context of the advancement of technology and social media nowadays, the voice of the customers can no longer be suppressed and only in an instant can the latter provides his/her positive or negative feedback to products or services given by the business enterprise. Without a doubt, the value of establishing quality relationships with customers is necessary for any business to succeed (Ali, 2012; Haryati Shaikh Ali & Oly Ndubisi, 2011). Customer satisfaction is a crucial and deciding factor in any customer-oriented business, like in the hotels and restaurants (Munusamy, Chelliah & Mun, 2010). The contemporary world has been demanding for improved and innovative products and services (Ramanathan & Ramanathan, 2011; Ramanathan, 2012). Engagement with customers greatly matters in the industry where products, services – and ultimately people – come in close contact with the external stakeholders (Verhoef, Reinartz & Krafft, 2010; Banyte & Dovaliene, 2014). This is also the very reason why a number of studies dealing with customer satisfaction and loyalty had been conducted in the past years (Beverland, Kates, Lindgreen & Chung, 2010; Diller, 2000; Hu, TeHuang & TsangChen, 2010).

Despite the importance of developing or nurturing the enterprise's management practices, specifically in customer relations, some industries are at the brink of failures due to lack of innovative

practices in various aspects of their management (Vila, Enz & Costa, 2011) These practices must be seriously considered by managers and staff for any industry to succeed (Ongori, Iravo & Munene, 2013). The progress of any business enterprise can actually and possibly be determined through the determination and assessment of its various practices – one of which is through its customer relations. When these practices are considered, the possibility of sustainable operations of businesses – or of the tourism and hospitality enterprise as in the case of the present study – can be assured of.

A number of studies has been made on various management practices of business enterprises, and none had actually taken into consideration on the specific aspect on customer relations and customer management. Thus, this is the study that is to be tackled.

In the same manner, while many studies dealt with the various factors considered by guests/customers in going back to the hotels and restaurants as part of their customer management, none actually dealt with the emphasis on the present study which is the best practice in customer relations services as the specific factor of consideration. Additionally, the uniqueness of the respondents and the chosen locality in the present study is evident.

Literature Review

Importance of Management Practices

Management practices is the most critical part in any business enterprise. Customer's satisfaction and dissatisfaction should be considered most for this will indicate the success of any business. In the study conducted by Ramanathan and Ramanathan (2011), they found out that when customers have been dissatisfied with certain attributes of a hotel via performance – or the lack of it. Said customers will not be able to regain their trust and intention to stay in the hotel with the new performance offered by the same. It only means that at the very first approach, hotel staff should already show through their performance that hotel guests can have satisfaction from the hotel's services. It also indicates how doing or offering one's best from the very first encounter of the guests and the staff is very crucial for the success of any business enterprise.

Ongori, Iravo and Munene (2013) also highlighted how management practices are very crucial that they can 'make' or 'break' a business organization. They have also given emphasis on the importance of good working relationship and collaboration of the staff of any business organization for it to achieve an increased productivity and efficiency. It likewise involved the due regard to the roles played by customers and other stakeholders. Pointing out to the drastic decline – and even closing – of the operations of hotels in Kisii County, the study argued that only the planned and organized and fully executed better management practices can save any business enterprise. The nature of services offered, human resource management practices and managers' "planning skills" in hotels and restaurants were examined to determine their influence on the performance of the hotels. The study made an assessment of the importance of strategic planning, reviewing and assessing personnel or human resource skills and capabilities, and the review of available resources. Organizations need to design best management practices for high sustainable performance of their organizations. This is why strategic planning in any business organization is very important and cannot just be ignored and compromised.

Chung and D'Annunzio-Green (2018) also pointed out that in the hospitality industry, there are unique challenges that small- and medium-sized enterprises (SMEs) experience that necessitates effective management practices, otherwise it can result to loss of competitive advantage. From this study, the importance of management practices is once again emphasized and how neglecting the same can lead to failure in any industry.

Gosnell, List and Metcalfe (2020) also wrote that increasing evidence indicates the importance of management in determining firms' productivity. Yet casual evidence regarding the effectiveness of management practices is scarce, especially for skilled labor in the developed world.

On the employment of innovative practices in management, Vila, Enz and Costa (2011) found that there was an insufficiency of emphasis on customer management as an area to be improved in

hotel chains in Spain. The study furthered that there had been more focus on knowledge market, new sales channels and communication improvements rather than knowing the needs and contexts of their primary clientele or the customers.

Integrating Environmental Practices in Management

On integrating environmental practices in management, DiPietro, Gregory and Jackson (2013) stated that restaurants nowadays have been integrating green practices in their operations and management to adhere to the contemporary norms and practices done in a most business organizations regardless of products or services offered. The study noticed a trend for businesses to adhere to green practices and standards to be able to go with what is required and needed not only by customers' wants but mostly on the demand of the environment itself. Their study inquired into Midwest restaurants' green practices and their impact on areas such as satisfaction of the customers, the intent to return and to be loyal to the restaurant and ultimately the main cause of the business. Findings showed that despite customers' appreciation of the restaurants' initiatives for green practices, these customers were not really willing to have additional expenses because of such green practices being implemented by restaurants. The study also found out that those people who were practicing green practices in their respective homes are also most likely the customers who appreciate more the restaurants' initiatives on implementing green practices. As a recommendation, the study encouraged restaurants to strengthen their campaign on awareness on green practices to include even the general public.

MbaseraI, Du Plessis, Saayman and Kruger (2016) stated that there has been a growing concern for a 'green' hotel in the view of customers as they experience an increased awareness of environmental damage and excessive consumption of goods, energy and water. With this, the study explored on the environmentally-friendly practices in hotels in Zimbabwe and South Africa and established the contribution that hotels are making towards mitigation of the negative environmental effects.

Iraldo, Testa, Lanzini and Battaglia (2017) wrote that the top management commitment emerges as a key driver of competitiveness, confirming the strategic relevance of a sound approach to sustainability also in SMEs operating in the tourism sector. Moreover, the study stated that actions aimed at investing in green food products (e.g. organic food) and awareness campaigns emerge as strong predictors of good business performance. Finally, at managerial level, entrepreneurs and owners evaluate the implementation of internal sustainability monitoring systems as a relevant support to increase their competitive performance.

Importance of Customer Relations Management

On customers' loyalty behavior as determinants of hotel performance, Ramanathan (2012) utilized data from online guest ratings in his study. Findings showed that value for money topped the considerations of customers that could influence their loyalty behavior, specifically customers in UK hotels. The study also found out that the following aspects can increase the good performance of hotels: management of physical-product, people and process. However, the study clarified that these results may vary from one hotel to another. This only indicates that there is no single formula in ensuring customer loyalty or intention to return. Hotels, therefore, and even other businesses, should review all possible angles and aspects of their products and services which customers find crucial to hotel's good performance. A review of the kinds of customers based on preference and locality and culture may also be conducted to address customers' specific, unique and contextualized needs.

On the importance of customer relations management, Munusamy, Chelliah and Mun (2010) wrote the importance of satisfying customers as the ultimate goal of any enterprise involving business and customer relationship. Since business do not really know what is going on in any customer's mind, the goal of satisfying him/her is indeed a challenging, yet a possible task. This is where strategies, planning and organization of businesses are most needed. The study found out that while assurance has a positive relationship with customer satisfaction, it does not really have a significant effect on the same, specifically in the case of the subject – the banking sector in Malaysia. The same findings are

applicable to empathy and responsiveness. For reliability, negative relationship had been found out. On the other hand, tangibles do have a significant effect on customer satisfaction.

Baird and Parasnis (2011) argued that companies need to meld social media programs with customer relationship management (CRM). It found that connecting to the customers via social media can actually engage the latter to share their experiences, and in turn to address their needs which they could have not at all mentioned in other platforms. The study emphasized on the importance of utilizing the most immediate means of CRM which is the social media programs available to customers.

Banyte and Dovaliene (2014) revealed the importance of the relations between engagement on customer and value creation. At the end of the said study, a conceptual model on the said relations has been adopted as a response to the insufficiency or gaps opened in previous research on the matter. The two constructs have also been studied in in-depth manner via determination of the links between them, how they are interrelated and integrated in each other.

Emphasizing on the importance of customer engagement in developing or managing customers' needs, Verhoef, Reinartz and Krafft (2010) study was conducted. It defined based on existing data what it really meant by customer engagement and how as a behavioral manifestation the same can be utilized to achieve optimum performance of hotels.

Best practices and sustainability are intertwined with each other as the conduct of the former can actually result to the existence of the latter. Organizational commitments in making significant changes, effectively managing organizations' social, economic, and environmental impacts – and to remain competitive – in a sustainable manner, and in actually making sustainability work for organizations are now the trends in the business industry (Epstein, 2018). In the tourism and hospitality industry, best practices in customer relations services can also be viewed as important ingredients in the sustainable operations of the enterprise. Determining, nourishing and sustaining these best practices can lead organizations to further development in their respective fields.

Best practices in customer relations include respecting customers, managing staff- customer conflict, provision of incentives to customers, quality service, good communication to customers and addressing feedbacks from customers. Respecting customers can mean listening to their opinions and suggestions and treating them well in all circumstances possible (Hu, TeHuang & TsangChen, 2010). It can also mean considering them as the ultimate beneficiaries of the establishment's services, thus they need all the attention and respect that is due to them. Another best practice is the management's proper handling of staff-customer conflict (Ali, 2012), which refers to how the management can deal with conflicts between their staff and their customers and how it resolves the same amicably and with the best interest of both parties practicing justice and fairness in the process. The provision of incentives to customers, as well as the quality service in itself, is also one way to attract more customers through the establishment's best practices (Beverland, Kates, Lindgreen & Chung, 2010). Diller (2000) and Haryati Shaikh Ali and Oly Ndubisi (2011) wrote that for best practices, having good communication to customers and addressing immediately and properly their feedbacks can help an establishment succeed in the industry.

All these considered, tourism and hospitality organizations like hotels and restaurants as in the case of the present study, are faced with the challenge of determining and describing their best practices in the said area. With sufficient knowledge of these practices and the right attitude in addressing would-be development needs, the anticipation of better results is possible. The benefits of this study may be seen in the following: (1) Hotels and Restaurants in Angeles City. The results of this study will primarily benefit the hotels and restaurants in Angeles City. Through the said results, they can improve their customer relations services which will in turn attract more guests/customers. (2) The City Tourism Office. This office will be assured of the good services and areas for improvement of hotels and restaurants within its jurisdiction. It may also benefit from the results of the study in the form of using said results to guide other similar and related-businesses or industries in better serving their guests/customers. (3) Policy Makers. Policy makers, specifically those in the government regulatory bodies or agencies, can utilize the results of the study to craft, amend or improve policies concerning customer relations services, balancing the equal rights of businesses and

their clientele. (4) The Guests/Customers. The hotel guests and restaurant customers will ultimately benefit from this study as the results can be utilized to better serve them via improved customer relations services. (5) Academe. The academe will also benefit from this study as its results can be utilized to improve the curriculum, specifically those in the hospitality and tourism industry. Results may inform curriculum planners on what to integrate in the lessons involving customer relations and how hotels and restaurants can be responsive with the needs of their customers. (6) The Community. The community can also benefit from the study as it will promote better relationships in the society, specifically between service providers like hotels and restaurants, and their customers. With better relationship with each other, a better or improved community is also possible. (7) Future Researchers. Future researchers may use the results of this study to guide their future endeavors.

Statement of the Problem

From the point of view of regular customers, this study aims to determine and describe best customer relations of select hotels and restaurants in Angeles City. Specifically, it seeks to answer the following:

1. How may the perception of participant- hotels/restaurants be described in terms of the following?
 - a. Respecting Customers;
 - b. Managing Staff- Customer Conflict;
 - c. Provision of Incentives to Customers;
 - d. Quality Service;
 - e. Good Communication to Customers; and,
 - f. Addressing Feedbacks from Customers

2. What recommendations can be formulated to improve the customer services of hotels?

METHOD

Research Design

This study would use the quantitative research method because its objective is to examine or quantify the best practices of select hotels and restaurants in Pampanga in so far as customer relations are concerned. Quantitative research is the most suitable method since the intent is to determine the attitudes or perceptions of a specific population through numerical data. Aside from the demographic profiles of the respondents, the study would measure quantitatively the extent by which the respondents perceive the best practices of the participant-hotels/restaurants in terms of the identified categories. The descriptive research design would be employed in the study for its ability to purely describe the phenomenon of concern without ascribing into a cause-and-effect relationship as done in other types of research.

Sample and Sampling

The respondents in this study is 229 customers of hotels and restaurants in Angeles City who visited the said hotels or restaurants within the last 8 months. Said sample size was computed from the total population of 562 using Raosoft sample size calculator. In order to collect data from this sample size, convenience sampling will be used. Meaning, from the total population of 562, only the available 229 people will serve as the respondents of the study. Additionally, only customers of legal age (18 years old and above) will be included as respondents. The study also intends to include both sexes as respondents.

Meanwhile, the business profiles and categories of the establishments are:

TGIFriday's Marquee Mall - T.G.I. Friday's is a casual dining restaurant that has been a well-known chain since 1965. The theme of the restaurants provides a lively environment that keeps an engaging atmosphere where customers feel comfortable going. Friday's has presented great marketing strategies over the years that have helped them become the restaurant they are today such as the World

Bartender Championship. The store was established last October 16, 2010 it was the 11th store in the Philippines and 1st store in North Luzon area.

Italianni's Marquee Mall – Originally a concept started by Carlson Restaurants, the parent company of TGI Friday's, Italianni's Restaurant was envisioned as being an affordable place to enjoy great Italian food in a family friendly setting with a focus on homemade recipes prepared from scratch. The store was established last February 2011 and it is the 14th store in the Philippines.

Century Hotel – is centrally located in Angeles City, a 10-minute drive from Clark Airport. It provides an indoor swimming pool, spacious and air-conditioned rooms, and free Wi-Fi in the entire hotel. The hotel enjoys a convenient location, just a stroll from attractions such as the Casino Filipino, bars and shopping outlets. SM Clark and Robinson's shopping malls are a 5-minute walk away. The rooms are at The Hotel Century equipped with an in-room safe, cable TV and a mini-fridge.

Wind Boutique Hotel - Situated in Angeles, Winds Boutique Hotel offers modern yet homely accommodation with free WiFi access throughout the property. It features an outdoor swimming pool and provides complimentary parking space on site. Daily housekeeping service is available. The hotel is just 850 m from Friendship Jeepney Terminal and 1.2 km from SM City Clark. Clark International Airport is approximately 8 km away.

Instrument

In this research, the survey questionnaire will contain questions which are based from the research objectives. The survey questionnaire will be divided into two parts: (1) the survey questions which were based from various studies (Ali, 2012; Beverland, Kates, Lindgreen & Chung, 2010; Diller, 2000; Haryati Shaikh Ali & Oly Ndubisi, 2011; Hu, TeHuang & TsangChen, 2010) (a) Respecting Customers; (b) Managing Staff- Customer Conflict; (c) Provision of Incentives to Customers; (d) Quality Service; (e) Good Communication to Customers; and (f) Addressing Feedbacks from Customers, and (2) the survey on service quality dimensions. These adopted instrument's validity and reliability had already been established in the respective studies where the items were taken/adopted. Please see *Appendix A* for the survey questionnaire. Since the statements were just lifted from different literatures, the survey form will be pre-tested to at least 30 participants (not part of the sample) to test the reliability and per variable Cronbach alpha should be at least 0.70.

Data Collection Procedures

The data collection will commence from the approval of the research proposal and from the compliance to all research protocols before conducting the actual study. Official letters of request and invitations will be sent to all persons involved and the respondents. After giving the invitation to respond in the study, an appointment will be arranged in the participant hotels/restaurants for the facility of the instrument. The researcher will collect the data during the most convenient time of the respondents. Online surveys will be done to collect the data.

Ethical Considerations

This study will secure the approval of the Holy Angel University's Institutional Ethics Review Board (HAU-IRB). It will ensure that the following items will be considered or complied with: (1) that the respondents will be informed that they are being invited to be the respondents in the survey that the researcher will conduct which will be expected to last for about 30 minutes and the survey questionnaire will be attached in the cover letter of request for participation for the respondents' perusal, (2) that the respondents will be informed of the basis for their selection which is through the application of the purposive sampling technique with the following criteria: (a) that the respondents are regular customers of the hotel/restaurant as determined by the respective hotel/restaurant managers, and (b) that the respondents are regular customers in so far as the criteria as mentioned above are met, (3) that the respondents will be informed that there is no foreseeable, any significant risk for them with their participation in the survey, (4) that the respondents will be informed that regarding the benefits for their participation, while the researcher cannot provide material benefits for them, the improvements in the customer relations services in hotels and

restaurants will benefit customers like them, (5) that the respondents will be informed that they will have freedom to withdraw from participating in the study at any time they want, (6) that the respondents will be informed that the researcher would ensure confidentiality of data by securing these in password-protected files, (7) that the respondents will be informed that in the researcher's records, all personal identifiers would be removed, (8) that the respondents will be provided a copy of the executive summary of the researcher's report and if they will request for the full report, the researcher will be happy to send it to them, (9) that the respondents will be informed that their autonomy will be respected through the provision to them of the information in the letter request for participation that they need to make their decision whether to participate and that there will absolutely be no negative consequence to them if they decide not to participate, (10) that the storage of data that will be collected which will be done for a maximum of 1 year before proper and ethical disposal will also form part of the details that will be discussed to the respondents, (11) the provision of a safe space in online data collection for both researcher and respondents will be ensured in the study, and (12) that the respondents will be informed of the approval of the research by the Holy Angel University – Institutional Ethics Review Board which will review and clear the study and that if there is anything else they want to know, they can contact the researcher through his mobile number 0966-331-2398 or at aksantos@hau.edu.ph or Ms. Precious Jean M. Marquez, the chair of the HAU-IRB that will review this study at pmarquez@hau.edu.ph.

Data Analysis

The researcher used Statistical Package for the Social Sciences (SPSS) version 22 as the software during data analysis. Descriptive statistics will be in order to present the given data in an organized manner to draw meaningful conclusions. Mean, percentage distribution, frequencies and standard deviations will be computed. Descriptive statistics will be used to summarize and describe a given data set which shall explain the relationships of variables within a sample or population. To find out the top answers to the questions based on the objectives, the researcher will compute for the mean using the answers provided by the respondents the mean and descriptive rating scale as follows Strongly Agree is 4.50 to 5.00, Agree 3.50 to 4.49, Neutral 2.50 to 3.49, Disagree 1.50 to 2.49 and lastly, Strongly Disagree 1.00 to 1.49 (Kenton, 2019).

Results

As shown in Table 1 it exhibits the mean rating of respecting customers. Respondents have rated that the staff and employees in the hotel/restaurant respect their customers' differences and unique personalities which has a mean rating and standard deviation of 4.45 and 0.71 respectively. While the lowest is that the staff and employees in this hotel/restaurant do not blame customers despite the fact that the latter are the ones who committed mistakes which has a mean rating and standard deviation of 4.31 and .84 respectively.

Table 1 Mean Rating of Respecting Customers

Item	Mean	Std. Deviation	Descriptive Rating
The staff and employees in this hotel/restaurant listen attentively to customers' suggestions. (Ang mga staff at empleyado sa hotel/restaurant na ito ay nakikinig nang mabuti sa mungkahi ng kanilang mga kustomer.)	4.37	.71	Agree
The staff and employees in this hotel/restaurant always provide a good service experience. (Ang mga staff at empleyado sa hotel/restaurant na ito ay laging nagbibigay ng magandang serbisyo.)	4.44	.72	Agree

Item	Mean	Std. Deviation	Descriptive Rating
The staff and employees in this hotel/restaurant do not blame customers despite the fact that the latter are the ones who committed mistakes. (Ang mga staff at empleyado sa hotel/restaurant na ito ay hindi naninisi ng kustomer kahit na ang huli pa ang nagkamali.)	4.31	.84	Agree
The staff and employees in this hotel/restaurant always encourage their customers to express their opinions and ideas about the hotel's/restaurant's services. (Ang mga staff at empleyado sa hotel/restaurant na ito ay parating hinihikayat ang kanilang mga kustomer na ipahayag ang kanilang mga opinyon at ideya tungkol sa sebisyo ng hotel/restaurant.)	4.32	.77	Agree
The staff and employees in this hotel/restaurant accept The staff and employees in this hotel/restaurant accept customer's ideas and suggestions to change or improve their servises. (Tinatanggap ng mga staff at empleyado sa hotel/restaurant na ito ang mga ideya at mungkahi ng kanilang mga kustomer upang mabago o mas ayusin pa ang serbisyo ng hotel/restaurant.)	4.35	.81	Agree
The staff and employees in this hotel/restaurant are friendly in dealing with their customers. (Ang mga staff at empleyado sa hotel/restaurant na ito ay palakaibigan sa kanilang pakikitungo sa mga kustomer.)	4.42	.74	Agree
The staff and employees in this hotel/restaurant respect their customers' differences and unique personalities. (Ang mga staff at empleyado sa hotel/restaurant na ito ay nirerespeto ang pagkakaiba at ang mga natatanging katangian o personalidad ng kanilang mga kustomer.)	4.45	.72	Strongly Agree
Weighted Mean	4.38		Agree

As shown in Table 2 it exhibits the mean rating of managing staff-conflicts. Respondents have rated that the staff and employees in this hotel/restaurant still try to understand an unreasonable customer which has a mean rating and standard deviation of 4.39 and .72 respectively. While the lowest is that the staff and employees in this hotel/restaurant raise disagreements in professional manners which has a mean rating and standard deviation of 4.31 and .75 respectively. This shows that most staff and employees are still trying to understand the customers.

Table 2 Mean Rating of Managing Staff-Conflict

Item	Mean	Std. Deviation	Mean Rating
The staff and employees in this hotel/restaurant still try to understand an unreasonable customer. (Ang mga staff at empleyado sa hotel/restaurant na ito ay sinusubukan pa ring unawain ang mga kustomer kahit mahirap silang pakitunguhan.)	4.39	.72	Agree
The staff and employees in this hotel/restaurant immediately act on customer's complaints. (Ang mga staff at empleyado sa hotel/restaurant na ito ay agarang umaakasyon sa mga reklamo ng mga kustomer.)	4.38	.75	Agree
The staff and employees in this hotel/restaurant raise disagreements in professional manners. (Ang mga staff at empleyado sa hotel/restaurant na ito ay marunong mangatwiran sa propesyunal na paraan.)	4.32	.75	Agree
The staff and employees in this hotel/restaurant quickly resolve issues that arise among team members. (Ang mga staff at empleyado sa hotel/restaurant na ito ay agarang nireresolba ang mga isyu ng mga kasamahan nila sa trabaho.)	4.34	.72	Agree
The staff and employees in this hotel/restaurant can do things to lessen customer's anger. (Ang mga staff at empleyado sa hotel/restaurant na ito ay kayang gumawa ng mga bagay na magpapaupa sa galit ng kanilang kustomer.)	4.33	.73	Agree
The staff and employees in this hotel/restaurant always calm down whenever a customer is arguing about certain things. (Ang mga staff at empleyado sa hotel/restaurant na ito ay kalmado lamang kapag ang kustomer ay nakikipagtalos sa iilang mga bagay.)	4.34	.72	Agree
Weighted Mean	4.35		Agree

As shown in Table 3 it exhibits the mean rating of provision of incentives to customers. Respondents have rated that the staff and employees in this hotel/restaurant always give an extra service to their loyal customers which has a mean rating and standard deviation of 4.21 and .87 respectively. While the lowest is that the staff and employees in this hotel/restaurant give gift certificate to their regular customers which has a mean rating and standard deviation of 3.86 and 1.04 respectively. This shows that most staff and employees are extra service to the customer to make them satisfy.

Table 3 Mean Rating of Provision of Incentives to Customers

Item	Mean	Std. Deviation	Mean Rating
The staff and employees in this hotel/restaurant give gift certificate to their regular customers. (Ang mga staff at empleyado sa hotel/restaurant na ito ay nagbibigay ng gift certificate sa kanilang mga regular na kustomer.)	3.86	1.05	Agree
The staff and employees in this hotel/restaurant always give an extra service to their loyal customers (Ang mga staff at empleyado sa hotel/restaurant na ito ay laging nagbibigay ng karagdagang serbisyo sa kanilang mga regular na kustomer.	4.21	0.87	Agree
The staff and employees in this hotel/restaurant give freebies to regular customers (Ang mga staff at empleyado sa hotel/restaurant na ito ay nagbibigay ng libring serbisyo sa mga regular na kustomer.	4.01	0.96	Agree
Weighted Mean	4.03		Agree

As shown in Table 4 it exhibits the mean rating of quality service. Respondents have rated that the staff and employees in this hotel/restaurant always give their best to satisfy their customers through their quality services which has a mean rating and standard deviation of 4.41 and .71 respectively. While the lowest is that the staff and employees in this hotel/restaurant provide the highest quality service at affordable prices which has a mean rating and standard deviation of 4.30 and .77 respectively. This shows that most staff and employees are giving their best to serve the customers.

Table 4 Mean Rating of Quality Service

Item	Mean	Std. Deviation	Mean Rating
The staff and employees in this hotel/restaurant always give their best to satisfy their customers through their quality services. (Ang mga staff at empleyado sa hotel/restaurant na ito ay parating ibinibigay ang abot ng kanilang makakaya upang maibigay ang dekalidad na serbisyo sa mga kustomer.)	4.41	.72	Agree
The staff and employees in this hotel/restaurant always check the quality of their products and services. (Ang mga staff at empleyado sa hotel/restaurant na ito parating sinusuri ang kalidad ng kanilang mga produkto at serbisyo.)	4.38	.72	Agree
The staff and employees in this hotel/restaurant provide the highest quality service at affordable prices. (Ang mga staff at empleyado sa hotel/restaurant na ito ay nagbibigay ng pinakamataas na kalidad ng serbisyo na abot kaya ng lahat.)	4.30	.78	Agree
Weighted Mean	4.37		Agree

As shown in Table 5 it exhibits the good communication for customers. Respondents have rated that the staff and employees in this hotel/restaurant are well-trained on proper communication to customers which has a mean rating and standard deviation of 4.42 and .68 respectively. While the lowest is that staff and employees in this hotel/restaurant make customer service-calls a priority which has a mean rating and standard deviation of 4.36 and .72 respectively. This shows that most staff and employees are all trained and know how to communicate properly with their customers.

Table 5 Mean Rating of Good Communication to Customers

Item	Mean	Std. Deviation	Mean Rating
The staff and employees in this hotel/restaurant make customer service-calls a priority. (Ang mga staff at empleyado sa hotel/restaurant na ito ay laging inuuna at ginagawang prayoridad ang tawag ng mga kustomer para sa serbisyo.)	4.36	.73	Agree
The staff and employees in this hotel/restaurant are well-trained on proper communication to customers. (Ang mga staff at empleyado sa hotel/restaurant na ito ay naturuan nang maayos sa tamang pakikipag-usap sa mga kustomers.)	4.42	.68	Agree
The staff and employees in this hotel/restaurant use appropriate words and behavior in communicating to the customers. (Ang mga staff at empleyado sa hotel/restaurant na ito ay gumagamit ng naaayong mga salita at pagkilos sa pakikipag-usap sa mga kustomers.)	4.44	.68	Agree
Weighted Mean	4.41		Agree

As shown in Table 6 it exhibits the addressing feedbacks from customers. Respondents have rated that the staff and employees in this hotel/restaurant value customer's feedback to improve their services which has a mean rating and standard deviation of 4.38 and .73 respectively. While the lowest is that the staff and employees in this hotel/restaurant immediately act and respond to customer's feedback which has a mean rating and standard deviation of 4.28 and .74 respectively. This shows that most staff and employees value all the feedbacks coming from the customers to improve the services.

Table 6 Mean Rating of Addressing Feedbacks from Customers

Item	Mean	Std. Deviation	Mean Rating
The staff and employees in this hotel/restaurant always accept customer's feedback. (Ang mga staff at empleyado sa hotel/restaurant na ito ay tumatanggap ng mungkahi o tugon mula sa kanilang mga kustomer.)	4.36	.74	Agree

Item	Mean	Std. Deviation	Mean Rating
The staff and employees in this hotel/restaurant value customer's feedback to improve their services. (Ang mga staff at empleyado sa hotel/restaurant na ito ay pinapahalagahan ang bawat komento o tugon ng kanilang mga kustomer upang mas lalo pang mapaganda ang kanilang serbisyo.)	4.38	.73	Agree
The staff and employees in this hotel/restaurant immediately act and respond to customer's feedback. (Ang mga staff at empleyado sa hotel/restaurant na ito ay agarang kumikilos at tumutugon sa komento o suhestyon ng customer).	4.29	.75	Agree
Weighted Mean	4.34		Agree

Discussion

The findings of the present study highlighted that good communication to customer got the highest overall mean rating of 4.41 which tells us that the employee in the restaurants and hotels focuses on the service quality by doing good communication or building a relationship with their customers when customers are dining in the restaurant or staying in the hotel. Building customer relationship is a backbone for all organizations in general, and particularly service industry. (Hokanson, 1995).

Respecting customers revealed that the employee in the restaurants and hotels respect their customers' differences and unique personalities got the highest score. Therefore, the relationship between customer and employee matters especially in showing respect to them. The idea is that a personal relationship whether simple friendship to your customers creates a perception of high overall relationship quality (Gallagher, 2007).

Findings on the managing staff-conflict says that employee view complaints as a negative customer reaction (Tantawy & Losekoot, 2001), something that employees are not doing their job properly. Although, service is very much unique to the person delivering it, organizations must ensure they are creating a quality work environment to ensure a high standard of service is then delivered to the guest. This entails restaurants and hotels providing employees with the appropriate skills and knowledge required to handle situations confidently on their own (Cook, 2008; Hudson, 2008).

Findings in provision of incentives to customers revealed that respondents rated that employee are giving extra service to fulfill customer needs (Zhang & Law 2013). A good behavior of the employee and staff of a restaurants/hotels develops a positive relationship and impression on the customers which result in customer satisfaction. (Soderlund & Rosengren, 2008).

Findings in quality service revealed that customers see that employees are giving their best to satisfy them through service quality. Customers consider the service quality are based on their experience with the service delivered. Other study stated that customers' expectations, service delivery process and service outcome have an impact on service quality. Service quality is the extent to which a restaurant and hotels successfully serves the purpose of customers. Yoo and Park (2007) also found that Employees, as an integral part of the service process, are a critical element in enhancing service quality (Ghobadian, et al., 1994) ; Yoo & Park, 2007; Zeithaml, et al. (1990).

Findings in good communication on customers, are almost identical in the results meaning when employee and staff in the restaurants/hotels are very knowledgeable in communicating with the customers and they also prioritize service-call of the customers. Good service quality on

communication to customer is originated from the employee-customer interaction through restaurants and hotels ability to serve the promised service dependably and accurately, employees' caring and attention to every customer, employee's knowledge. Importantly, service excellence can be a source of competitive advantage in the hospitality industry. As customers assess their interactions with a service provider, they determine if their needs have been sufficiently met, exceeded, or left unfulfilled. When expectations are exceeded, the resulting delight often leads customers to the belief that the service provider firm can meet their needs better than competitors (Jin, et al., 2012; Torres, 2014).

Findings in addressing feedbacks from customers indicate that the respondents rated that the employee in restaurants and hotels are responding to customer's feedback. Customer feedback comes from a growing number of channels, including in-person, phone, comment cards, surveys, email, websites, and so on, collecting feedback from customers should be a daily activity of a service provider in order to maintain satisfied and loyal customers. The importance of having an effective system to deal with complaints and to handle them properly is that it increases customer retention and creates a positive word-of-mouth/e-WOM Holloway & Beatty (2003) and Zhang, Ye, Law, & Li (2010).

Conclusion

In conclusion to this study, the highest ratings in respecting customers, is the staff and employees in the hotel/restaurant respect their customers' differences and unique personalities. For the managing staff-conflicts, the highest mean rating is the staff and employees in this hotel/restaurant still try to understand an unreasonable customer got the highest ratings. For the provision of incentives to customers, the highest mean rating is the staff and employees in this hotel/restaurant always give an extra service to their loyal customers. For the quality service, the highest mean rating is the staff and employees in this hotel/restaurant always give their best to satisfy their customers through their quality services. For the good communication for customers, the highest mean rating is the staff and employees in this hotel/restaurant are well-trained on proper communication to customers. And lastly, for the addressing feedbacks from customers, the highest mean rating is the staff and employees in this hotel/restaurant value customer's feedback to improve their services. As for the lowest mean rating for the respecting customers, the staff and employees in this hotel/restaurant do not blame customers despite the fact that the latter are the ones who committed mistakes. For the managing staff-conflicts, the lowest mean rating is the staff and employees in this hotel/restaurant raise disagreements in professional manners. For the provision of incentives to customers, the lowest mean rating is the staff and employees in this hotel/restaurant give gift certificate to their regular customers. For the quality service, the lowest mean rating is the staff and employees in this hotel/restaurant provide the highest quality service at affordable prices. For the good communication for customers, the lowest mean rating is the staff and employees in this hotel/restaurant make customer service-calls a priority. And lastly, for the addressing feedbacks from customers, the lowest mean rating is the staff and employees in this hotel/restaurant immediately act and respond to customer's feedback.

Recommendation

In the past hospitality industry was primarily focused on selling accommodations, food and beverages. Hotels and restaurant managers must incorporate the customers demand; in many facet these are considerably different from those demand from the past. Based on the results service providers should focus on how to fulfill the customers' needs giving incentive to the customer got the lowest rate they should give more (discount vouchers, gift certificates, free food) to the customers to promote the establishment and to increase the retention rate and create a positive word-of-mouth. In some areas of the study hotels and restaurants should also improve the service quality when customers are staying or dining in the establishment, customers are always expecting that the establishment is providing them the best quality of service.

Other results revealed that hotels and restaurants need to improve their way of addressing the feedback to their customers. Service providers should take advantage of today's technology these service providers can use the social media as part of handling customer feedback in that customer can

review the experience in both hotels and restaurant, this can be a good or bad experience for the customer but still the service providers can act immediately when addressing feedback to their guest.

However, this study somehow has some limitations that need to be emphasized. The data collected was limited in Angeles City, it is suggested to collect data from a wider sample of hotels that has a 3 to 5 star and casual restaurants outside the city for better results. For future research certain steps can be taken to improve the customer relations. Increasingly, dining out in a restaurant and hotels is becoming the part of the life style of urban population. People have number of option open to try for. So, they talk less about the good experience of a hotel and restaurants. However, bad experiences have long lasting impact. Social media word-of-mouth can be such strong factor in the line of acquiring customers because it enables the people to start talking about the services of that firm, more likely to generate any positive or negative word-of-mouth or EWOM, if they are not delivering a good service and disappointed customers. So, it becomes crucial for the managers of these service provider to design such practices and policies to create exceptionally good experience and get customers satisfy.

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Analysis of the Role of the Purchasing Accounting Information System in Improving the Effectiveness of Purchase Internal Control on CV. Rajawalims

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Abstract

This research intends to analyze the application of the purchasing accounting information system, the effectiveness of purchase internal control, and the role of the system information emtansine purchasing in improving the effectiveness of purchase internal control on the CV. Rajawali Mas. The results of this research are expected to contribute to the development of theories related to accounting and management as a knowledge system and a control system in a company.

The research method that the researcher uses is a descriptive method, with steps: 1). Data collection; 2). Data analysis; 3). Explain more deeply the results of the research; 4). Draw conclusions and present suggestions. And the data collection technique uses documentation, observation, and literature study. The data analysis technique is to descriptively analyze the role of the application of the purchase accounting information system in increasing the effectiveness of purchase internal control compared to the standard theory.

The results showed that the purchase accounting information system was calculated on the CV. Rajawali Mas is adequate and has helped create its own added value for its users so as to increase the effectiveness of purchase internal control. This means that if the purchase accounting information system is implemented properly, the internal control of purchases will also be good.

Keywords : Accounting Information System, Internal control

1. INTRODUCTION

In the current global era, business competition is increasing, and every company is required to have a competitive advantage in order to continue to compete. Therefore, companies must always follow economic developments/ in order to maintain the existence of their companies where the company's goal of obtaining optimal profit becomes the basic intention to continue to move existing resources.

The more developed a company is, the more complex the activities and problems faced by the company. Therefore, the management must be able to control so that all company activities can run effectively and efficiently by utilizing available resources. This requires management to be able to improve the quality of information for decision-making in supporting the achievement of the company's goals and objectives that have been set. In this case, the company needs tools for supervision and to know the progress that has been achieved. Through these tools, information that is very useful for such management will be created. This need can be met with a well-planned accounting system that will ultimately support the achievement of the company goals.

Each company must have a different form of company operations, so the information system is also different, such as the accounting information system in the company is the conformity of the policies of each manager in the company. Information is an important component in making decisions for the present or future in a company or an organization. The characteristics of effective and efficient information are if the information is the latest,

relevant, and timely information. Therefore, information in a company must be adequate because it can affect the running of the wheels of the company's organization (Aristanti Widianingsih, 2010).

According to Francis Octavianus Voets, Jullie J. Sondakh, and Anneke Wangkar (2016), the accounting information system is a system that provides accounting and financial information along with other information obtained from the routine process of accounting transactions. The information generated by the accounting information system includes, among others, information about sales orders, sales, cash receipts, purchase orders, receipt of goods, payments, and payroll.

The activities of a company certainly cannot be separated from the activities of transactions, including the fulfillment of company activities in order to produce goods or services sold in the market. To support all these activities, a purchase transaction is needed. For most companies, purchase transactions are the main thing in carrying out their business activities. One of them is a transaction carried out by the company to obtain raw materials or finished goods. The purchase is used for the procurement of the necessary goods.

The purchasing accounting information system is one of the accounting sub-systems that explains how the procedure for carrying out purchasing activities so that manipulation actions against purchases can be avoided. A procedure is a series of administrative activities that usually involve several or more people and are structured to ensure the existence of fair treatment of company transactions that occur. This sales system will notify the users of information about how the activity is carried out, what documents are needed, as well as which parties are authorized to automate the purchase activity.

The accounting information system in a good purchase transaction at a company is very useful as information both for managers as users of internal party information and users of external party information. The more reliable and accurate the information obtained, the more precise the decision will be made. In the implementation of the accounting information system, internal control is needed, where internal control is designed to help managers do their jobs better.

Control in a company is a system that can assist company leaders in carrying out their activities so that they can be directed at the most efficient and effective level to prevent fraud, misappropriation, and waste. This control functions if it includes objectives that are the direction in the implementation of activities (Mulyadi, 2013: 164).

The achievement of the effectiveness and efficiency of activities is one of the main objectives of internal control stated by COSO. Purchase is one of the most important activities for the company, as well as for CV. Rajawali Mas Ciamis is a company that manages the availability of finished goods products. Have product purchase activities in the form of aluminum to be processed into products that are ready to be marketed. Purchasing activities are very important to ensure the availability of raw materials for processing.

Fenomena that appears in the CV. Rajawali Mas Ciamis, in every transaction, there is no authorization made by the company when placing a purchase order, be it purchase in cash or on credit. There are employees who perform double duty, which does not allow fraud or errors in compiling financial statements.

The results of research conducted by Rahmawati & Zulkarnaini (2018) show that the accounting information system is very influential and significant to the internal control system at PT. PLN (Persero) Tbk in Lhokseumawe City. Meanwhile, the results of research conducted by Ari Yude Putra (2021) showed that the Sales Accounting Information System has a positive and significant effect on the Effectiveness of Internal Sales Control in CV.

Surya Kuansing. However, the research conducted by Ambarwati & Isharijadi (2012) resulted in her research in the implementation of the system of purchasing raw materials in cash at PT. Dwi Mulyo Lestari has not supported the effectiveness of internal control.

From the above phenomena and the inconsistency of the results of previous research, this eliteization is considered important because it will be beneficial for the development of accounting and management science and also useful for companies, especially in the application of system purchasing accounting information. Therefore, the author is interested in conducting research by analyzing peran system information accounting purchasing to increase the effectiveness of pengendalian intern pembelian, where the research is done on the CV. Rajawali Mas Ciamis.

This study aims to analyze the role of purchasing accounting information system in increasing the effectiveness of purchasing internal control on the CV. Rajawali Mas.

2. LITERATURE REVIEW

2.1 Purchasing Accounting Information System

According to Romney and Steinbart (2015:10), an accounting information system is:

The system is used to collect, record, store and manage data to generate information to retrieve the information. The system includes people, software data procedures and instructions, information technology infrastructure as well as internal control and security measures.

According to Mulyadi (2016:243), the purchase accounting information system is

The purchase accounting information system is used in the enterprise for the procurement of goods required by the enterprise. Purchase transactions can be classified into two types local and import purchases. Local purchases are purchases from domestic suppliers, while import purchases are purchases from overseas suppliers.

The objectives of the accounting information system, according to La Midjan and Azhar Susanto (2011:37), are as follows:

1. To improve the quality of information

Namely appropriate, reliable, and timely information. This means that the accounting information system must quickly and precisely provide the necessary information.

2. To improve the quality of internal control.

Namely, the internal control system is needed in order to secure the company's wealth, meaning that the accounting system that is prepared must support the internal control system.

3. To be able to reduce administrative costs.

That is, drawing up an accounting system should be as efficient as possible.

According to Mulyadi (2016:301), broadly speaking, the network of procedures in the purchasing accounting information system is as follows:

- a. Purchase request procedure
- b. The procedure for requesting a quote and selecting a supplier
- c. Purchase order procedure
- d. The procedure for receiving goods
- e. Debt recording procedure
- f. Purchase distribution procedure

2.2 Internal Control of Purchases

The internal controls of cost (2007) are as follows:

Internal control is a process effected by an entity's board of directors, management, and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: (1) effectiveness and efficiency of operations; (2) reliability of financial reporting; and (3) compliance with applicable laws and regulations.

Meanwhile, according to Krismiaji (2015:218) that: Internal control is an organizational plan and method used to maintain or protect assets, produce accurate and reliable information, improve efficiency, and encourage the observance of management policies.

According to Amin Widjaja (2010: 196), there are five components of internal control, namely:

1. Internal Control Environment
2. Risk Assessment
3. Control Activities (Control Activities)
4. Information and Communication
5. Monitoring

3. METODE PENELITIAN

The method that researchers use is a descriptive method. The detailed description of the methods used includes; research stages, research locations, observed or measured changes, models used, research designs, and data collection and analysis techniques.

The research design that the researcher will use uses descriptive with steps: 1). Data collection; 2). Data analysis; 3). Explain more deeply the results of the research; 4). Draw conclusions and present suggestions.

The data collection techniques used in this study are as follows: 1). Documentation; 2). Observation; 3). Literature Research.

In the data analysis technique, the writer uses descriptive method of analysis, namely by descriptively analyzing the role of the application of the purchase accounting information system in increasing the effectiveness of purchase internal control compared to standard theory.

4. RESULTS AND DISCUSSION

Based on the results of the study, the application of the Purchasing Accounting Information System plays a role in increasing the effectiveness of purchase internal control on the CV. Rajawali Mas. It is proven from the results of the analysis of the application of the Accounting Information System for purchases on the CV. Rajawali Mas has been done quite well because it is in accordance with the procedures of the purchase accounting information system applied to the company. However, there is still a weakness in the purchase request procedure implemented by CV. Rajawali Mas Ciamis. Where in the purchase accounting information system, collecting and processing data and reporting information related to purchase requests are often carried out by the production department, which is not the purchasing part. It is feared that there is fraud committed by employees. And from the results of the analysis of the application of internal control of purchases on cv. Rajawali Mas has been carried out quite effectively as well because it is in accordance with the elements of internal control. However, there are still weaknesses in monitoring. The implementation of

monitoring carried out by the internal supervision unit has not been carried out optimally on purchasing activities.

The results of this study are in accordance with the theory expressed by Neuneur (2012: 106) that the role of the accounting information system and internal control is as follows:

The accounting system will not function optimally if it is not supported by a sufficient control structure, or the internal control structure will not be able to function optimally without being supported by a good accounting system. As explained in the previous sub-chapter that the accounting system is one of the elements of the internal control structure, so it is clear that the accounting system and the internal control structure have a relationship that supports and supports each other and must run together in practice in the company.

Accounting information systems with internal control must run together and are interconnected within the company. It is evident from every step carried out by CV. Rajawali Mas in an effort to control purchases is always guided by the procedures for purchasing accounting information systems. According to the theory according to Mulyadi (2016:301), in general the network procedures in the purchasing accounting information system are as follows:

- a. Purchase request procedure
- b. The procedure for requesting a quote and selecting a supplier
- c. Purchase order procedure
- d. The procedure for receiving goods
- e. Debt recording procedure

For this reason, the existence of a purchase accounting information system as an information system device creates its own added value for its users. The existence of an information system is an investment for the company and has an influence on internal control within the company. The weaknesses in the purchasing system procedure that can hinder the effectiveness of the purchase can already be corrected.

The main purpose of the implementation of internal purchasing control is to manage, secure, and control the activities of the purchase so that it is carried out in accordance with the policies set by the management. Internal control pembelian on the CV. Rajawali Mas has been well implemented because the elements of general internal control have been fulfilled properly. Starting from the control environment, risk assessment, control activities, information and communication, and supervision. It is proven that the implementation of purchase can minimize fraud and errors that occur on the CV. Rajawali Mas. Because the elements of the internal control system serve as guidelines in the implementation of internal control on company activities in order to run effectively and efficiently.

This is in accordance with the theory, according to Amin Widjaja (2010: 196), that there are five components of internal control, namely:

1. Internal Control Environment
2. Risk Assessment
3. Control Activities (Control Activities)
4. Information and Communication
5. Monitoring

From the results of research and discussion, it can be concluded that the purchase accounting information system is reported on the CV. Rajawali Mas is adequate and has helped create its own added value for its users so as to increase the effectiveness of internal control of purchases. So it can be said that the purchase accounting information system plays a role in improving the effectiveness of purchase internal control.

5. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research conducted, it can be concluded that the purchase accounting information system plays a positive role in improving the internal control of purchases on a CV. Rajawali Mas. This means that the purchase accounting information system is implemented in the CV. Rajawali Mas is adequate and has helped create its own added value for its users so as to increase the effectiveness of internal control of purchases.

The suggestions are as follows: 1) Preferably management on the CV. Rajawali Mas pays more attention to aspects of the request procedure in collecting, processing data, and reporting information on purchase requests made by the purchasing department, to avoid or minimize the risk of fraud committed by employees. 2) The company should be able to create a positive control environment, from the highest management to the lowest management.

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The Effect Of Perception Of Budget Procedural Justice On Managerial Performance: With The Perception OF Budget DistrIbutive Justice As The Intervening Variable

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Abstract

This study empirically examines the effect of perceived budgetary procedural justice on managerial performance, with budgetary distributive justice as an intervening variable. This study examines the indications that the perception of procedural fairness of the budget affects managerial performance, either directly or indirectly mediated by the perception of distributive justice of the budget.

The results of the study using path analysis of 63 responsibility center managers at commercial bank branch offices located in the work area of the Tasikmalaya Bank Indonesia Office found that the perception of budget procedural justice had a significant effect on managerial performance, either directly or indirectly through the perception of budgetary distributive justice.

Partially, the perception of budget procedural justice has a significant effect on the managerial performance of the responsibility center manager in a positive direction, which means that the budget preparation procedure that is perceived as fair by the responsibility center manager can improve the performance of the responsibility center manager itself.

Keywords : budget, perception of budgetary procedural justice, perception of budgetary distributive justice, managerial performance

A. Introduction

This research is a replication of Libby's (2001) research, entitled Referent Cognition and Budgetary Fairness: a Research Note. Libby examines the effects of fairness in budgeting (procedural justice and distributive justice) on individual performance in the case of non-participatory budgeting. This research was inspired by Libby's suggestion for further research using data obtained from the field because Libby used data obtained from the laboratory through experimental research. Another difference is that Libby treats distributive justice as a control variable, while this study treats it as an intervening variable. This is motivated by the need to examine the role of budgetary distributive justice in the effect of budgetary procedural justice on the managerial performance of bank managers who are in the work area of the Tasikmalaya Bank Indonesia Office.

The author chooses budgetary justice as the variable studied to be associated with managerial performance because this variable is related to budgetary participation. Antoni & Govindarajan (2005:87) reveal that the review process by senior managers/supervisors in the participatory budget must be seen as fair; if the supervisor changes the budget amount, he must convince the budget maker (subordinate manager) that the budget change is fair. Furthermore, Antoni & Govindarajan (2005:89) explained that members of the budget department must have a reputation as impartial and fair people. Thus, fairness is very important in participatory budgeting, both in the process of its preparation (budget procedural justice) and in the amount of the budget set at each responsibility center, in order to produce a managerial performance of responsibility center managers.

This research is also driven by phenomena that occur in the banking sector. One of them is the banking method in improving the performance of employees (especially managers) by budgeting salaries and various kinds of rewards for those who excel in very large numbers (Winasis et al., 2007). Supposedly, with such a large salary budget and other financial rewards, employees (especially managers) should have high satisfaction and performance. However, there is a phenomenon that indicates the opposite, which is indicated by the high turnover rate. Whereas based on research results, satisfaction and a sense of justice are predictors of the emergence of turnover intention (Vandenberg and Nelson, 1999; Igbaria and Greenhaus, 1992). Turnover figures in the banking sector are presented in table 1 below:

Table 1 Employee Turnover Rate for Several Business Sector on May 2008

Banking Sector	Oil and Gas Industry	Manufacturing Sector
10-11%	12%	8%

Source: Suharto, 2009

In addition, based on the results of the 2007/2008 Global Strategic Rewards survey conducted by Watson Wyatt (in Suharto, 2009) showed that from mid-2006-to 2007, turnover for important positions (managerial level and above) in the banking industry was between 6.3%-7.5%. Meanwhile, industry turnover, in general, is only around 0.1-0.74%.

This high level of turnover intention is somewhat understandable because although the financial rewards received by bank employees (managers) are already high, it does not necessarily indicate fair justice. This is because a high income is obtained if the calculation is flattened. The salary received by top-level management is much higher (Winasis et al., 2007). Of course, this condition can be perceived as unfair by middle and lower-level employees and managers, such as the responsibility center manager at the branch office level, because it shows a very wide inequality.

This phenomenon also occurs in several bank managers who are in the work area of the Tasikmalaya Bank Indonesia Office. Based on the results of the preliminary survey, by interviewing several employees expressed a sense of injustice in their company. This sense of injustice is not only due to the imbalance in financial rewards and facilities provided by the company but also because of the stress and tension experienced due to the high volume of work and demands to achieve various work targets (budgets). They express a desire to move (turnover intention) as long as the income earned is not much different from their current income.

The description above shows that the large financial rewards (salaries, allowances, bonuses) and various facilities provided by the company are not sufficient to create a high performance of employees (managers). This means that there are several factors other than material rewards that affect employee performance (especially responsibility center managers). Based on the results of preliminary observations, the factors that may be the cause include: (1) The high volume of work and the demands to achieve various work targets (especially budget targets) are so tight. The level of budget difficulty (budget difficulty) is considered very high; (2) There is a sense of unfairness in terms of the distribution of resources owned by the company to employees and divisions/responsibility centers, especially in budgeting there are some managers who consider their responsibility centers to receive inadequate budget allocations so that the terms wet seats and dry seats often arise. for responsibility center managers; (3) Some responsibility center managers consider the information that is used as the basis for budgeting to be inaccurate; (4) The interpersonal relationships developed by the leadership towards responsibility center managers are often

considered to be less than fair, with an attitude of favoritism in a responsibility center; (5) Performance measures, especially budget performances that are too result-oriented, especially financial ones

Of these various causes, it leads to a lack of a sense of justice (fairness). The high volume of work and demands to achieve tight budget targets can be perceived by some managers as unfair because they have to work above the normal work of employees in general. Performance measures that are too result-oriented and financial in nature have too narrow a spectrum, are incomplete, have a short-term perspective, and lack cause-focus. This can lead to a sense of injustice because a fair performance measure must have a broad spectrum, long term, focus on the cause (cause-focus), which is a characteristic of nonfinancial performance measures (Lau & Moser, 2008: 59). Likewise, other causes, all of which lead to the issue of justice, especially with regard to budget justice, both procedural justice, and budgetary distribution justice.

B. Literature Review and Hypotheses

Every organization expects that the budget that has been set can be achieved. Therefore, the process/procedure for determining budget allocations among responsibility center managers (divisional/subordinate managers) is an important factor that must be considered. In general, the responsibility center manager will assess the appropriateness of the established budgeting procedures, the implementation of the procedures in the budgeting process, and also regard the interpersonal relationships that occur that are felt by him and compared to other equal parties. This gives rise to a different perception of procedural justice from each responsibility center manager. This perception of procedural justice is a driving force for the emergence of positive employee behaviors that benefit the company, such as job satisfaction, high performance, high commitment, and other positive attitudes and behaviors, both organizational and personal. Individual perceptions of the fairness or fairness of the budget become the motivation for individuals to achieve the budget that has been set (Libby 1999; Wetzel 1999; Lindquist, 1995). The perception of fairness is very important because the effect of procedural justice will have an impact on the behavior of company members and the performance of company members. According to Lind and Tyler (in Latif, 2002:1), an understanding of justice is very important because it affects a variety of different attitudes and behaviors. The results of the study found an association between procedural fairness and job satisfaction (Cornelius, 1985; Earley and Lind; Lau et al., 2008 in Latif., 2002:1). In the context of management accounting, especially budgeting, Libby (in Lau et al., 2008) finds high procedural fairness is positively associated with increased performance. Therefore, the budgeting process/procedure must be perceived as fair by subordinate managers (responsibility center managers).

Latif (2002:1) suggests that several researchers in the field of management accounting (Milani, 1975; Kenis, 1979) explain that the subordinate's perception of fairness will be an important predictor of the behavior and attitudes of subordinates. However, Achmad Badarudin L. (2002:1) also found that empirical results from studies by several experts (Earley, 1975; Early & Lind, 1987; Cornelius, 1985; Kanfer et al., 1987) focused mainly on the direct effect of procedural justice, which sometimes still triggers a conflict or difference of opinion. This confusing result is due to the complex relationship between procedural justice and performance, which cannot be easily seen in a study of the direct effect of procedural justice on the performance of subordinates in a company (Locke, 1976; Lind & Tyler, 1988 in Latif, 2002: 1).

Several researchers (Lindquist, 1995; Libby, 1999) explain that these contradictory results are due to the absence of a significant direct relationship between subordinates' perceptions of a form of fairness and managerial performance variables. Libby (1999) explained that previous studies were unable to link the increased perception of fairness with increasing performance because it is still unclear whether a form of fairness will direct the company's performance directly or must go through several moderating variables or intervening variables. He concluded that the results of further studies allow a causal relationship between procedural justice and managerial performance, so it is hoped that by analyzing the data collected, perceptions of fairness will be able to explain an increase in performance.

Brownell (1982) explains that there are no studies on participation in management accounting that systematically examine and evaluate procedural justice and also have not used path analysis to examine procedural justice, distributive justice, and performance by linking procedural justice, distributive justice, and performance. In a single model that is in the context of management accounting.

Previous studies have given results indicating that preference for a procedure or procedural preference and procedural selection will be significantly influenced by perceptions of existing procedural justice (Rawls, 1971; Thibaut and Walker, 1975; Lind and Tyler, 1988 in Achmad Badarudin L., 2002:1). Rawls (1971) developed a theory and found that the perception of procedural justice is the main factor that will influence the choice of subjects in a procedure. Lind and Tyler (1998) concluded the same thing that the fairness of a procedure is the main determinant in the choice of procedure. Some researchers explain that the perception of fairness from a procedure that involves the participation of the company's subordinates on the problems faced by the company tends to be a factor that influences decision making in an organization or company so that it allows participation in the preparation of a high-value budget (Deutsch, 1975; Thibaut and Walker, 1975; Leventhal, 1980). Increased participation will ultimately lead to increased communication, trust, and cooperation and will ultimately improve the performance of subordinates in a company (Cherrington & Cherrington, 1973; Milani, 1975; Kenis, 1979; Brownell, 1982; Greenberg and Folger, 2003).

Empirically, the evidence regarding the relationship between procedural justice and performance is also contradictory. Earley and Lind (1987) found evidence of procedural fairness that is positively related to job performance. Cornelius (1985) found confusing results, while Linds (1995) found no significant results.

This final result explains that the effect of procedural justice on performance is more complex and more complicated than a simple direct relationship. There is a tendency that this effect is indirect through several intervening variables. One of the intervening variables is the distributive justice of the budget. With budget procedural justice, subordinate managers who are involved in the budget preparation process have a higher level of certainty about the budget that will be assigned to the division/responsibility center. This will realize the perception of distributive justice, which will then encourage better performance because it is motivated by these two budget fairs. One theory that tests fairness is the theory of Referent Cognition. According to the theory of referent cognitions, the interaction between fairness in the process of determining the distribution of the budget (procedural fairness) and fairness in the distribution of the budget (distributive fairness) is a combination that can lead to motivation in achieving the budget.

According to Folger (1986), when the distribution of the budget is determined fairly, then the information about the determination process becomes unimportant in motivating the

achievement of targets. On the other hand, when the distribution of the budget is determined unfairly, the individual (responsibility center manager) tries to find information about how the process of determining the distribution of the budget is. If it results from an unfair process, the individual becomes very angry (dissatisfied), so he is less motivated to achieve the budget target (Cropanzano and Folger 1991).

Concepts of distributive and procedural justice can also be developed from the equity theory literature (Cowherd and Levine, 1992; Korsgaard et al., 1995; Schminke et al., 1997; Skarlicki and Folger, 1997). Based on equity theory, in the context of budgeting, distributive justice refers to managers' perceptions of the fairness and balance between the inputs (efforts to be made) and the results (budget allocations and budget targets) they receive. Procedural justice refers to the manager's perception of the fairness of the processes used to distribute the results (budget allocation and budget targets). The results of the study show that budgetary distributive justice is an intervening variable that relates the effect of procedural justice to managerial performance Libby (2001). The results of his research show that when budgetary distributive justice is considered fair, procedural justice has a very significant effect on performance. This shows that procedural justice affects performance; procedural justice must be able to ensure the realization of distributive justice. If that happens, then procedural justice has less effect on performance (managerial).

What is meant by distributive justice in the context of the budget is the perception of justice related to the results of the budget determination, which includes the distribution of company resources (budget allocation) and the distribution of budget targets in various responsibility centers.

Goal theory suggests that if a goal cannot be achieved (unattainable), then it will not be accepted by the subordinate (Locke 1982). Thus, unattainable goals will reduce motivation to perform (Locke, 1982). In the context of the budget, the budget target can be seen as a goal. Based on goal theory, performance decreases when the budget target is unfair (unattainable) compared to when the budget target is fair (attainable). In this case, the individual ignores fairness or unfairness in the process/procedure for determining the budget.

Brockner and Wiesenfeld (1996) reviewed 45 studies of individual reactions to resource allocation decisions. The study links perceptions of fairness to the outcomes of the allocation process, the allocation process itself, and the breadth of various psychological outcomes, including commitment, trust, turnover intention, and job satisfaction. The review suspects that there is an interaction effect that is consistent with the predictions of the theory of referent cognition.

This study uses predictions based on referent cognition theory, namely the existence of referential comparisons on the allocation of outcomes and processes in motivating fairness judgments. Bazerman (1994) suggests that fairness can be seen by comparing the outcomes we receive with what should be accepted. Another way is to compare the outcomes we receive with the outcomes received by other equal (referent) parties.

According to referent cognition theory, when individuals accept unfair results, their judgment becomes attached to the referent or other parties (Folger 1986). Therefore, someone will compare the outcome they receive with the referent outcome, for example, the outcome they should have received or received by others in an equal position, with relatively the same input as the input of the other party (Adam, 1965). If the referent outcome indicates an unsatisfactory result that is received by someone and the perceived outcome should be accepted as equal to the other party, then this will lead to anger and jealousy.

Lindquist (1995) examines the outcome of fair and unfair budget targets and the process of determining targets from the perspective of the theory of referent cognition. The result predicts that the combination of subordinate voice (without influence) and vote (with influence) in the budgeting process will result in high performance compared to voice alone, vote only, or no input when the target budget is accepted. Second, Lindquist (1995) predicts that voice alone will produce high performance compared to voice or vote only when unfair budget targets are accepted. These results fail to support the main prediction or interactive effect of fairness on budget targets and the form of budgetary participation on performance.

Based on this description, we propose the following hypotheses:

- H₁: Procedural justice affects managerial performance, either directly or indirectly, through budgetary distributive justice.
- H₂: Budget procedural fairness has a positive effect on managerial performance.

C. Variable Measurement Instrument

Budgetary procedural fairness is justice perceived by responsibility center managers (subordinate managers) in relation to budgeting processes and procedures, namely in terms of how company resources are allocated to various responsibility centers. Budget procedural fairness was measured using responses to eight items of budget procedural fairness statements developed by Maiga & Jacobs (2007:44). The answer choices range from 1 (strongly disagree) to 7 (strongly agree). The eight items referred to are: (1) "Budgeting procedures are applied consistently in all responsibility centers," (2) "Budgeting procedures are applied consistently at all times," (3) "Budgeting decisions at my responsibility center are based on accurate information and opinions from knowledgeable people," (4) "The current budgeting procedure contains provisions that allow me to request a set of budgets for my responsibility center," (5) "The current budgeting procedure is in line with my ethical and moral standards," and (6) "Budget decision-makers try hard not to favor one responsibility center over another." In addition, two items were developed to address Levental's (1980) representativeness criteria and informational aspects of procedural justice (Greenberg, 1993): (7) "The current budgeting procedure adequately represents the interests of all responsibility centers," (8) "Budgeting decision-makers have enough to explain how to determine the budget allocation for my responsibility center,"

Budget distributive justice is the justice perceived by responsibility center managers regarding the targets and budget allocations assigned to them (Mc Shane, 2005). Distributive justice is measured using an instrument developed by Maiga & Jacobs (2007:43). This instrument is used to assess distributive justice using a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). As for the statement items that the respondents had to respond to, there were five items, namely: (1) My responsibility center received an appropriate budget; (2) The budget allocated to my responsibility center is sufficient to reflect my needs; (3) My responsibility center budget is in line with what I expected; (4) I consider my responsibility center budget fair/fair; (5) My supervisor/supervisor shows concern and sensitivity when discussing budgetary restrictions/limitations at my responsibility center.

Managerial performance is the level of achievement of tasks performed by managers in carrying out managerial functions. Managerial performance is measured by an instrument developed by Mahoney et al. (in Lau and Moser, 2008:65). This instrument measures managerial performance in 9 items, each of which is a performance dimension, namely: planning, investigating, coordinating, evaluating, supervising, staffing, negotiating, representing, and overall performance. According to Brownell (in Lau and Moser, 2008:65), this instrument is able to capture the multidimensional nature of performance without

including excessive dimensionality. The instrument uses a nine-point Likert scale, 1-3 for below-average performance, 4-6 for average performance, and 7-9 for above-average performance.

D. Metodologi

This study was designed as a descriptive and verification research with an explanatory survey method sourced from primary data. The unit of analysis in this study is the manager of the responsibility center at the branch offices of banks located in the work area of the Tasikmalaya Bank Indonesia Office (KBI), which includes the City of Tasikmalaya, Tasikmalaya Regency, Ciamis Regency, and Banjar City. To obtain data on perceptions of budgetary procedural justice and perceptions of budgetary distributive justice, the respondents were the responsibility center manager/division manager. Meanwhile, to obtain managerial performance data, the respondents are branch managers who are supervisors of the responsibility center manager because the performance measurement uses a superior rating, not a self-rating.

Population and Sampling Method

In this study, the population is 148 commercial bank managers who are in the work area of the Tasikmalaya Bank Indonesia Office. The sample selection used the purposive sampling method, with the following criteria: (1) Respondents participated in budgeting because this research was made in a participatory budget setting; (2) Respondents are responsible for the budget in the division they lead; (3) Serves as division manager/responsibility center at a commercial bank branch office for at least one year, this is done so that he knows the budget in his division at least in the previous year's budget; (4) Has worked at the bank concerned for at least two years, this is intended so that he really understands the conditions of the bank where he works, and if he has previously worked in another company, then the perceived influence of the work in the previous company is expected to have disappeared.

Of the 148 questionnaires distributed, the questionnaires that were collected and met the criteria for the further collection were 63 questionnaires.

Data Analysis Method

The method used to analyze the data is path analysis. Path analysis is used with the consideration that the pattern of relationships between variables in this study is correlative and causal.

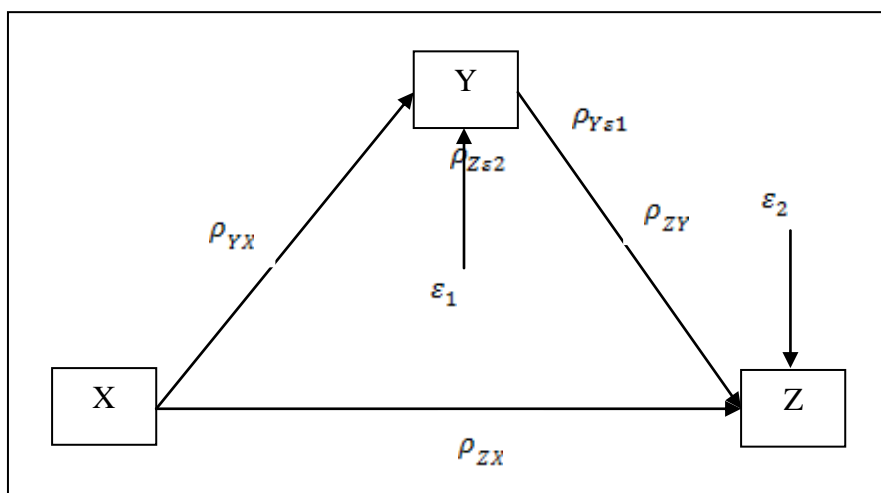


Figure 1 Path Analysis Structure

Information :

X = Budgetary Procedural Justice

Y = Budgetary Distributive Justice

Z = Managerial Performance

ε = Other variables (other factors outside the study)

In accordance with the hypothesis and research design that has been put forward, the hypothesis testing uses Path Analysis based on the Al-Rasyid Correlation Coefficient (Nirwana SK Sitepu, 1994) with the following structural equation:

$$Y = \rho_{YX} X + \varepsilon_1$$

$$Z = \rho_{ZX} X + \rho_{ZY} Y + \varepsilon_2$$

E. Results and Discussion

Based on the results of calculations using the SPSS.17.0 application program for windows, the path coefficients for the perception of budget procedural justice variables on perceptions of budget procedural justice are shown in the following table 2:

Table 2 Path Coefficient of Independent Variables in the First Sub Structure

Variable	Path Coefficient	t	$R^2 = 0.914$
X→Y	0.956	25.404	

Source: Processed Data

The independent variable, namely the perception of procedural justice of the budget of the responsibility center manager who works at the branch office of a commercial bank located in the work area of Bank Indonesia Tasikmalaya, has an effect on the perception of distributive justice of the budget by 91.4% ($R^2 = 0.9562$). At the same time, the remaining 8.6% ($1-0.914$) is influenced by other factors outside the variable perception of budget procedural justice. Diagrammatically, the structural similarity between the perception of procedural justice in the budget of the responsibility center manager who works for a commercial bank located in the work area of Bank Indonesia Tasikmalaya and the perception of budgetary distributive justice is described as follows:

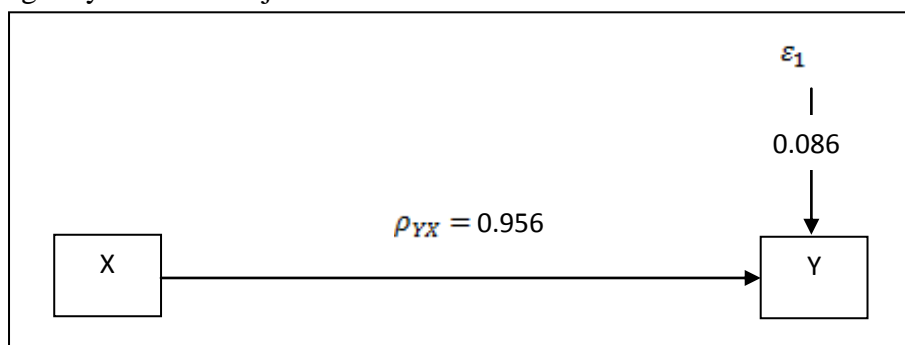


Figure 2 Pathway Diagram of Budgetary Procedural Justice and Budgetary Distributive Justice

Next, with the SPSS.17.0 application program for windows, path coefficients are obtained for each variable of perception of budget procedural justice and perception of budgetary distributive justice on managerial performance, as shown in the following table 3:

Table 3 Path Coefficient of Independent Variables in Second Sub Structure

Variable	Path Coefficient	t	$R^2 = 0.819$
X→Z	0.773	20.247	
Y→Z	0.231	6.063	

Source: Processed Data

Taken together, the two variables, namely the perception of procedural justice of the budget and the perception of distributive justice of the budget of the responsibility center manager who works at the branch office of a commercial bank located in the work area of Bank Indonesia Tasikmalaya, have an effect on the managerial performance of 81.9% (R² value). At the same time, the remaining 18.1% is influenced by other factors outside the two variables. Diagrammatically, the structural similarity between perceptions of budget procedural justice and perceptions of budgetary distributive justice for responsibility center managers who work for commercial banks located in the work area of Bank Indonesia Tasikmalaya on managerial performance is described as follows:

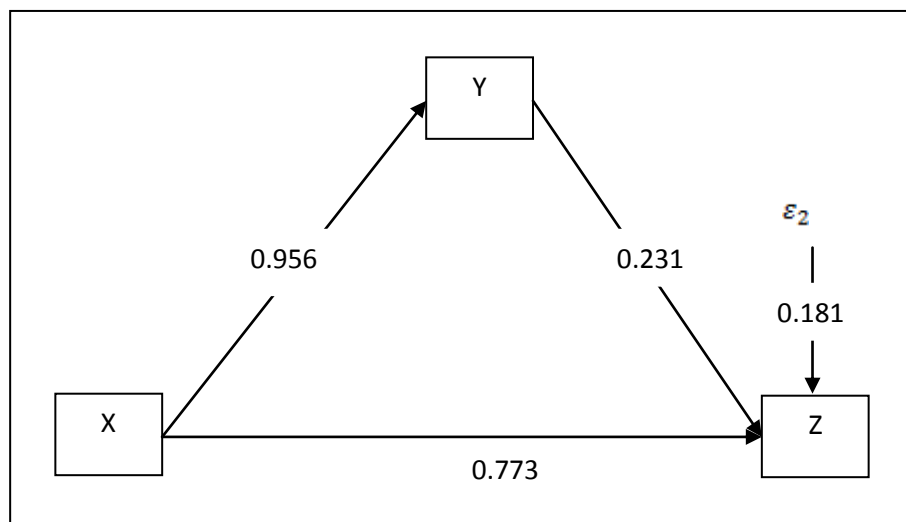


Figure 3 Pathway Diagram of Budgetary Procedural Justice and Budgetary Distributive Justice

The magnitude of the influence of the perception of budget procedural justice on the managerial performance of the responsibility center manager who works at a commercial bank located in the work area of Bank Indonesia Tasikmalaya is as follows:

- Direct effect of budgetary procedural fairness perception on managerial performance $(\rho_{ZX})^2 = (0.773)^2 = 0.597529$ (**59.8%**)
- Indirect effect of budgetary procedural fairness perception on managerial performance through budgetary procedural fairness perception = $(\rho_{YX})(\rho_{ZY}) = (0.956)(0.231) = 0.220836$ (**22.1%**)

So the total effect of budget procedural justice on the managerial performance of the responsibility center manager is = 59.8% + 22.1% = 81.9%, with a positive direction, meaning that 81.9% of the increase in the managerial performance of the responsibility center manager can be explained by the perception of budgetary procedural justice.

Based on the results of the hypothesis test, $F_{\text{Count}} (135.75) > F_{\text{table}} (5.80)$, then the significance level $\alpha = 0.05$, it was decided to reject H_0 , and so H_1 was accepted. Thus, it can be concluded that the perception of fairness has a positive effect on managerial performance, either directly or indirectly, through the perception of budgetary distributive justice.

Based on the second hypothesis test $t_{\text{count}} (20.247) > t_{\text{table}} (1.671)$, then the significance level $\alpha = 0.05$, it was decided to reject H_0 , and so H_1 was accepted. Thus, it can be concluded that if the budget preparation procedure is perceived as fair, it will have an effect on

improving the managerial performance of the responsibility center manager at a commercial bank branch office located in the work area of the Tasikmalaya Bank Indonesia Office.

F. Conclusions and Suggestions

Based on the results of research and discussion, the following conclusions can be drawn: (1) A budget preparation procedure that is perceived to be fair will improve the managerial performance of the responsibility center manager, either directly from the perception of procedural justice of the budget itself or by increasing the perception of fairness in the distribution of the budget; (2) Budget preparation procedures that are perceived as fair will improve the managerial performance of the responsibility center manager. It pays attention that budget policy-making, setting budget preparation procedures, and implementing procedures in the budgeting process must be perceived as fair by managers so that managers' performance remains high.

For further researchers, it is suggested: (1) to include other dimensions of justice, namely interactional justice, in addition to procedural justice and distributive justice, so that research on perceptions of justice in the context of budgeting becomes more comprehensive; (2) to examine the effect of budget equity on various levels of participation in budgeting.

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Search Engine Optimization And Facebook Ads Strategies For Micro Small And Medium Enterprises As The Best Method To Increase Sales In The Era Of Covid 19

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Abstract

Micro, Small and Medium Enterprises (MSMEs) own enough contribution big in the economy, especially in absorption power work and public low income for undergo activity economy productive. But the stigma changed when pandemics happen. Pandemic besides bringing up problems total also brings up other opportunities for MSMEs. Around 96% of MSMEs are affected impact negatively by the covid-19 pandemic. In the era of digitalization, MSMEs actors must be capable balance the development era by utilizing technology information, and communication remember trading electronically in 2020 is increasing significantly reaching US\$ 130 billion. The best way to do this is by utilizing Search Engine Optimization and Social Media, namely Facebook Ads (Fan Pages). The purpose of this research is for know-how on Situation and Micro Business conditions and Small On Moment Pandemic Covid? How Search Engine Optimization and Facebook Ads Strategies for Small Business and Micro? Results Studies show that Micro Business actors and Small can operate Search Engine Optimization both on-page SEO and Off-Page SEO as well as operate Facebook Ads. Expected with strategy will MSMEs can afford to endure and develop as well as be capable compete globally so could Upgrade sales.

Keywords : Search Engine Optimization (SEO), Facebook Ads, Micro Small and Medium Enterprises (MSMEs), Sales, Covid-19

1. Introduction

In the Indonesian economy, Micro, Small and Medium Enterprises (MSMEs) have an important role in the economy, besides that MSMEs also contribute to employment, tax revenue and regional income, in this case MSMEs bring continuous change to the community because they can increasing the creativity of the community so that they are able to innovate in this case are very influential on improving the welfare of the community (Churiyah, Sholikhan, **Filianti, & ..., 2020**). Based on data from Ministry of Cooperatives and Small and Medium Enterprises that the data development of Micro, Small and Medium Enterprises, obtained the following data:

Table 1.1 Development of MSMEs and Business Data for 2018-2019

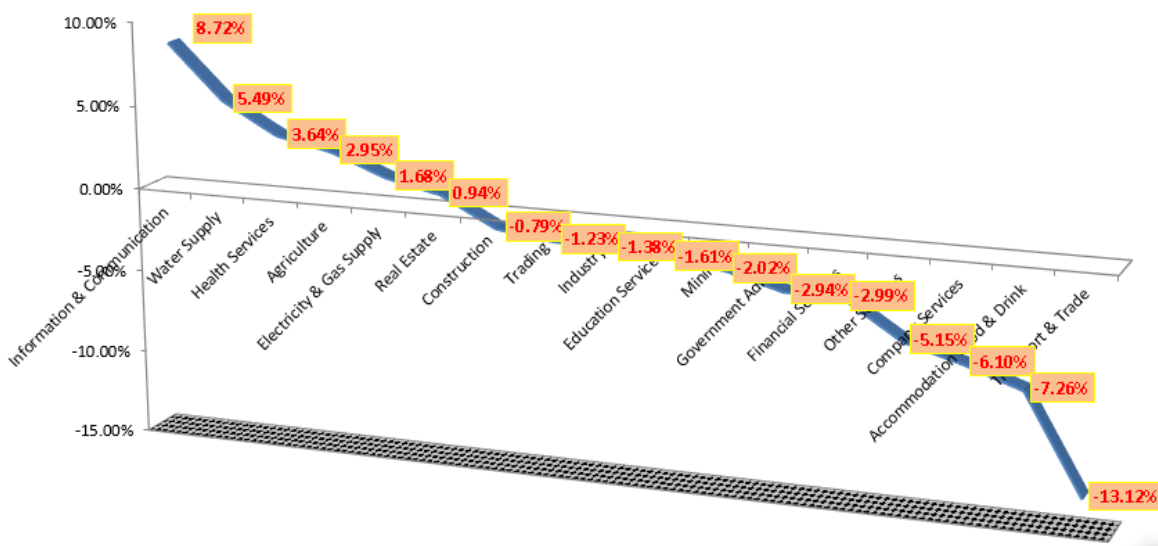
No	Indicator	Unit	2018		2019		Progress of 2018 -2019	
			Amount	%	Amount	%	Amount	%
1	2	3	4	5	6	7	8	9
1	BUSINESS UNIT (A+B)	Unit	64,199,606		65,471,134		1,271,528	1,98
	A. Small, Micro and Medium Enterpris	Unit	64,194,057	99,99	65,465,497	99,99	1,271,440	1,98
	- Micro business	Unit	63,350,222	98,68	64,601,352	98,67	1,251,130	1,97
	- Small business	Unit	783,132	1,22	798,679	1,22	15,547	1,99
	- Medium Enterprise	Unit	60,702	0,09	65,465	0,10	4,763	7,85
	B. Big Business	Unit	5,550	0,01	5,637	0,01	87	1,58
2	LABOR (A+B)	People	120,598,138		123,368,672		2,770,534	2,30
	A. Small, Micro and Medium Enterpris	People	116,978,631	97,00	119,562,843	96,92	2,584,212	2,21
	- Micro business	People	107,376,540	89,04	109,842,384	89,04	2,465,844	2,30
	- Small business	People	5,831,256	4,84	5,939,317	4,81	108,061	1,70
	- Medium Enterprise	People	3,770,835	3,13	3,790,142	3,07	19,307	0,51
	B. Big Business	People	3,619,507	3,00	3,805,829	3,08	186,322	5,15

Source: Ministry of Cooperatives and Small and Medium Enterprises

From the table above, it can be seen that there was an increase of 1.98% in the number of business units from 64,199,606 to 65,471,143 and an increase of 2.30% in employment from 120,598,138 people to 123,368,672 people. Currently the Covid-19 pandemic is entering its 2nd year and this has had a huge impact on the sustainability of various sectors, one of which is the economic sector most significantly affected by the Covid-19 pandemic is the survival of MSMEs (Hardilawati, 2020) . The MSMEs sector most affected is food and beverage (Sariyer, 2021) . The Ministry of Cooperatives and MSMEs said that cooperatives engaged in services and production were also the most affected by the Covid-19 pandemic. MSME entrepreneurs feel the decline in sales, lack of capital, and hampered distribution. At least 39.9 percent of MSMEs decided to reduce the stock of goods during the large-scale social restrictions due to Covid-19. Meanwhile, 16.1 percent of MSMEs chose to reduce employees due to physical stores being closed.

In Indonesia, MSMEs have a significant contribution and role, including expanding employment opportunities. MSMEs are also a safety net, especially for low-income people to carry out productive economic activities. (Purwana, Rahmi, & Aditya, 2017) . Around 96% of MSMEs were negatively affected by the Covid-19 pandemic, and 75% of them experienced a decline in their product sales (Pratiwi, 2020) . Not only that, 51% of business actors believe that it is very likely that the business they are running will only last one month to the next three months, 75% feel they don't understand how to make the next step during a crisis, and only 13% of business people have confidence that they can maintain their business. (Lestariana & Sutarni, 2021) . This is due to government policies implementing the large-scale social restrictions or Enforcement of Restrictions on Community Activities, which impose social restrictions that cause people to temporarily limit activities outside the home, all activities can be done from home or a term known as *Work from Home* (WFH). MSMEs operating hours are also limited, the impact on reduced sales turnover and ultimately a decrease in operating income. As a result of many people doing WFH, it has an impact on the decline. From all lines of micro, small and cooperative businesses experiencing a decrease in sales volume, capital, declining orders, difficulty in raw materials, and bad loans simultaneously, the economy suddenly collapsed in an instant. (Gustini, 2017) . **The following data, information and communication is the highest.**

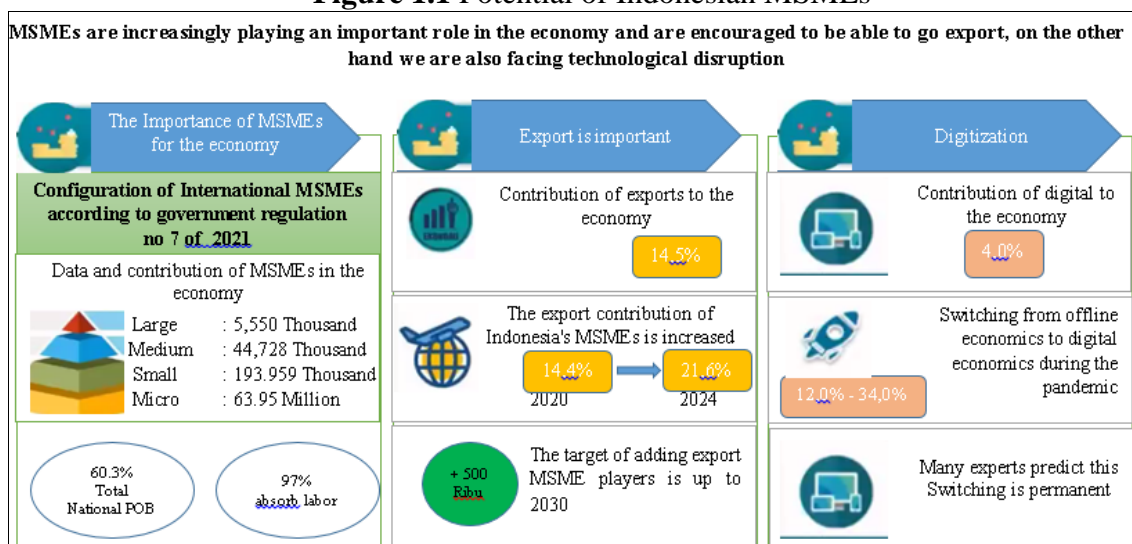
Graph 1.1 Business Sector Still Prospective in 2021



The Covid-19 pandemic raises several problems for MSME actors, but on the other hand there are also other opportunities (Gandhi, 2021) . By looking at the development of the era, we inevitably have to keep pace with it. When we enter the digital era, MSME actors must be able to utilize information and communication technology considering that electronic commerce in 2020 will reach US\$ 130 billion. Electronic commerce transactions drastically increased during the Covid-19 pandemic. Products whose sales increased, including health products increased by 90%, hobby support products increased by 70%, food increased by 350%, and herbal foods increased by 200% (Tempo, 27 April 2020)

The rapid development of technology, the digital world and the internet of course also has an impact on the world of marketing (Sudarsono, 2020) . *The trend in marketing* in the world has shifted from what was originally conventional (*offline*) go digital (*online*) (Sayifullah, 2021) This digital marketing strategy is more prospective because it allows potential customers to obtain all kinds of information about products and transact via the internet (Ancillai, 2019) . Digital marketing is a promotional activity and market search through digital media *online* by utilizing various means, such as social networks (Alamsyah, 2021) . The virtual world is no longer only able to connect people with devices, but also people with other people around the world. *Digital marketing* which usually consists of interactive and integrated marketing facilitates interaction between producers, market intermediary and potential consumers (Purba, 2021) . This is in line with the opinion (Hardilawati, 2020) which states that the strategy to maintain MSMEs is through *digital marketing* . The following data shows that Micro and Small Enterprises are the largest.

Figure 1.1 Potential of Indonesian MSMEs



Source: Dit. PPIE-Directorate General of National Export Development

On one side digital easy *marketing* businessman monitoring and provide all the needs and desires of potential consumers, on the other hand prospective consumers can also search and obtain product information only by browsing the virtual world so as to facilitate the search process (Kitsios, 2021) . Buyers are now more independent in making decisions purchase based on the search results. Digital marketing can reach all people wherever they are without any more geographical or time restrictions (Tsourgiannis & Valsamidis, 2019) .

Micro, Small and Medium Enterprises (MSMEs) have an important role in Indonesia's economic pace, especially in job creation and household empowerment that supports household income. The existence of MSMEs is expected to be able to spur the economy in the midst of the current economic slowdown (Economy & Borobudur, 2020) . The use of

digital technology-based marketing concepts (digital marketing) provides hope for MSMEs to develop into centers of economic power.

This is in line with the government's program to aggressively promote the Proudly Made Indonesia (BBI) program to encourage micro, small and medium enterprises (MSMEs) to enter *the digital era* . This also helps the readiness of MSME businesses in the new normal after the Covid-19 pandemic. As of March 2021, the number of MSMEs entering the digital ecosystem was 4.8 million from the target of 2 million. The increase in the number of MSMEs who are members of the digital ecosystem is the impact of the Covid-19 pandemic because, during the pandemic, the government is committed to limiting the social and economic mobility of the community. One of them is by suggesting selling transaction activities from home to break the chain of spreading the new type of corona virus, because the majority of the pandemic people are at home and the majority of people buy *online* .

Efforts to maintain and improve competitiveness in MSMEs, one of the indicators that must be considered in current conditions is how to strategy in product marketing so as to increase sales volume . (Sasongko, Putri, Alfiani, & ..., 2020) by utilizing Internet media through *Search Engine Optimization* and social media. The social media used is *Facebook Ads* (*Facebook Advertising*). In line with the opinion (Aprinta, 2016) which states that in order to develop and promote the new cottage program it is necessary to expand the dissemination of information by advertising, one of the advertising media that is economical but still efficient is the social media *Facebook Ads*.

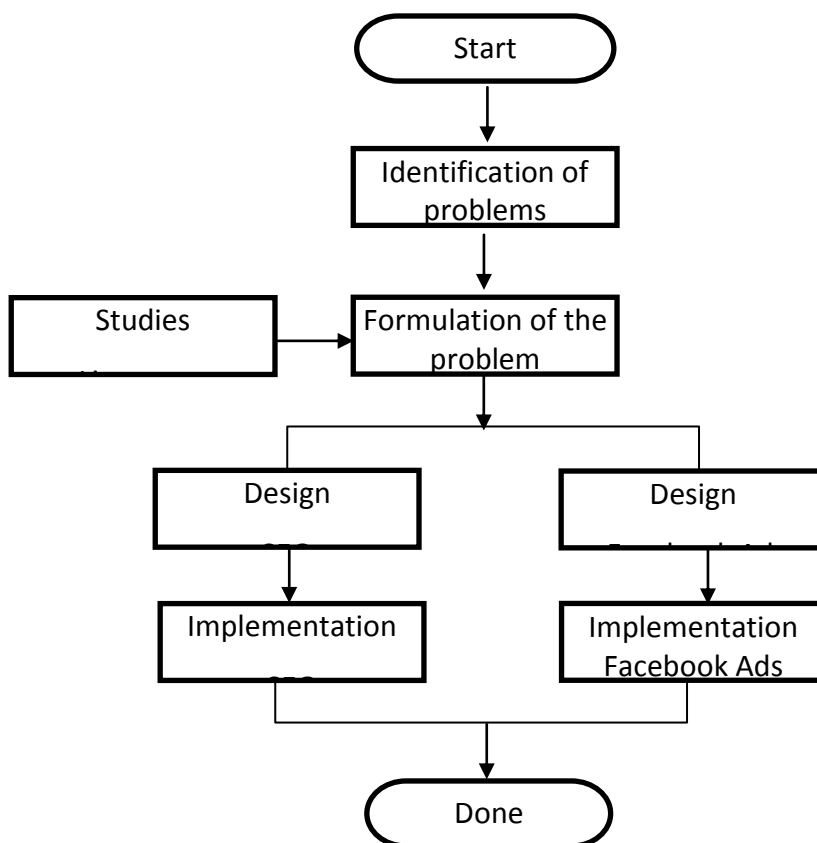
Talking about visitor traffic, it is also related to the website index, where the more indexes, the wider the opportunity to get targeted organic visitor traffic. Where the traffic can be obtained from Google web searches and image searches. Therefore, it is necessary to develop other ways of optimizing search engines or known as the *Search Engine Optimization* (SEO) method in order to reach the number of targeted initial visitors in a relatively shorter time. (Widyasmara & ..., 2019) . While *Facebook Advertising* or *Facebook Ads* is a system created by Facebook so that users can create a desired advertisement in accordance with the desired goals and target market. (Aswani, Kar, Ilavarasan, & Dwivedi, 2018) , 2017). Based on the background above, the writer can determine the problems, namely: (1). What is the Situation and Condition of Micro and Small Businesses during the Covid Pandemic. (2). How is the *Search Engine Optimization* (SEO) Strategy for Micro and Small Businesses, (3). How is the *Facebook Ads* Strategy for Micro and Small Businesses.

2. Objectives

This study aims to determine the Situation and Condition of Micro and Small Businesses during the Covid Pandemic , How is the *Search Engine Optimization* (SEO) Strategy for Micro and Small Businesses, How is the *Facebook Ads Strategy* for Micro and Small Businesses.

3. Materials and Methods

The data used in this study is secondary data obtained from the Ministry of Commerce of the Republic of Indonesia, namely MSME data from 2020 to 2021. This research is an applied research , where researchers conduct an in-depth study of business problems that occur, then provide business solutions (Irina, 2017) , in the form of using *Search Engine Optimization* and *Facebook Ads* to support increasing sales volume with the following steps.

Figure 3.1 Research Steps

4. Results

4.1 The Situation and Condition of MSMEs during the Covid Pandemic

Companies in the form of Micro, Small and Medium Enterprises currently generally experience a greater decline in income than the corporate segment due to the corona outbreak that has hit Indonesia in the last 2 years. Sales volume decreased drastically due to space and time constraints related to the supply and demand side and movement restrictions. This change in market behavior automatically changes towards digitalization, which in the 4.0 era is something that must be done, while on the other hand, small and medium-sized Micro businesses are generally not ready, both in terms of resources and the competence of their owners. The 5 main challenges faced by MSMEs are difficulties in accessing capital, difficulties in conducting transactions, difficulties in accessing technology, difficulties in accessing information and difficulties in accessing markets.

All sectors have strived to boost the performance of MSMEs, one of which is the Financial Services Authority by providing relaxation to banks so that they can carry out restructuring, namely delays in paying principal debts and reducing interest rates which can be felt directly by the public. The government applies 4 methods, namely (1). Interest subsidy program for ultra micro businesses and micro, small and medium enterprises (MSMEs), (2). Fund placement program to guarantee banking liquidity to be channeled to the real sector, (3). Working capital credit guarantee program for MSMEs, (4) Program for providing working capital to corporations, especially in the labor-intensive sector. The Ministry of Cooperatives and SMEs said that there were 5 types of businesses that were most affected by Covid 19, namely: (1). Food and beverage business 35.88%; (2). Wholesale and retail of

Automobiles & Motorcycles 25.33%; (3). Processing industry 17.83%; (4). Other service activities. 11.69%; (5). Agriculture, forestry and fisheries 5.6%

The government has allocated a budget of Rp 607.65 trillion for the national economic recovery program. The funds are for social protection of Rp 203.9 trillion, sectoral (Rp 106.11 trillion), MSMEs (Rp 123.46 trillion), corporate financing (Rp 53.5 trillion), and business incentives (Rp 120.61 trillion). . President Director of Bank Rakyat Indonesia (BRI) Sunarso revealed that the most affected by the Covid-19 pandemic was the MSME sector. Banks in Indonesia are not used to restructuring MSME sector debt and are more likely to restructure corporate loans. As of July 20, 2021, BRI has restructured 2,880,587 debtors with a credit value of Rp 179.17 trillion. This number includes 1,368,713 debtors in the micro sector with a credit value of Rp 64.03 trillion, 1,370,671 debtors in the KUR (People's Business Credit) sector with a credit value of Rp 24.39 trillion, 99,588 debtors in the retail sector with a credit value of Rp 74.01 trillion. , 41,521 debtors in the consumption sector with a credit value of Rp 10.27 trillion, and 134 debtors in the medium and corporate sector with a credit value of Rp 6.46 trillion.

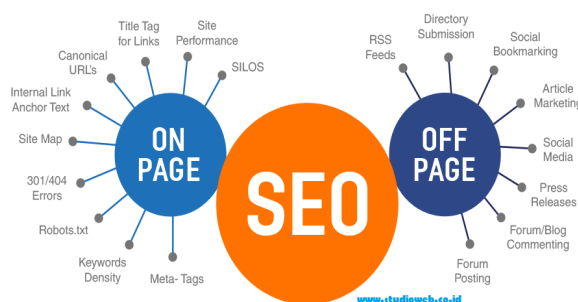
Likewise, Indonesian Small and Medium Enterprises from the Export sector, the value of Indonesian exporters is very small when compared to the number of exporters. The number of export SMEs from January to September 2020 amounted to 12,234 exporters or 83.26% of the total exporters. However, the contribution of the export value of SMEs is only 4.39% of the total exports.(Source: Dit. PPIE-Ditjen PEN). This fact shows that MSMEs in Indonesia are not yet optimal, and there is a need for continuous guidance and assistance from various parties, especially government intervention through the banking sector. To improve the performance of MSMEs, of course, we and the government cooperate through banking, continue to work to raise MSMEs in Indonesia. Through the Indonesian Ministry of Trade, MSMEs must rise again with a new face. Miftah Farid in the Export School seminar said that to encourage MSMEs to live and develop further, MSMEs must carry out the following 5 strategies: 1. Ease of financing facilities, 2. Capacity building, 3. Promotion and digitization facilities, 4. Utilization of Digital Technology, 5 The collaboration program prints new exporters.

The main causes of MSMEs being affected by the Covid-19 pandemic include: decreased sales, difficulty in raw materials, hampered distribution, hampered capital and production, where the most dominant is looking for a market as a buyer. The most appropriate solution for MSMEs for the author is market digitization by utilizing the internet network.

4.2. SEO Strategy for MSMEs

Search Engine Optimization is a strategy for every person or entrepreneur who uses the internet through the www.google.co.id website , so that the targeted keyword is number one at least on page one. The main purpose of SEO is to place a website so that it appears in the first order of search engines by using certain keywords to become number one on the Google search engine without making expensive payments, this can be done with 2 methods namely *On Page SEO* and *Off Page SEO* , *On Page SEO* is an activity or action for optimizing various parts of the website with the aim of getting a higher ranking in search engines while *Off Page SEO* is an effort or action taken outside the website that aims to get a higher ranking in search engines. This

Figure 4.1 Search Engine Optimization



activity also aims to build social credibility and website industry authority. *Off-page SEO* is done such as through social media marketing, influencer marketing or through links from websites that have a good alexa.

4.2.1 On-Page SEO

Figure 4.2 On Page SEO



On Page SEO are things we can do to make your website rank better in search results. So, the more we do on-page SEO on our website, the more web pages will be indexed by search engines and ranked higher. So that it can generate more potential and convertible traffic. On page SEO not only improves website rankings but also increases the quantity and quality of website traffic.

The factors that we must optimize with on page SEO are as follows:

1. **Title Tag :**
Make a proper title tag, preferably 50-60 characters including spaces, put keywords closer to the beginning of the title and include our brand at the end of the title tag by separating it with a sign (). The title is marked with the words that have the largest size on your web page (Heading Format 1). The title uses the keywords we are targeting, but make sure that it accurately reflects the content. However, the use of the H1 format is not allowed as much as possible, you also need to use H2, H3 and H4.
2. **URL structure :**
URL structure is very influential in the search engine ranking of web pages. For that, you can enter keywords in the URL.
3. **Alt Text for Images :**
Every time we build a website, we must include images that are given alt text that is adjusted to keywords or content titles. Giving images to the content will provide a refreshing view, because the reader is not only presented with a lot of writing.
4. **Page Loading Speed :**
Ideally the page load speed is less than 3 seconds, if your page speed is 4 seconds, then it is categorized as slow. Search engines like Google want to make users happy and not switch to other search engines. Therefore, Google will display websites that have a faster loading speed on page one of search results. So make sure you optimize your page load speed to help your website rank higher in search results. To help determine the loading speed of web pages, we can take advantage of a tool provided by Google to measure Web speed, namely PageSpeed Insights which can analyze the loading speed of your website on mobile and desktop.
5. **Creating Unique and Useful Content:**
Creating useful article content, following the rules of writing, easy to understand, and at least 1000 words long and does not copy other people's content, and includes keywords at the beginning of the title.
6. **Linking Internal Links:**

When we create content we are also required to link internal links as a way to help readers to read other posts, so that readers want to linger on our website. On average, we can apply two internal links every time we post an article.

Implementing on-page SEO techniques on our website means that we have tried to make your website readable by customers and even potential customers and search engine robots.

4.2.2 Off-Page SEO

Figure 4.3 Off Page SEO



Off page SEO is how we maximize our web page where we do it outside our website. What we can do as follows:

Off-page SEO we can do such as through social media marketing, influencer marketing or through links from websites that have a good alexa. *Off page SEO* is also important for the growth of our business website, because off page SEO is able to increase rankings and bring traffic to websites by building quality backlinks. Make sure to build quality backlinks, not just quantity.

A backlink is a link on a website that points to another address. It can be to our own website address, it can be to another website. There are several types of backlinks ranging from article directories, blog comments, forums, guest posts, pingbacks, trackbacks, web 2.0 to wikis.

4.3. Facebook Ads Strategy for MSMEs

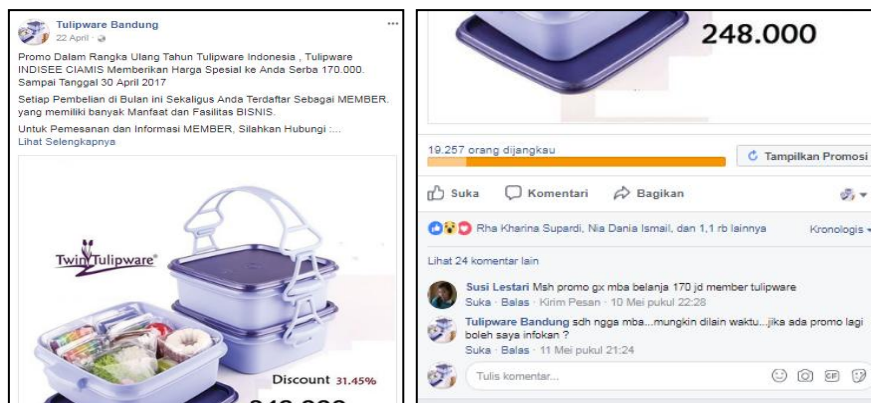
Facebook ads are facilities provided by Facebook to help entrepreneurs or sellers in an effort to promote products in order to reach potential consumers. *Facebook ads* are very well used by micro and small businesses, besides being easy to reach the desired market. How *Facebook ads work* gives consumers the freedom to view, get involved and participate in the dissemination of information to fellow social media users.

Figure 4.4 Display Facebook Ads

There are several things that need to be considered to be able to use *Facebook ads* properly, namely:

- Determine the desired budget or advertising costs. Facebook provides a choice of several currencies to be used, one of which is Rp.
- Select Schedule to conduct a brand awareness campaign. This schedule includes the campaign start date, time and end date.
- Select the target audience as potential consumers of the product brand. Target consumers can be selected based on location, age, gender, interests and others.

Figure 4.5 Facebook Ads Running



In the use of Facebook Ads, we simply have the ability to process invitations but do not invite, simple and easy design can be done through canva.com. To be able to implement these Facebook ads, we already have a product and target market. The target market will be reached by Facebook Ads depending on how much you have prepared. In making Facebook ads this ad can be done by the owner of Facebook and then create a Fan Page. When our ad is running, there are several things that need to be considered, namely, we must always stay on the page, lest the fish run and the owner doesn't monitor it. So that people who come are served well. Owners can display ads for multiple products from a facebook. The capabilities that must be possessed by the ad owner are as follows:

- a. The highest design ability is photoshop and the lowest is using canva
- b. Have good marketing skills
- c. Ability to process simple words, directed to easy to understand.

5. Discussion

In a situation where business activities almost do not go as we expected due to the Covid 19 pandemic which limits the space for business owners and consumers, it is deemed very necessary for consumers, especially business owners to have knowledge of Search Engine Optimization and Facebook ads, where a businessman can still run his business and looking for as many consumers as possible from home and has been done. Based on information from the Indonesian Ministry of Cooperatives and Small and Medium Enterprises that there are 5 types of businesses affected by Covid 19, namely food and beverage businesses 35.88%, wholesale and retail trade of motorbikes 25.33%, processing industry 17.18%, other services 11.69% and agriculture, forestry and fisheries 5.6%. However, with this outbreak, there are other sectors that have positive growth, namely the Information and Communications Sector, Water Supply and Waste Management, Waste and Recycling, Health Services, Social Activities, Agriculture, Electricity & Gas Procurement and Real Estate. With the decline in the consumer confidence index (IKK) since April 2020 reaching 15.2% until August 2021 reaching -22.7% in 2021, but in 2022 this is gradually improving, this is based on a Bank Indonesia consumer survey from November 2021 to January 2022 The Consumer Confidence Index from 118.5, 118.3 and 119.6 while 87.5 percent of MSMEs were affected by the Covid-19 pandemic. Of this amount, around 93.2 percent of them were negatively affected on the sales side. (BNI 46, 2021)

The new contribution in this research is to provide information to MSMEs in increasing sales volume under various conditions, especially during the Covid-19 pandemic where we have limited time and access to access products, especially for MSMEs in search of potential markets. With SEO, MSMEs can quickly find out what products are trending in

search of, while Facebook ads are not only easy for MSMEs to convey their sales intentions, where Facebook ads help MSMEs provide information on finding buyers that match their target market. So that by staying at home consumers can find the products we sell.

6. Conclusion

The Covid-19 pandemic has been going on for more than 2 years in Indonesia and even around the world. This pandemic has an impact on various sectors, including the MSME group business sector in Indonesia. Micro and Small Enterprises are part of business activities that are currently severely affected by the Covid-19 outbreak. Through this paper, we hope that small and micro business owners can grow and develop so that they are able to survive in the midst of the Covid outbreak that hit the world, especially Indonesia. Businesses that were previously difficult to find a market can now reach the market online without having to meet in person. Some things that the author can conclude as follows: (1). Whatever the conditions, Small and Micro Businesses will continue to run where small and micro businesses are expected to have *Search engine Optimization* and *Facebook Ads capabilities* as the most important basis for exploring the online world. (2). *Search Engine Optimization* is a very appropriate strategy for micro businesses, where the owner only tries his best to always be on page one even on the first line through *SEO On Page* and *SEO Off Page*. (3). *Facebook Ads* is very easy to do just by having Facebook and the ability to process words as ads and how to place ads.

7. Acknowledgments

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Service Quality and Corporate Image as Determinants of Customer Loyalty in Murabahah Financing BPRS Al-Madinah Tasikmalaya

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Abstract

The purpose of this study was to determine the problem of service quality and company image as a determining factor for customer loyalty in murabahah financing at BPRS Al Madinah Tasikmalaya, the object of research in this study was murabahah financing customers at BPRS Al-Madinah Tasikmalaya. The research method in this research is a descriptive method with a quantitative approach for data collection by literature study, observation and questionnaires. The population in this study were 770 customers of Murabahah BPRS Almadinah Tasikmalaya financing while the sample used in this study was 90 respondents. The results of this study service quality and company image have a positive or decisive effect on customer loyalty, service quality affects customer loyalty and company image determines customer loyalty. Service quality has a positive and significant effect. Based on the results of the discussion, it is known that the quality of service at the BPRS Al-Madinah Tasikmalaya is included in the good category.

Keywords : service quality, corporate image, customer loyalty, Customers

INTRODUCTION

Technology is increasing day by day, the times are getting more advanced, demanding that all businesses use sophisticated technology, a company will advance if it can compete with the times and technological developments. Service companies as well as manufacturing or product companies are required to master technology in carrying out their operations. Human resource management is very important in a company or organization in order to compete in the business world. Many things have changed in the company's operations. Human resources have been replaced by technology, on the other hand technology runs the company's operations but human resources are not completely replaced by technology, behind advanced technology there are great human resources, who control the technology, so as sophisticated as technology, human resources will not be replaced by technology. Human resources, technology must coexist in the company's operations. Technology supports the products or services that we offer to customers or consumers. The more sophisticated the technology we use, the better the services we provide to consumers, the more satisfied consumers are with the service we provide, the more loyal consumers are to the products or services we provide.

It has been explained previously that there are two types of forms that we can offer to consumers, the first is goods (manufacturing) or in the form of real goods that can be seen and felt by consumers, the second is services, these services can be felt by consumers in form of service that helps them solve their problems.

Service quality is a condition that is felt by customers towards our products or services that exceeds their expectations of what they get. One example is where customers buy goods or use our company's services repeatedly, because they perceive the goods or services we provide meet their expectations even more.

Service quality must meet several standardizations and be related to input factors such as personnel, funds, facilities and infrastructure in addition to workflow process factors,

practices, or service behavior. With the above, this will have a positive impact on reducing variations in the service process so that the results (output) will be better and consistent and maintained (AbDul Muzammil¹, Mukhlis Yunus², 2017). This is because people are increasingly selective in choosing a product or service. Customers always want good quality.

BPRS Al-Madinah Tasikmalaya is the object of this research, one of the Islamic banks that provides services to customers. Based on the explanation above, this research was conducted. This study focuses on customers of murabahah financing provided by bprs Al-Madinah Tasikmalaya.

BPRS Al-Madinah has a very important role to support the level of economic progress of the community by providing credit financing, either directly or indirectly (Sri Endang Kornita & Mayes, 2009). with high competence and loyalty.

The definition of service quality can have different meanings depending on which point of view we look at it or there are several experts who state the notion of service quality. Goetsch Davis in (*Zulain Yamit*, 2017) makes a broader definition of quality, namely "service quality is a dynamic condition that meets or exceeds expectations". One of the approaches used by Goetsch Davis focuses basically on quality not only emphasizing aspects of the final result or output, namely products and services but also having to think about aspects of human quality, because of the human resource factor that can process high quality products and services. Service quality is any action or activity offered by one party to another, which is essentially intangible and does not result in the ownership of anything. Kotler in (Jamaan, 2016) the higher the quality of service provided, the more loyal customers are to our company, it can even increase the selling value of Kotler products or services in (Jamaan, 2016) service quality is the level of excellence expected and control over the level of excellence to meet customer desires. If the perceived service is below the expected service, the consumer/customer will lose trust in the service provider. Therefore, service providers must identify customer desires in terms of service quality. The problem is that service quality is harder to identify and evaluate than product quality. One way to be successful in the service business competition is to strive for and consistently deliver high quality services compared to competitors. And strive to provide services that exceed customer expectations. If the perceived service is below the expected service, the consumer/customer will lose confidence in the provision of the service. Therefore, service providers must identify the wishes of consumers/customers in terms of service quality. The problem is that service quality is more difficult to define and assess than product quality. Many factors illustrate that service quality is closely related to customer decisions. Service quality will encourage customers to have a close relationship with the company. Service quality also cannot be engineered at the place where the service product is produced. Assessment of service quality is not only carried out on the results of the service but also involves an assessment of the service delivery process. As evidence of the importance of service quality, (*Kartajaya, Hermawan*. 2007) states that work should not be considered as an assignment, but is a challenge to serve challenges, either directly or indirectly.

Understanding Corporate

Image Corporate image is a reflection of a company or organization, a company or organization can have a different corporate image (Tumbuan et al., 2014). This understanding of the image was then put forward by (Efendi & Arifin, 2014) that the image is around us who look at us ". According to Bill, Canton in Sukatendel (2000:111) states that " Image is the impression, feeling, image of the public towards the company. Deliberately created impression of an object, person or organization. Meanwhile, according to Kazt in (Soemirat,

2007) states that. "Image is how others perceive a company, a person, a committee or an activity." According to Frank Jefkins in Elvinaro (Soemirat, 2007) states that: "Image is the impression of a person or individual about something that appears as a result of his knowledge and experience".

Based on some of the definitions above, image can be interpreted as a message, feeling, and the way other parties view a company, about something that appears as a result of their knowledge and experience.

One of the important things that must be owned by the company is the image of the company. Company image indicates the good and bad characteristics of a company from the customer's point of view. Corporate image is a picture of the overall results created in the minds of people about an organization. Kotler in (Abdul Muzammil1, Mukhlis Yunus2, 2017). Meanwhile, according to Salam (2010: 84) suggests that: "Company image is a general impression that is in the minds of consumers as a result of a collection of feelings, ideas, attitudes, and experiences with the company that are stored in memory. The impression is then transformed into a positive or negative image according to the feelings and experiences of consumers at the company. Both positive and negative images will then be recalled when the name of the company is heard or carried into consumers' minds. One understanding of corporate image is a combination of two aspects, namely functional aspects and emotional aspects, namely past experiences between consumers and the company, for example, advertisements, word of mouth, hopes, and the future which have a direct positive effect on consumer satisfaction. Weiwei (2007:67) from the two aspects above we can conclude that when consumers get the products or services that we provide, the customer will be loyal to our company, one indicator of customer loyalty is repeat purchases. If the customer makes a repurchase, the customer is satisfied with the company's services provided, then the company will increase in terms of income. Based on some of the definitions above, we can conclude that the notion of corporate image is the output produced by companies and consumers as well as the results of the evaluation process carried out by consumers against the company.

Customer

Loyalty Loyalty can be defined and measured in several ways. Dick and Basu as quoted by Olsen (2002:232) define customer loyalty as a relationship between relative attitudes and repeat attitudes. In addition, customer loyalty also has a very important role in the operations or running of the company, and retaining customers means increasing finances and maintaining the viability of a company. Therefore, it becomes a very meaningful reason for companies to attract and retain them. Experts define loyalty as follows: "Customer loyalty is a behavior aimed at purchasing or routine use that will be felt in the decision-making unit, and is a commitment to continue to use a product or service affected by the efforts made by competitors. Customer loyalty can be interpreted as a commitment to persist deeply to make repeated purchases or to re-subscribe the expected product or service consistently in the future, even though the influence of the situation and marketing efforts have the potential to cause behavior change.

From the above definition it can be concluded that customer loyalty is a behavior shown by people or the community to make regular purchases or subscriptions based on decision making, so that it becomes a commitment to continue to use goods or services from a company without being affected. by the efforts of competitors.

The main distinguishing factor for service companies is the quality of customer service. Customers are becoming increasingly adept at their demands and are increasingly

demanding higher standards of service. Many large companies have been awakened from the need to improve customer service in order to compete in today's increasingly highly competitive service environment. With more and more producers offering products and services, consumers/customers have more and more choices. Thus, the bargaining power of customers is getting bigger. The rights of consumers/customers are also starting to get great attention, especially the security aspect in the use of certain goods or services. Due to the very importance of customer loyalty, so many researchers of consumer behavior / customers are increasingly interested in and pursuing the topic of customer loyalty in order to seek solutions to problems of customer loyalty. Basically a company that has good service and has a high corporate image will increase a high level of loyalty for customers or consumers

RESEARCH METHOD

The research method used is through the design of a descriptive analysis approach. According to (*Sugiono 2007*) descriptive method is defined as follows: "Descriptive method is a research method based on problem solving based on facts and reality at the time the research took place. The data is first inventoried, then arranged systematically so that the data can be explained and then analyzed based on the existing theory. This research hypothesis will be tested using product moment analysis, to test the research hypothesis, steps are taken, determining and operationalizing research variables in the formulation of hypothesis testing designs. Determination of the types and sources of research data, determination of data collection methods and research analysis. The type of investigation carried out is causality because it explains the influence of one variable on other variables.

The population in this study were customers of murabahah financing of BPRS Almadinah Tasikmalaya, namely 770 customers and for the sample in this study there were 90 respondents, because the population was more than 100, the authors used the slovin formula with an error rate of 10% to obtain the sample.

The research approach used in this paper is a quantitative approach with a survey method. direct observation to get the data needed in this study. in depth but broadly, to obtain scientific knowledge that is abstract, general and universal (*Enas, 2011*)

To obtain the data needed in this paper, the authors conducted a study at the BPRS Al-Madinah Tasikmalaya. which is located on Jl. Sutisna Senjaya No. 99 Rt. 03 Rw. 011 Ex. Cikalang, Kec. Tawang City of Tasikmalaya

Murabahah financing customers at BPRS Al-Madinah are the object of this research. The object of this research will be discussed about the scope of the object under study, in this case the murabahah financing customer of BPRS Al-Madinah Tasikmalaya Jalan Sutisna Senjaya No. 99 Rt. 03 Rw. 011 Ex. Cikalang, Kec. Tawang City of Tasikmalaya is the scope or object of research, in this study includes a brief description of the company which includes the history of the company and the company's activities, especially in the management of human resources. The sample of this research is the murabahah financing customers of BPRS Al-Madinah Tasikmalaya. One of the formulas used in this research is to test the validity to find out whether the instruments that have been compiled have reliability or not. The data used in this study is primary data. Primary data sources were obtained from the results of distributing questionnaires to all customers at BPRS Al-Madinah Tasikmalaya.

Technical data analysis Data

Collection techniques in this study are as follows, the first is library research which means collecting data through reading books, journal reviews, and previous research related to the research title. Furthermore, direct observation, namely data collection carried out through systematic and methodical observations of all activities at the research site, but not directly

involved in the third research distributing Questionnaires, this method is done by asking several questions in writing to officials or employees in the company to fulfill the information.

RESULTS AND DISCUSSION

The characteristics of the respondents in this study were divided into three criteria, namely based on gender, age, and education. The results of the analysis of the characteristics of the respondents are presented in table 1.

There are 60 male respondents and 30 female respondents. Based on the age of respondents aged 30-40 is the most respondents, namely 50 respondents. Based on education level, high school graduates are the respondents who are the most customers of murabahah financing at BPRS Almadinah Tasikmalaya.

Quality of Service to Customer Loyalty

The quality of bank service is the actual ability of the bank which is distributed to its customers. According to (Akbar, 2019) states that there are five indicators in a service based on its importance, namely: (a) reliability, namely the expertise of the company that is committed to precisely and reliably; (b) responsiveness, an ability to help customers to distribute services actively and effectively; (c) assurance, is an employee's understanding and regularity in order to create a sense of trust and protection; (d) empathy, is a sense of individual care by employees towards customers; and (e) physical evidence (tangibles), which are company facilities and infrastructure, employees and services. Loyalty in (Martiani LN & Subagiyo, 2018), loyalty is a tightly gripped commitment to repurchase and repeat preferred products/services at close opportunities even though the impact of circumstances and the efforts of a marketing has the potential to cause customers to switch. Based on this, the dimensions of customer loyalty can be formulated, namely: (a) repeat purchases, repeat purchases at the company; (b) retention, survive the negative news of a company; and (c) referral, fully recommending the company . Based on the survey results regarding service quality and customer loyalty, this can be seen from the field results which state that customers need excellent service from companies, especially banks. Banks will get loyal customers when customers are satisfied with the services provided by the bank. Therefore, to maintain high loyalty for bank customers, they must provide maximum service for their customers.

Corporate Image towards Customer Loyalty Corporate

image is a trace, mental memory or a sketch from a company to consumers which is realized based on their own understanding and knowledge. Corporate image is the overall impression that is created in the public's perception of an institution that is comprehensive in nature, so it is not an assumption of products and services only. Brand Image is the impression and belief by consumers as a sketch of the coalition contained in the consumer's memory which is also important for the company's image. We can describe the image of the company as follows: 1. Morality Morality relates to what way a company that has good manners or character is to the environment as well as to society. Morality includes: a. Charity Activities b. Eco-friendly Activities 2. Management (Managements) Management is concerned with the way the company is managed properly. Management includes: a. Employee Skills (Employee Skills) b. Cooperation (Teamwork) 3. Appearance (Performance) Performance is related to the company's ability when carrying out an activity in its business.

Price alignment (Reasonability of price) b. Promotional activities c. Advertising (Advertisement) d. Distribution of Sales (Selling Channel). 4. Service (Service) Linked

services in any way that makes the company satisfy customers. a. Speed of Service (Tempo of Service) b. Handling Complaint (Handling complaints) c. Focussing on Customer's need (Focus on consumer desires). Services have characteristics that are not the same as objects of this kind, cannot be seen, cannot be separated between customers and service providers, customers are required to participate and in the delivery of their services.

Based on the above, it can be concluded that the company's image can affect customer loyalty to a company or bank.

Service Quality and Company Image as Determinants of Customer Loyalty

Based on the discussion above, it is explained that service quality and company image can determine customer loyalty to a company.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the results of research and discussion as described in the previous chapter and from the answers to the questionnaire obtained by respondents, it can be concluded as follows: Quality of Service at BPRS Al-Madinah Tasikmalaya has a positive and significant effect. Based on the results of the discussion, it is known that the quality of service at the BPRS Al-Madinah Tasikmalaya is in the good category. This means that if the quality of service provided is good, customer loyalty will increase. In addition, the corporate image at BPRS Al-Madinah Tasikmalaya has a positive and significant effect. Based on the discussion, it is known that the BPRS Al-Madinah Tasikmalaya has a good image in the eyes of customers. And service quality and company image have a positive and significant influence on customer loyalty.

SUGGESTION

Based on the results of the research, the authors submit the following suggestions: The quality of service is already good to be maintained or further improved, but it would be better to improve the quality of service, the company pays more attention to and improves the ability of employees to serve quickly and respond to customers. either to be maintained or to be improved. To further increase customer loyalty at BPRS Al-Madinah Tasikmalaya, the company should further improve the quality and image of the company. Considering these factors is one of the factors that can affect customer loyalty

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The Influence of Servicescape to e-WOM among Selected Casual dining restaurants in Angeles City

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Abstract

The study is conducted to know how the physical environment of a restaurant could affect the dining experience of the guest. It aims to determine the relationship of different Servicescape dimensions (ambient condition, spatial lay-out, signs, symbols, artifacts/decors and cleanliness of Servicescape) and how it can influence the overall satisfaction of a diner and in return would result to e-WOM review. A total of 129 respondents, calculated using G power, answered the survey questionnaire that served as the primary tool in collecting the data. Descriptive analysis was used to assess the physical environment of Casual Dining restaurants in Angeles city using the dimensions of Servicescape and its relation to e-WOM. Multiple linear regression analysis was employed to determine the relationship of Servicescape dimension to e-WOM intention of the respondents. Results revealed that the variables of Servicescape, signs, symbols, & artifacts/decors gained the highest mean rating and the obtained the most significant relationship with the e-WOM intention of the consumers. Results related to all Servicescape dimensions showed that restaurant customers gave little influence on an e-WOM review. This proves that physical environment of restaurant are not the only factors that influence the word-of-mouth intention of patrons. With this, recommendations were suggested anchored to the results of this study, as to where restaurant owners should consider investing their capital in if they wanted to have a good social media presence coming from the e-WOM reviews and recommendations.

Keywords : Servicescape dimensions, physical environment, e-WOM (electronic word of mouth), Multiple linear regression

Introduction

Service Quality perception is an important factor for customer satisfaction, however, this is dependent on the customer's expectation about the service that they received (Ali & Raza, 2017). Service Quality is considered as an indescribable abstract, it contains several features, and these features are perceived by customers differently (Ha & Jang, 2010). In the hospitality industry, guests are very meticulous with the service they are provided (Chen & Myagmarsuren, 2013). Service quality not only refers to the actual service experience itself from the employees of a hospitality establishment. Service quality can also be evident in the physical surroundings, and this is where the concept of Servicescape comes in. The Servicescape concept was developed by Booms and Bitner (1981) to represent the totality of the physical environment of service establishments. They defined it as an all of the objective physical factors that can be controlled by the firm to enhance (or constrain) employee and customer actions. The importance of physical surroundings to create an image and to influence customer behavior is particularly relevant in the restaurant industry. According to Hightower (2010), the physical environment has a favorable influence on consumers' behavior intentions in service encounters around the world. Physical environment may highly affect customer's ultimate satisfaction and the effect of tangible physical environment on overall development of service quality image (Bitner, 1990).

Lap-Kwong (2017), identified that restaurants continuously improve their service quality but somehow ignored manageable issues which were actually easy to achieve and to

satisfy consumers, because some of them are looking more into additional physical elements such as store environment instead of food quality (Hussain & Ali, 2002). While the food and the service must be of suitable quality, a relaxing and convenient physical environment may also affect the degree of overall customer satisfaction and subsequent customer behavior. As a result, restaurant owners attempt to differentiate their store with others by combining various environmental inducements that would create a pleasant physical setting that will draw in the customers. Amusing physical set-up (e.g., innovative interior design and decor, pleasing music, subdued lighting, unique color scheme, ambient odor, spacious layout, appealing table settings, and attractive service staff) should establish to a great extent the degree of overall customer satisfaction and loyalty (Capistrano & Padilla, 2013). Servicescape therefore is the combined effect of all physical factors that can be controlled by service organizations to enhance customer and employee behaviors and is considered as a controllable factor than service quality being done by the staff.

As the restaurant industry endures a stiff competition among others, consumers analyze well where to spend their food allowances. There are many aspects that consumers take into consideration when determining where to eat outside. Aesthetic appeal, service quality, and other atmospheric factors can greatly influence their purchase behavior aside from the food quality (Di Pietro & Campbell, 2014). Service environments have been found to impact people's thoughts and opinions about products or service firms, which in turn influence evaluations of the product, service, or service provider. And with the emergence of social media sites and different blogs that feature the food industry, it is very easy to encourage readers to become potential customers of their choice of restaurant. Social media sites have provided inexpensive and accessible marketing tools to reach a large number of customers instantly (Timilsina, 2017). According to Barker et al. (2016), the best marketing with social networks comes not from the company but from the customer or fan base. Interest in WOM communication has been restored in the area of marketing practice due to its role in the computer-mediated environment (Kim, 2013). Every day in such an environment, millions of individuals engage in the exchange of personal information and opinions. With the use of a very effective marketing tool which is word of mouth, internet users today actively go through social networking sites to read on what other customers have to say about a specific product (Timilsina, 2017). Some patrons consider the popularity of a certain restaurant in social media in choosing their place to dine, if it is very aesthetically appealing and if it has great food quality. Most consumers generally turn their attention on online reviews before purchasing. Perceived Servicescape experiences can also lead to valuable WOM exchanges among customers. In result, these positive WOM exchanges have been argued to influence many customer behaviors, including expenditure level and loyalty (Kim & Hardin, 2010).

Casual dining restaurants are designed to attract those individuals whose income and average spending power are not so high (Jana and Chatterjee, 2014), they have a less formal ambiance than a fine dining restaurant. Even though they are priced lower than formal dining, casual dining restaurants are also particular with their facilities and physical environment. That is why operators of these restaurants will try to create a pleasant Servicescape or atmosphere in order to fully satisfy their patrons.

Servicescape generally refers to the way service environments are designed and managed where service is performed, delivered and consumed. In Fernandes and Neves (2014) Servicescape, which came from the combined words; service and landscape, is the environment in which the service is built and where the merchant and the client interact, with the combination of tangible products that contributes to the performance or communication of the service. Servicescape was adapted from the theory of Donovan and Rossiter (1982),

which is the S-O-R (stimulus-organism-response) model and was developed from Lewin's (1951) formula with relations to human behavior and its environment: $B_f(P, E)$, where behavior (B) is modelled as a function (f) of the interaction between the person (P) and the environment (E). The S-O-R model adopts a more emotional context that explores the interaction between the environment and the person. Based on this model, various environmental stimuli (such as music, crowding, lighting, color and temperature) have an effect on individual's emotion, actions, and perception, and as a result, individuals respond to these stimuli by adopting behavior that enhance their well-being (Namasivayam and Lin, 2008). Servicescape may greatly influence customers on their decision on choice of food service establishment. Physical environment plays a key role in creating the general image of the firm by influencing customers' perception (Han et al., 2009). Servicescape has three major dimensions: Ambient factors (lighting, scent, air quality, temperature, music, and noise), Spatial layout and functionality (the existence and arrangement of machinery, equipment, and furnishings) and Signs, symbols, and artifacts [signage, artwork and decorative items, POP displays] (Bitner, 1992). A store atmosphere refers to how elements contribute to the atmosphere of the establishment, such as lighting, sound, color, and aroma (Levy & Weitz, 2009).

The ambient dimensions consist of factors that cannot be observed by sight unlike the other two dimensions, and the factors involve air quality, temperature, odor/aroma, music, and noise/sound level (Bitner, 1992). Accordingly, it is observed that despite their invisibility, ambient environments are considered critical in a Servicescape as they impact customers' experiences of service quality and their overall perception of a certain property. Similarly, in Lap-Kwong (2017), service providers should give careful attention to their Servicescape, which not remain limited to tangible elements, but must also consider ambient components such as odors and background music.

Spatial layout and functionality refer to the way in which machinery, equipment, and furnishings, seats, aisles, hallways and walkways, restrooms, and the entrance and exits are designed and arranged in the restaurant settings (Shashikala & Suresh, 2013). These factors are essentials in the restaurants because these can affect the comfort and convenience of the customer. Spatial layout of the environment, like how the table and seats would be arranged, is very important to customers in a restaurant where ample space is needed for moving around and sitting in comfort. An operative layout of the physical setting keeps restaurant customers from feeling crowded (Ryu & Han, 2009).

Signs, symbols, and artifacts include signage and decorations used to communicate and create a certain image or mood, or to direct customers to their desired destinations (Bitner, 1992). Customers' evaluation on the attractiveness and overall aesthetic impression of a restaurant are influenced by various aspects of interior schemes. A restaurant, the color arrangements of the dining area's wall, ceiling/wall decorations, pictures/paintings, plants/flowers, tableware, linens, floor coverings, and quality furniture can all play a significant role in exhibiting an image and in creating an overall aesthetic impression (Ryu & Han, 2009).

Service quality aspects can greatly influence the positive overall customer satisfaction. Through this, customer loyalty may increase, and it may include word-of-mouth endorsements and affect the repurchase intention among dining restaurants (Lap-Kwong, 2017). Physical environment plays a key role in creating the general image of the firm by influencing customers' perception (Han et al., 2009). Consumers who are impressed with Servicescape will talk about their positive experience with friends and family and will

eventually recommend it. In other terms, as Servicescape increases, word of mouth also increases (Situmorang, 2018).

Pleasant scent, pleasing music, comfortable temperature, low noise level, and adequate lighting, all harmonizing with other elements in a restaurant, may result in customers having more favorable perceptions of an operation and evaluating their experiences more positively, may it be thru recommendations by word of mouth or thru electronic word of mouth (Ryu & Han, 2009).

The rise and spread of the Internet have led to the emergence of a new form of word of mouth (WOM) which is the electronic word of mouth or e-WOM. It was clearly defined by Litvin, et.al, (2008) that e-WOM is all informal communications directed at consumers through internet-based technology related to usage or characteristics of particular goods and services. It is considered as one of the most persuasive informal media among consumers, businesses, and the population at large nowadays. E-WOM is said to have a greater influence towards a consumer attitude and point of view regarding a product or a service as compared to other influential sources (Godes & Mayzlin, 2004). According to Bickart & Schindler (2001) and Lerman & Sen (2007), one of the most important kinds of digital WOM is the postage of online reviews by consumers. It is believed that reading or watching online reviews first to obtain information before making a purchase is becoming significantly common among consumers (Adjei et. al., 2010 and Zhang & Zhu, 2010). In addition, a study conducted by Bechwati & Xia (2008), stated that consumers believed online reviews are more trustworthy and useful which could result in a better purchase intention. With these statement, e-WOM is said to be a behavioral construct that could affect the decision making of every consumer.

Consumers who are impressed with Servicescape will talk about their positive experience with friends and family and will eventually recommend it (Situmorang, 2018). He also stated that through social media, consumers can share their experiences by posting text-oriented information or combined text and image confirmation. With the technology nowadays, word of mouth is not limited to personal or face to face interaction. People now rely on other opinions of people, even strangers. People nowadays consider the physical appeal of the restaurant before trying it, if it is picture worthy, they may look into it on social media or blogs about the appearance of the said restaurant. Sharing location and posting pictures are very common among people, especially among youngsters (Choo et al., 2016). When consumers dine out, they tend to brag about it on social media, the food and the aesthetics of a said restaurant, through uploading an image and tagging the said establishment, through this e-WOM is already taking place. E-WOM has allowed potential diners to find restaurants in an interactive way (Fox, 2013).

Numerous studies have already discussed the effect of food quality and actual service and how it affects the word-of-mouth review intention of the consumers (Said, et.al, 2018; Al-Tit, 2015; Soonsan, 2017). The researcher would like to know how the physical environment of a restaurant could affect the dining experience of the guest. It also aims to determine the relationship of different Servicescape restaurant dimensions or which among them can influence the overall satisfaction of a diner and in return would result in word-of-mouth review, particularly to an electronic word of mouth evaluation. This study will be beneficial to those who are planning to open up a new restaurant, and for those current restaurant owners who would want to improve their physical environment, the findings of this research can be used as a guide. They should not only consider their menu preference but also the service quality as well, particularly the service quality that physical environment can provide or affect their customers. Majority of the restaurants in the market consider their

physical environment as one of the factors for customer satisfaction, however in this study the researcher will be focusing on Casual dining restaurants.

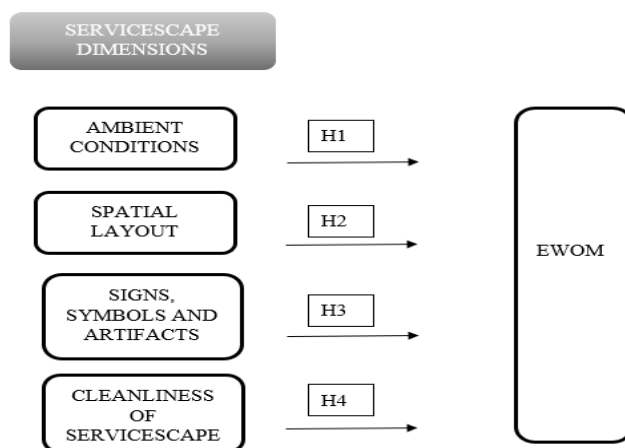
Objectives

Servicescape can be an important factor for consumers in choosing their restaurant, its dimensions include; ambient conditions, spatial layout and signs, symbols and artifacts (Bitner, 1992). This aims to find out and seek further if the following mentioned dimensions has an influence on e-WOM (electronic word of mouth). This paper ought to answer the following questions:

1. How may the respondents assess the Servicescape of casual dining restaurants in Angeles City on the following dimensions?
 - a) Ambient conditions;
 - b) Spatial Layout;
 - c) Sign, symbols and artifacts; and,
 - d) Cleanliness of Servicescape?
2. How may the respondents describe their e-WOM intention towards casual dining restaurants?
3. Is there a significant relationship among the Servicescape dimensions to e-WOM intention towards casual dining restaurants?
4. Which among the dimensions of Servicescape significantly predict e-WOM intention towards casual dining restaurants?

Figure 1 illustrates that Servicescape has an influence on e-WOM. The paradigm of the study includes the variables of Servicescape such as ambient conditions, spatial lay-out and sign, symbols and artifacts and the cleanliness of these Servicescape.

Figure 1 Paradigm of the study



The results of this study will be of great benefit to casual dining restaurants in Angeles City as well as to the future researchers that will do a study that involves Servicescape and e-WOM. The data that will be gathered can be used as a guide to those who are planning to open a new restaurant and for those existing establishments who are looking into improving their physical environment in order to achieve a positive word of mouth through online sources, blogs or comments. The future results will serve as a good source of information that can be useful for future researchers.

Material and Methods

A descriptive-correlational research design was used to assess the physical environment of Casual Dining restaurants in Angeles city using the dimensions of Servicescape and its relation to e-WOM. This study examines whether the following dimensions have an influence on electronic word of mouth (e-WOM). Participants of the study are those who have experienced dining in at different casual dining restaurants in Angeles City. A G power analysis was used to determine the number of respondents for this study and using an effect size of 0.15, the total sample size is 129. Purposive sampling method was utilized because the researcher used respondents who are in legal age, which will not require a parental or guardian's consent to participate in this study and who already experienced eating in a casual dining restaurant. Those who are above 18 years of age but not more than 65 years old were chosen to answer the instrument. The survey questionnaire was adapted from different research studies. For Servicescape, a questionnaire developed by Lap-Kwong (2017) and Lee, C. et. al (2015), while the scales developed by Lopez and Sicilia (2014) were used to measure e-WOM. The researcher modified the instrument adapted, constructs were simplified so it may be applicable to casual dining restaurants and for the easy comprehension of the respondents. The questionnaire is the primary tool in collecting the data. It has 21 questions and it is intended to assess the Servicescape of casual dining restaurants in Angeles City, which was anchored into 3 dimensions- ambient conditions, spatial layout and signs, symbols and artifacts. On the next factor, it aims to assess the cleanliness of the Servicescape. The last part of the questionnaire is intended to determine the e-WOM intention of the respondents. A four-point Likert scale will be used in the questionnaire with four as strongly agree, three as agree, two as disagree and one as strongly disagree.

Prior to conducting the actual data collection, a pilot test was done in order to test the reliability of the constructs in the questionnaire, the instrument was distributed to 30 respondents who have dined in at casual dining restaurants in Angeles City. The reliability of the related factors was tested by Cronbach's Alpha in order to determine the internal consistency of the scale. The reliability coefficients (Alpha) on the dimensions for ambient conditions (0.901), spatial lay-out (0.883), signs, symbols and artifacts (0.894), cleanliness of Servicescape (0.917) and the influence of Servicescape to e-WOM (0.864). Nunnally (1978) and Robinson et al. (1991), suggest that if the reliability coefficient (Alpha) of the scale is above 0.70, the alpha value of the factor is acceptable.

The instrument was made available via the Google platform and prospect respondents were invited by posting the link in various social media platforms to spread the invitation. The collected data was processed through SPSS and was analyzed using descriptive analysis. Mean rating was used to determine the level of agreement on the perception of Servicescape dimensions and its influence on e-WOM. The weighted means obtained in evaluating the variables will be interpreted using this scale: 1.00-1.74 (strongly agree), 1.75-2.49 (disagree), 2.50-3.24 (agree), and 3.25-4.00 (strongly agree). Multiple linear regression analysis was used, since the study would like to test how changes in the combination of two or more predictor variables predict the level of change in the outcome variable. The research protocol was subjected for ethical review by Holy Angel University Institutional Review Board. This paper is also open for possible full study replication by suitable skilled researchers in the future.

Results

The respondent's demographic profile is shown on the table below. It shows that the female dominated the participants by 5.6%. The respondents are much younger than the average, with 61% belonging to 26-35 years of age. The respondents in the 36–45-year age bracket comprise 31% of the respondents. In terms of monthly income, around 25% of the respondents earn more than 40, 000 pesos, then the other percentage were divided into different monthly income brackets. Majority of the respondents visit casual dining restaurants in Angeles City for only once a month, garnering a percentage of 58.1 %. A 1 to 2 hours visit in these restaurants are preferred by the 88 respondents, and that is about 68% of the total respondents.

Table 1 Frequency Distribution on the Demographic profile of the respondents

Variables	Frequency	Percentage
<i>Gender</i>		
Male	56	43.4
Female	73	56.6
<i>Age</i>		
18-25	26	20.2
26-35	61	47.3
36-45	31	24.0
46-55	9	7.0
56-65	2	1.6
<i>Monthly Income/Allowance</i>		
Below 10, 000	18	14.0
10,001- 20,000	22	17.1
20,001-30,000	30	23.3
30,001- 40,000	26	20.2
Above 40,000	33	25.6
<i>Frequency of visit</i>		
Once a month	75	58.1
2 to 3 times a month	31	24.0
4 times a month	5	3.9
More than 4 times	18	14.0
<i>Time spent dining in</i>		
Less than an hour	31	24.0
1 to 2 hours	88	68.2
2 to 3 hours	10	7.8

The following tables below presents the mean rating of each item on all variables of Servicescape dimensions. Among the four variables, Signs, symbols and artifacts/decors were rated as the highest (M= 3.4283) and ambient condition as the lowest (M=3.4060). This

means that the respondents are more particular in the aesthetic decorations, clear signage, appropriate color schemes and high-quality furniture over the ambient condition inside a casual dining restaurant.

Table 2 shows that among the variables under ambient conditions, only one factor was not rated as strongly agreed by the respondents, this means that the background music or sound in these casual dining restaurants were not appropriate or not relaxing enough for the diners.

Table 2 Mean ratings of items on ambient condition

<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>
<i>Ambient Condition</i>			
The temperature of the restaurant is comfortable	3.44	0.585	Strongly Agree
The air quality in the restaurant is good and well ventilated	3.44	0.598	Strongly Agree
The background music/ sound is appropriate and relaxing	3.20	0.700	Agree
The lighting inside the restaurant is sufficient and creates a relaxing atmosphere	3.49	0.561	Strongly Agree
The aroma/scent inside the restaurant is appropriate and pleasant	3.46	0.637	Strongly Agree
Weighted Mean	3.4060		

Table 3 presents the mean rating on the variables under spatial lay out dimension. All of the factors were rated as strongly agree by the respondents, this means that casual dining restaurants lay outs were favorable for the diners. Proper table arrangement and appropriate spaces between other diners were followed, that in turn makes the diners comfortable.

Table 3 Mean ratings of items on Spatial Lay out

<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>
<i>Spatial Layout</i>			
The seating arrangement makes me comfortable and gives me enough space from other diners	3.45	0.637	Strongly Agree
The table arrangement has enough space from other dining tables	3.44	0.660	Strongly Agree
The restaurant layout makes it easy for me to move around or exit the premises	3.44	0.648	Strongly Agree
The creativeness of the store layout makes me want to stay longer	3.29	0.764	Strongly Agree
Weighted Mean	3.4070		

Table 4 shows the variables under the dimension of signs, symbols and artifacts/decors, among the listed, two variables got the same mean rating of 3.50. These indicate that casual dining restaurants in Angeles city have an appropriate color scheme that matches their theme and they provide signage that gives clear directions to their patrons. And these are more valued by the guest than the other variables.

Table 4 Mean Ratings on items of signs, symbols, and artifacts/decors

<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>
<i>Signs, symbols, and artifacts/decors</i>			
Decorations and artifacts inside the restaurant are appropriate and attractive	3.43	0.584	Strongly Agree
The signage's are easy to understand and give you clear direction	3.50	0.639	Strongly Agree
The color scheme inside the restaurant is appropriate and creates a warm atmosphere	3.50	0.561	Strongly Agree
Furniture (tables and chairs) are of high quality	3.28	0.684	Strongly Agree

<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>
Weighted Mean 3.4283			

For table 5, the cleanliness of Servicescape, the highest rating, was obtained by the last variable that states that restaurant patrons observed the neatness by the service staff on their physical appearance, however guests were unimpressed by the cleanliness of the establishment's restrooms.

Table 5 Mean rating of items on the cleanliness of Servicescape

<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>
<i>Cleanliness of Servicescape</i>			
The furniture (tables & chairs) are properly cleaned	3.38	0.652	Strongly Agree
The restaurant maintains clean restrooms	3.24	0.758	Agree
The restaurant dining area is always clean	3.50	0.575	Strongly Agree
The service staff are neat and dressed in clean uniforms	3.53	0.587	Strongly Agree
Weighted Mean 3.4128			

Table 6 indicates the mean ratings on how Servicescape may affect the e-WOM intention of the respondents. The highest rating was achieved by the first variable, a big percentage of the respondents were very familiar with social media platforms. However, this doesn't mean that they will be using social media to post anything or comment about a restaurant's Servicescape, which is why the third variable got the lowest rating.

Table 6 Mean ratings of items on e-WOM and Servicescape

<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>
<i>E-WOM and Servicescape</i>			
I am very familiar with the internet and use different social media platforms (Facebook, Instagram, Twiter, YouTube, etc.)	3.70	0.553	Strongly Agree
I tend to look into online post/reviews about a restaurant's Servicescape	3.44	0.809	Strongly Agree
I am most likely to post reviews/ comments online about a restaurant's Servicescape	2.75	1.076	Agree
What I read/saw online about a restaurant review on Servicescape influence me about my decision	3.39	0.753	Strongly Agree
Weighted Mean 3.3198			

The following tables below show the results on the multiple linear regression analysis, on how the changes in Servicescape dimensions may affect the e-WOM intentions of patrons of casual dining restaurants in Angeles City.

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.204	.178	.57575

a. Predictors: (Constant), Ambient conditions, spatial lay out, signs, symbols, artifacts/decors, cleanliness of Servicescape

Table 8 Annova^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.517	4	2.629	7.932	.000 ^b
	Residual	41.105	124	.331		
	Total	51.622	128			

a. Dependent variable: e-WOM intentions

b. Predictors: (Constant), Ambient conditions, spatial lay out, signs, symbols, artifacts/decors, cleanliness of Servicescape

Table 9 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.349	.389		3.469	.001
Ambient Conditions	-.031	.203	-.024	-.155	.877
Spatial lay out	-.151	.146	-.138	-1.041	.300
Signs, symbols and artifacts/decors	.550	.178	.417	3.086	.003
Cleanliness of Servicescape	.208	.133	.182	1.563	.121

a. Dependent variable: e-WOM intention

Analysis of the data showed that there was no significant relationship between ambient conditions, spatial lay out and cleanliness of Servicescape to the e-WOM intention of casual dining restaurant's guests given that their p value is higher than 0.05, therefore hypotheses were rejected. And among the Servicescape dimensions, signs, symbols and artifacts/decors ($\beta=.550$, $p<.05$) is significantly related to the e-WOM intention of the restaurant's guest, with this the hypothesis is accepted. The fifth hypothesis is also rejected, because its variability is only around 20.4% (r-square = .204) which indicates that Servicescape dimensions don't significantly predict the e-WOM intention toward casual dining restaurants. The remaining percentage can be explained by other variables.

Discussion

Descriptive interpretation of the results on the mean rating of the Servicescape dimensions would serve as a guide for restaurant owners to identify which among the listed factors would be beneficial for their operation where the physical environment is concerned. This shows specifically on which area they are considered weak and evaluated good.

Meanwhile, based on the interpreted results on the mean rating of the different variables on Servicescape, the one that got the highest among the four was the sign, symbols and artifacts/decors. With regards to how the Servicescape may affect the e-WOM intention of a customer, the result of the research of Situmorang (2018) shows that Servicescape has a positive impact on word of mouth. Meanwhile, in this study, it was depicted that majority of the respondents are very familiar with social media, and that they are most likely to be influence by what they saw or read online about a restaurant Servicescape, however they are not into posting or the one who is going to make a recommendation about a restaurant in terms of its Servicescape.

For the multiple linear regression analysis, result showed that among the Servicescape dimension that would greatly affect the e-WOM intention of the respondents it would be the variable of signs, symbols and artifacts/decors, which has the significant relationship with e-WOM. Ambient conditions such as air quality, temperature, background music, aroma and lighting do not equate on the e-WOM intention of the respondents making the first hypothesis rejected. Same thing with the spatial layout dimension, the appropriate spacing of the furniture, seating arrangement and whole restaurant lay out would not cause for an e-WOM recommendation for the diners, therefore the second hypothesis was also rejected. And for the fourth hypothesis, it was also rejected because cleanliness of a restaurant would not affect the e-WOM behavior of the guest.

The third hypothesis was accepted because it was proven it has a significant relationship with the e-WOM intention of casual dining restaurant patrons. And according to Baker (1986), once a customer enters a facility, the first thing that they observe is the interior aesthetics, which is likely to affect their attitude toward the facility. In the study of Agnihotri & Chaturvedi (2018), with the impacts of Servicescape, it was found out that aesthetic and artifact have a significant impact on customer's perceived quality therefore could result in word-of-mouth recommendations. With this it is proven that casual dining restaurant patrons are more particular with the aesthetic design of an establishment with regards to the physical environment, if they are to recommend the said facility through online posts and reviews. Outcomes of this study also shows that the Servicescape dimension has a minimal influence with the e-WOM intention of the restaurant goers, for about 20% only. The reason for this is that there are other factors that customers take into consideration when they want to recommend or evaluate a certain facility.

The fifth hypothesis is also rejected, because its variability is only around 20.4% which indicates that Servicescape dimensions doesn't significantly predict the e-WOM intention toward casual dining restaurants. The percentage indicated that even with a low relationship this can still serve as a guide for casual dining restaurants management or owners for their business operations. Signs, symbols and artifact is the only Servicescape dimension proven to have an impact on the e-WOM intention of customers. The significance of the findings is that it proves the social media behavior of the customers is affected by the aesthetics background or environment of a restaurant. It has become natural for people nowadays to post beautiful, picture-worthy restaurant and share this on social media to their friends and families (Tan et al., 2016). Its practical implication is that it could help owners decide on which restaurant aspect they can prioritize in improving if they wanted to have a good social media presence coming from the e-WOM recommendations from customers.

Conclusion

The dimensions of Servicescape do not significantly predict e-WOM intention toward casual dining restaurants. Research results showed that among the dimensions, one got the highest mean rating and significant relationship with e-WOM and this was signs, symbols and artifacts/decors. The reason for this is patrons are more into appreciating the aesthetic decors of a facility than with the other dimensions, which in turn may influence them to do a review and recommendation through word of mouth and e-WOM. Additionally, results stated that Servicescape dimension only influence the e-WOM intention of casual dining restaurant customers minimally and there are other factors that these customers take into consideration when recommending a restaurant.

Recommendations

With the results of this study on the correlation of Servicescape dimensions with the e-WOM intention of the respondents, recommendations will be drawn in order to help restaurant owners as well as future restaurant owners to improve their business so they may be able to capture more patrons in the future with the use of word of mouth particularly electronic word of mouth.

Signs, symbols and artifacts/decors was the only Servicescape dimension that will leave an impression to the restaurant's patrons and proven to have a relationship with their e-WOM intention. Owners can use this finding on their decision on which restaurant feature they will be allotting their capital if they wanted to have a good social media presence coming from the e-WOM reviews and recommendations. With this, it is recommended that restaurant owners should continue in improving the aesthetic environment of the facility, maintain the condition of their signages, and keep themselves updated with the trends in decorations that is applicable for their establishment. With the current health situation, even with limited dining capacity, restaurant owners can take the opportunity to enhance the aesthetics of their restaurant that would help them attract more patrons, and in the future when dining situation is back to normal capacity.

This study contributes a body of knowledge in the context of casual dining restaurants in Angeles City. We all know that managers and marketers must take steps to understand how the physical environment of a restaurant can affect customers' dining experiences and behavior. Moreover, this study retested the S-O-R theory in the casual dining restaurant setting and adds some empirical value in the restaurant industry in Angeles City. This current study also has limitations, the choices of restaurant included was only limited therefore it may not fully represent the whole casual dining restaurant industry in the city. In addition, the research was focused on only four dimensions of Servicescape; future studies may explore 57 variables under Servicescape (Ballatine, Jack & Parsons, 2010). Additional variables and constructs can be used in order to help increase the minimal relationship of the Servicescape dimensions to e-WOM intention, as reflected in this study. Model developed in this research can be further investigated in the future for more effective solutions. Results may be useful for all restaurants, not just casual dining in Angeles City and nearby cities.

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II. ASSESSMENT ON THE SERVICESCAPE DIMENSIONS OF CASUAL DINING RESTAURANTS AND IT'S INFLUENCE TO e-WOM (ELECTRONIC WORD OF MOUTH).

Kindly indicate your level of agreement and disagreement by checking the number of your choice.

AMBIENT CONDITIONS	Strongly Agree 4	Agree 3	Disagree 2	Strongly Disagree 1
The temperature of the restaurant is comfortable				
The air quality in the restaurant is good and well ventilated				
The background music/ sound is appropriate and relaxing				
The lighting inside the restaurant is sufficient and creates a relaxing atmosphere				
The aroma/scent inside the restaurant is appropriate and pleasant				

SPATIAL LAY OUT	Strongly Agree 4	Agree 3	Disagree 2	Strongly Disagree 1
The seating arrangement makes me comfortable and gives me enough space from other diner				
The table arrangement has enough space from other dining tables				
The restaurant lay out makes it easy for me to move around or exit the premises				
The creativeness of the store lay out makes me want to stay longer				

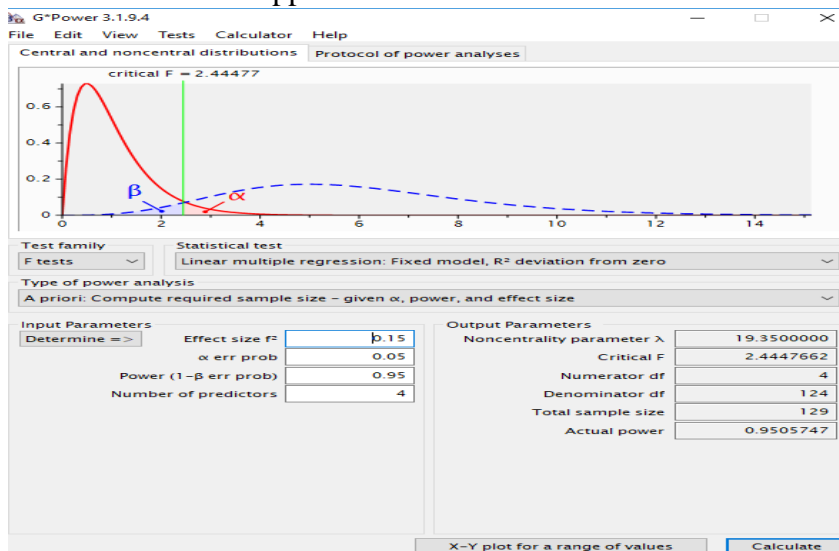
SIGNS, SYMBOLS, ARTIFACTS/DECORS	Strongly Agree 4	Agree 3	Disagree 2	Strongly Disagree 1
Decorations and artifacts inside the restaurant are appropriate and attractive				
The signages are easy to understood and gives you clear direction				
The color scheme inside the restaurant is appropriate and creates a warm atmosphere				
Furniture (tables and chairs) are of high quality				

CLEANLINESS OF SERVICESCAPES	Strongly Agree 4	Agree 3	Disagree 2	Strongly Disagree 1
The furniture (tables & chairs) are properly cleaned				
The restaurant maintains clean restrooms				
The restaurant dining area is always clean				
The service staff are neat and dressed with clean uniforms				

E-WOM	Strongly Agree 4	Agree 3	Disagree 2	Strongly Disagree 1
I am very familiar with the internet and use different social media platforms (Facebook, Instagram, Twiter, YouTube, etc.)				

I am most likely to post reviews/comment online about restaurant's servicescape				
I tend to look into online post/reviews about a restaurant servicescapes				
What I read/saw online about a restaurant review on servicescape influence me about my decision				

Appendix 2 G-Power result



Appendix 3 Cronbach alpha result

AMBIENT CONDITIONS

Scale Reliability Statistics

Cronbach's α

scale 0.901

SPATIAL LAY OUT

Scale Reliability Statistics

Cronbach's α

scale 0.883

SIGNS, SYMBOLS AND ARTIFACTS

Scale Reliability Statistics

Cronbach's α

scale 0.894

CLEANLINESS OF SERVICESCAPE

Scale Reliability Statistics

Cronbach's α

scale 0.917

INFLUENCE OF EWOM TO SERVICESCAPE

Scale Reliability Statistics

Cronbach's α

scale	0.864
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Appendix 4 SPSS result

Frequencies

		Notes
Output Created		27-APR-2021 10:24:01
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	129
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=GENDER AGE MIALLOW VISIT TIMESPENT /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.00

Statistics

		GENDER	AGE	MI/ ALLOW	VISIT	TIME SPENT
N	Valid	129	129	129	129	129
	Missing	0	0	0	0	0

Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	56	43.4	43.4	43.4
	2	73	56.6	56.6	100.0
	Total	129	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	20.2	20.2	20.2
	2	61	47.3	47.3	67.4
	3	31	24.0	24.0	91.5
	4	9	7.0	7.0	98.4
	5	2	1.6	1.6	100.0
	Total	129	100.0	100.0	

		Monthly Income/Allowance			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	14.0	14.0	14.0
	2	22	17.1	17.1	31.0
	3	30	23.3	23.3	54.3
	4	26	20.2	20.2	74.4
	5	33	25.6	25.6	100.0
	Total	129	100.0	100.0	

		Frequency of visit			
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1	75	58.1	58.1	58.1
	2	31	24.0	24.0	82.2
	3	5	3.9	3.9	86.0
	4	18	14.0	14.0	100.0
	Total	129	100.0	100.0	

Time spent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	31	24.0	24.0	24.0
	2	88	68.2	68.2	92.2
	3	10	7.8	7.8	100.0
	Total	129	100.0	100.0	

Descriptive

		Notes	
Output Created		28-APR-2021 09:54:04	
Comments			
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	N of Rows in Working Data File	129	
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.	
	Cases Used	All non-missing data are used.	
Syntax		DESCRIPTIVES VARIABLES=AC1 AC2 AC3 AC4 AC5 AVERAGE SL1 SL2 SL3 SL4 SLAVERAGE SS1 SS2 SS3 SS4 SSAVERAGE CS1 CS2 CS3 CS4 CSAVERAGE EW1 EW2 EW3 EW4 V32 /STATISTICS=MEAN STDDEV MIN MAX.	
Resources	Processor Time	00:00:00.02	
	Elapsed Time	00:00:00.00	

Mean Rating

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
AC1	129	1	4	3.44	.585
AC2	129	1	4	3.44	.598
AC3	129	1	4	3.20	.700
AC4	129	2	4	3.49	.561
AC5	129	1	4	3.46	.637
AC AVERAGE	129	1.6	4.0	3.406	.4854
SL1	129	1	4	3.45	.637
SL2	129	1	4	3.44	.660
SL3	129	1	4	3.44	.648
SL4	129	1	4	3.29	.764
SL AVERAGE	129	1.25	4.00	3.4070	.58050
SS1	129	2	4	3.43	.584
SS2	129	1	4	3.50	.639
SS3	129	2	4	3.50	.561
SS4	129	1	4	3.28	.684
SS AVERAGE	129	2.00	4.00	3.4283	.48230
CS1	129	1	4	3.38	.652

CS2	129	1	4	3.24	.758
CS3	129	1	4	3.50	.575
CS4	129	1	4	3.53	.587
CS AVERAGE	129	1.00	4.00	3.4128	.55696
EW1	129	2	4	3.70	.553
EW2	129	1	4	3.44	.809
EW3	129	1	4	2.75	1.076
EW4	129	1	4	3.39	.753
V32	129	1.25	4.00	3.3198	.63506
Valid N (listwise)	129				

Regression: Overall

		Notes
Output Created		27-APR-2021 16:10:25
Comments		
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	Split File	<none>
	N of Rows in Working Data File	129
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT V32 /METHOD=ENTER ACAVERAGE SLAVERAGE SSAVERAGE CSAVERAGE.
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	Additional Memory Required for Residual Plots	0 bytes

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	CS AVERAGE, SL AVERAGE, SS AVERAGE, AC AVERAGE ^b	.	Enter

a. Dependent Variable: V32

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.204	.178	.57575

a. Predictors: (Constant), CS

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.517	4	2.629	7.932	.000 ^b

Residual	41.105	124	.331		
Total	51.622	128			

a. Dependent Variable: V32

b. Predictors: (Constant), CS

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.349	.389		3.469	.001
AC AVERAGE	-.031	.203	-.024	-.155	.877
SL AVERAGE	-.151	.146	-.138	-1.041	.300
SS AVERAGE	.550	.178	.417	3.086	.003
CS AVERAGE	.208	.133	.182	1.563	.121

a. Dependent Variable: V32

VI. Author's Biodata

A full-time professor and a Front office supervisor of St. Martha Laboratory hotel at Holy Angel University, under the School of Hospitality and Tourism Management. A graduate of Masters in Science in Hospitality and Tourism Management and currently pursuing a doctorate degree.

The Relationships Between Financial Literacy, Financial Stress, Financial Wellness and Financial Self-Efficacy: A Structural Equation Modeling

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Abstract

This study examined the extent of knowledge of hospitality and tourism professionals about basic financial concepts and its relationship to financial stress and financial wellness at this time of COVID-19 pandemic. This also investigated how financial stress intervenes in the relationship between financial literacy and financial wellness and how financial self-efficacy moderates the relationship between financial stress and wellness. The respondents were 220 hospitality and tourism professionals currently and previously employed during the pandemic crisis and whose workplaces are based in the cities of Pampanga, Philippines. Using predictive-causal research design and Partial Least Squares-Structural Equation Modeling (PLS-SEM) as the statistical approach, the results revealed that hospitality and tourism professionals possess high financial literacy but they might have not utilized this constantly which caused insignificant relation to financial wellness. The higher the financial literacy level the lower the financial stress an individual will experience. Subsequently, financial stress intervenes and relates considerably among the other variables – financial literacy and financial wellness- thus, this can be an emphasis for improvement. However, financial self-efficacy showed no moderating effects between financial stress to financial wellness. The business owners may initiate workplace financial wellness plans which include financial education program and financial stress management program to address employee concerns on personal finance management. The academe may consider the inclusion of financial literacy in the program curriculum design and government agencies may develop initiatives or policies associated to achieving individual financial knowledge and financial independence of professionals.

Keywords : financial literacy, financial stress, financial wellness, financial self-efficacy

1. Introduction

The COVID-19 pandemic has affected not only the physical and mental health, but also the financial health of individuals (Christensen, 2021). The current pandemic had revealed the unreadiness and unpreparedness of people in emergency cases and facing financial setbacks (Agcaoili, 2021). Their financial literacy level and ability to handle financial stress have been put to a test as well as the stability of their financial well-being. The current pandemic crisis is one illustration of possible causes of change in financial wellness of individuals because of unemployment or reduced working hours. The tourism industry is currently one of the hardest-hit by the COVID-19 pandemic which led to financial struggles of the professionals in the industry (Kang et al., 2021). The employment hours and salaries in tourism were reduced due to low demand and travel restrictions which subsequently caused employees to take on temporary unpaid leaves and some were permanently laid-off . The industries are struggling to stay in operations because the tourism and hospitality employees are required to physically report to their places of work; they cannot work from home since they provide guest services like the flight attendants, front-desk employees, and housekeepers etc. Hotel, airline, and cruise-ship reservations have also fallen dramatically. Thus, the condition of hospitality and tourism professionals' financial well-being was severely affected by the pandemic crisis (PwC, 2020). Nevertheless, an individual's personal financial self-efficacy, which emerges from the manifestation of self-

efficacy, positively engages that individual towards a behaviour which enhances his ability to handle diverse, complex situations (Fosnacht & Calderone, 2017) and when fully achieved, it can promote financial stability (Farrel et al., 2015). These concepts of financial literacy, financial stress, financial wellness and financial self-efficacy have become relevant concerns as employees struggle these days due to established lack of financial knowledge and self-efficacy (Agcaoili, 2020). Hence, there is a need for financial knowledge and financial behavior modification in terms of handling financial stress and developing financial self-efficacy. The lack of initiatives on the development of an individual's financial literacy and financial self-efficacy (NEDA, n.d.) among schools, companies and government calls for an in-depth consideration and analysis.

As several studies have presented, the lack of specific knowledge to make informed decisions or financial literacy of an individual significantly affects his ability to manage financial stress and financial wellness status (Zucchi, 2021). There is a strong evidence that workplace financial literacy education is effective in achieving better financial wellness for workers (Garman et al., 1999). Hence, financial literacy education is essential as it is further argued that financial education programs can improve the financial knowledge of employees which will in turn decrease their financial stress (Ismail & Zaki, 2019). Financial literacy and financial stress have a strong positive relationship with financial wellness (Ismail & Zaki, 2019) which concurs with the research findings that higher financial literacy leads to greater financial well-being (Taft et al., 2013). However, financial self-efficacy or conviction in oneself to achieve financial independence – can improve financial behaviour and financial wellness (CFPB, 2017) which inversely means lack or absence of such factor can possibly reduce financial well-being. Financial self-efficacy or the level of confidence an individual has on his ability to deal with the complex financial situation functions as intermediary factor in achieving good financial wellness status (Amatucci & Crawley, 2011). Hence, this aspect should be cultivated in individuals as well to achieve better financial well-being status.

Relatively, little theoretically-based empirical researches on the relationships of financial literacy, financial stress and financial wellness of hospitality and tourism professionals during this COVID-19 pandemic crisis have appeared in literature. Very few have examined the significance of financial self-efficacy on achieving financial wellness amidst the on-going financial stressors in the environment. Moreover, there is lack or minimal literature found about hospitality business establishments providing financial education or literacy programs to assist their employees in improving their financial well-being and prepare themselves during financial setbacks. The absence of government policies and initiatives in embedding financial literacy in academic curriculum and workplace trainings are also notable. Hence, this paper is aimed to evaluate the extent of knowledge of hospitality and tourism professionals of basic financial concepts and its relationship to financial stress and financial wellness at this time of COVID-19 pandemic. This will also find out how financial stress intervenes in the relationship between financial literacy and financial wellness and how financial self-efficacy moderates the relationship between financial stress and wellness. The findings of this study can be utilized by business owners in the conduct of needs assessment of hospitality and tourism professionals in addressing their concerns on personal finance management and financial independence. This can help sustain employee job productivity and employee engagement amidst the on-going pandemic crisis. Moreover, the findings can be useful to the academe and government agencies in developing initiatives or policies related to achieving personal financial knowledge and financial stability of professionals.

2. Objectives

This paper is intended to determine (a) the level of financial literacy, financial stress, financial wellness and financial self-efficacy of hospitality and tourism professionals at this time of COVID-19 pandemic. It also aimed to evaluate the extent of relationships of (b) financial literacy to financial stress, (c) financial literacy to financial wellness, (d) financial stress to financial wellness of hospitality and tourism professionals. The study also aimed to evaluate (e) how financial stress mediates in the relationship between financial literacy and financial wellness and (f) how financial self-efficacy moderates the relationship between financial stress and wellness.

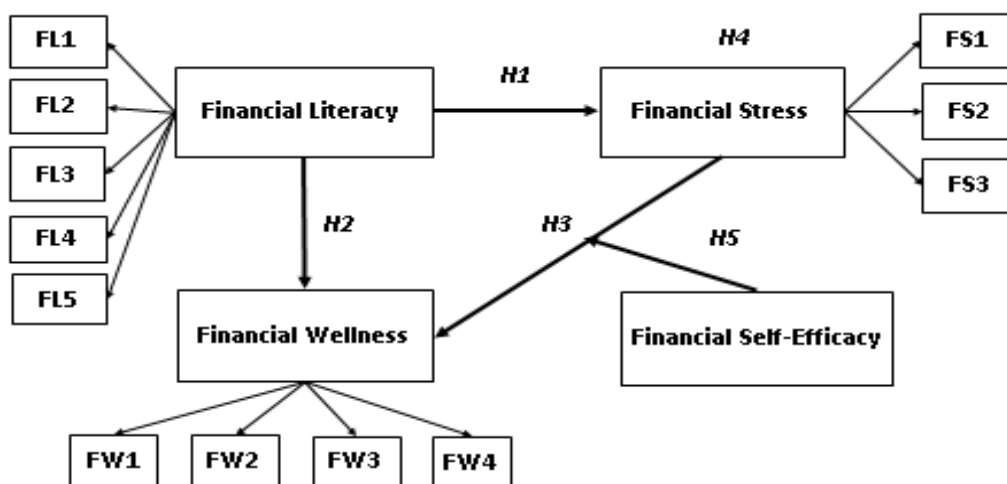


Figure 1 Conceptual Framework of the relationships between Financial Literacy, Financial Stress, Financial Wellness and Financial Self-Efficacy

The hypotheses in this study are the following:

Hypothesis 1 (H1) Financial literacy has direct predictive relationship with financial stress.

Hypothesis 2 (H2) Financial literacy has direct predictive relationship with financial wellness.

Hypothesis 3 (H3) Financial stress has direct predictive relationship with financial wellness.

Hypothesis 4 (H4) Financial stress mediates the predictive relationship between financial literacy and financial wellness.

Hypothesis 5 (H5) Financial self-efficacy moderates the predictive relationship between financial stress and financial wellness.

3. Materials and methods

Research Design

This study utilized descriptive and causal-predictive research designs. The descriptive research design provided the descriptive statistics of respondents' level of financial literacy, financial stress, financial wellness and financial self-efficacy to be used in the examination of

relationships among these variables. Consequently, the causal-predictive research design was used to measure the hypothesized relationships between financial literacy, financial stress, financial wellness and financial self-efficacy of the respondents.

Sample and Setting

The purposive sampling technique was used because the research needed to focus on people with specific features who can provide the best information to achieve the objectives of the study. The respondents were the hospitality and tourism professionals currently and previously employed during the pandemic crisis in lodging, restaurants, cafes, resorts, clubs, bars, catering, managed services institutions and amusement parks as well as individuals who are employed in travel and tourism businesses like travel and tours services, etc. and whose workplaces are based in the cities of Pampanga, Philippines, specifically Angeles City, City of San Fernando and Mabalacat City. Both male and female with the minimum age requirement of 25 years old were included in the survey. The sufficiency of the sample size was computed using Gamma-exponential and inverse square root function of WarpPLS version 7.0 statistical software. Using the two methods mentioned, the path with the lowest but significant coefficient in the structural model ($\beta = 0.295, p < 0.001$), and power level ($=0.80$) is considered. The minimum required sample size based on the inverse square root method is 72 and based on Gamma-exponential approach is 58. Given these results, 220 as the size of the sample used in this study is said to be sufficient for the structural model.

Instrument

The study utilized a survey questionnaire composed of five (5) parts. Part one itemized the socio-demographic characteristics of the respondent in terms of age group, gender, establishment type and number of employment years as hospitality and tourism professional.

Part two was a Financial Literacy Scale derived from Financial Literacy: Conceptual Framework and Scale Development by Dam and Hotwani (2018). It consisted of twenty-four (24) indicators on Financial Literacy, distributed as knowledge in investment planning, financial planning, retirement planning, mutual funds and risk and return. The reliability analysis of the scale showed that all items were found to be highly reliable with Cronbach Alpha values of above 0.80 (Dam & Hotwani, 2018).

Part three was a Financial Stress Scale which contained twenty-four (24) questions derived from APR Financial Stress Scale: Development and Validation of a Multidimensional Measurement by Heo, Cho & Lee (2020). The measurement scale was based on a three (3) dimensional conceptual framework of financial stress (a) affective reactions; (b) relational behaviour, and (c) physiological responses. The Cronbach's Alpha values for affective reaction, relational behaviour and physiological responses were 0.95, 0.91, and 0.94, respectively.

Part four was CFPB Financial Well-being Scale, a free research tool which consists of ten (10) questions derived from the "Financial Well-Being Scale: Scale Development Technical Report" of Consumer Financial Protection Bureau (2017). The items covered all four elements of the CFPB's definition of financial well-being: control over finances, capacity to absorb a financial shock, being on track to meet financial goals and having the financial freedom to enjoy life, using both positive and negative phrasing. The correlation between scores from the 10-item version of the scale estimated for the same groups of consumers was quite high, 0.94 ($p < 0.001$) where 1.0 means perfectly correlated with higher reliability and increased accuracy (CFPB, 2017).

Part five was a Financial Self-Efficacy Scale consisted of six (6) questions derived from Development and Validation of a Financial Self-Efficacy Scale (Lown, 2011) which was a work in public domain or open access. The scale items were adapted from Schwarzer and Jerusalem's (1995) 10-item General Self-Efficacy Scale (GSES). The scale had been validated in 30 countries with Cronbach's alphas ranging from 0.76 to 0.90. The 6-item FSES established a high alpha reliability of 0.76, criterion-related and construct validity. As demonstrated by the factor analysis, the FSES was uni-dimensional which was appropriate to measuring financial psychometric properties.

Data Collection

The data gathering was activated upon ethics evaluation and approval of the research manuscript by the university's Institutional Review Board (IRB). Given the present pandemic situation, the data collection was done online via Google Forms platform. The distribution of link was through email, Facebook Page or Messenger. An informed consent was included in the online survey form to signify the voluntary participation of the respondent and assure the confidentiality of the responses and his anonymity. Respondents who exhibited their desire to take part with the data collection were included in the procedure. The electronic link was deactivated when the sufficient valid responses were achieved. At that point, the data gathered was tabulated, processed and analyzed by the researcher.

Data Analysis

To process the gathered data, the study used mean rating in identifying the level of financial literacy, financial stress, financial wellness and financial self-efficacy of hospitality and tourism professionals. Partial least squares – structural equation modeling (PLS-SEM) was utilized to estimate complex cause-effects relationship models with both latent and observed variables. This is a variance-based SEM approach to estimate the parameters of the model. The assessment of the PLS-SEM results included evaluations of the measurement model and the structural model. In the assessment of the measurement model, validity and reliability tests were included. On the other hand, evaluation of the structural model entails the assessment of collinearity, path coefficients of the model, coefficient of determination, effect sizes, and predictive relevance (Hair, Hult, Ringle, & Sarstedt, 2016; Samani, 2016). This research entailed model development and prediction, hence, the PLS-SEM was an appropriate statistical tool.

Moreover, a mediation analysis was executed to evaluate the intervening effect of financial stress between financial literacy and financial wellness. And also a moderation analysis was performed to determine the moderating effects of financial self-efficacy on the hypothesized relationships between financial stress and financial wellness. The software WarpPLS version 7.0 (Kock, 2020) was used in the conduct of PLS-SEM.

Ethical Consideration

The respondents of this study were informed of the objectives of the research and the significance of their participation in the survey through the preliminary statements included in the survey questionnaire. An informed consent was also included in the first part of the Google form which the respondent answered whether he agreed to the stipulated conditions before answering the survey. Employees were not coerced to participate in the survey because voluntary participation was deemed necessary to achieve more truthful results. They can decline for inclusion in this research, leave at any time or withdraw from the online survey without any sanctions. The respondent had the right to refuse to secondary usage of provided data and there were no conflict of interest and sponsorship involved. Thus, it is

emphasized that there was no monetary compensation and no identified risks were involved arising from participation in the study. Both researcher and participants had the confidence that they will not be exposed to discrimination, criticism, harassment or any other emotional or physical harm during the online data collection.

Furthermore, the data gathered was held in strict confidentiality as well as the anonymity of the respondents' identities. This was strictly managed by the researcher and no other person had access to them. This research was subjected to ethical review and upon approval it was issued an ethical clearance from Holy Angel University-Institutional Review Board to proceed with data collection.

4. Results

Table 1 shows the descriptive statistics of the latent constructs. Descriptive analysis revealed that the respondents have high financial literacy ($M = 3.764, SD = 0.971$) with more agreement on investment planning. ($M = 4.051, SD = 0.870$) and retirement planning ($M = 3.684, SD = 1.052$).

Additionally, the respondents somewhat agree that they are experiencing financial stress ($M = 2.926, SD = 1.192$) with somewhat strong negative reactions with their current financial situations ($M = 3.401, SD = 1.055$). Additionally, despite their bad financial situations, they disagree to have been affected physically ($M = 2.503, SD = 1.159$). In terms of financial wellness, the respondents describe themselves as someone who can somehow manage their financial well-being ($M = 3.116, SD = 1.171$). Furthermore, the respondents' financial self-efficacy was described as moderately true, meaning they can somehow handle their finances despite the financial challenges they are facing or about to face ($M = 2.917, SD = 0.968$).

Table 1 Descriptive Statistics of Latent Constructs

Latent Constructs	Mean	SD	Verbal Interpretation
Financial Literacy (FL)	3.764	0.971	Agree
<i>Investment Planning</i>	4.051	0.870	Agree
<i>Financial Planning</i>	3.668	0.949	Agree
<i>Retirement Planning</i>	3.684	1.052	Agree
<i>Mutual Funds</i>	3.502	0.947	Agree
<i>Risk and Return</i>	3.676	0.940	Agree
Financial Stress (FS)	2.926	1.192	Somewhat Agree
<i>Affective Reaction</i>	3.401	1.055	Somewhat Agree
<i>Relational Behavior</i>	2.873	1.182	Somewhat Agree
<i>Physiological Responses</i>	2.503	1.159	Disagree
Financial Wellness (FW)	3.116	1.171	Describes Me Somewhat
<i>Self-Description</i>	3.121	1.165	Describes Me Somewhat
<i>Current Situation</i>	3.111	1.179	Sometimes
Financial Self-Efficacy (FSE)	2.917	0.968	Moderately True

Reliability and Validity Measurements

Reliability and validity test were conducted to examine the strength of the structural model. Composite reliability (CR) and Cronbach's alpha (CA) were gauged to identify the internal consistency of the items of each latent construct used in the present study. The threshold for both CR and CA is 0.70 (Kock, 2014; Kock & Lynn, 2012). Table 2 shows that all latent variables – financial literacy ($CA = 0.909, CR = 0.924$), financial stress ($CA = 0.962, CR = 0.965$), financial wellness ($CA = 0.753, CR = 0.859$) and financial

self-efficacy ($CA = 0.731, CR = 0.832$) – are within the required threshold in the present study.

On the other hand, convergent validity was assessed by examining the individual item loadings and the average variance extracted (AVE) values of each latent construct. To say that a construct has convergent validity, each item loadings must be equal to or more than 0.50 and must be significant ($p < 0.001$). As can be seen in the Table 2, all items in each latent constructs have an item loadings of greater than 0.05. Item loadings with values of less than 0.50 were omitted. Moreover, the AVE of each construct must be at least 0.50 (Fornell & Larcker, 1981; Hair et al., 2009; Kock, 2014; Kock & Lynn, 2012). Table 2 below also shows that latent variables – financial literacy (AVE = 0.504), financial stress (AVE = 0.538), financial wellness (AVE = 0.670) and financial self-efficacy (AVE = 0.554) – have all met the requirement for AVE values.

Table 2 Factor Loadings, Convergent Validity and Reliability Measures

Construct / Item	Factor Loading	Average Variance Extracted (AVE)	Cronbach's Alpha (CA)	Composite Reliability (CR)
<i>Financial Literacy</i>		0.504	0.909	0.924
FL 8	0.779			
FL 9	0.638			
FL 10	0.718			
FL 11	0.676			
FL 12	0.601			
FL 13	0.736			
FL 14	0.700			
FL 15	0.765			
FL 16	0.775			
FL 20	0.782			
FL 22	0.715			
FL 24	0.596			
<i>Financial Stress</i>		0.538	0.962	0.965
FS 1	0.736			
FS 2	0.584			
FS 3	0.710			
FS 4	0.717			
FS 5	0.601			
FS 6	0.851			
FS 7	0.798			
FS 8	0.695			
FS 9	0.545			
FS 10	0.537			
FS 11	0.712			
FS 12	0.785			
FS 13	0.774			
FS 14	0.670			
FS 15	0.736			
FS 16	0.833			
FS 17	0.799			
FS 18	0.839			
FS 19	0.839			
FS 20	0.808			

Construct / Item	Factor Loading	Average Variance Extracted (AVE)	Cronbach's Alpha (CA)	Composite Reliability (CR)
FS 21	0.722			
FS 22	0.766			
FS 23	0.768			
FS 24	0.655			
<i>Financial Wellness</i>		0.67	0.753	0.859
FW 3	0.784			
FW 7	0.807			
FW 9	0.863			
<i>Financial Self-Efficacy</i>		0.554	0.731	0.832
FSE 2	0.721			
FSE 4	0.755			
FSE 5	0.768			
FSE 6	0.731			

Note: Factor Loadings are significant at 0.001 ($p < 0.001$)

Discriminant Validity using Fornell-Larcker Criterion

Table 3 presents the results of discriminant validity test using Fornell-Larcker criterion. According to Fornell and Larcker (1981), Kock (2015), and Kock and Lynn (2012), discriminant validity requires that the square roots of average variance extracted (AVEs), the diagonal values in Table 3, must be higher than those off-diagonal coefficients. Based on the results, the four latent variables possess discriminant validity.

Table 3 Discriminant Validity using Fornell-Larcker Criterion

	FL	FS	FW	FSE
FL	0.710			
FS	0.014	0.734		
FW	0.131	-0.654	0.818	
FSE	0.236	0.563	-0.437	0.744

Note: FL - Financial Literacy; FS - Financial Stress; FW - Financial Wellness; FSE - Financial Self-Efficacy

Discriminant Validity using HTMT Ratios

To confirm the discriminant validity of the latent constructs, the heterotrait-monotrait (HTMT) ratios were also examined. According to Henseler et al. (2015), the HTMT ratios are best when their values are less than 0.85. Moreover, Gold et al. (2001) and Teo et al. (2008) argued that HTMT ratios must be less than .90. As seen in Table 4, all latent constructs exhibit discriminant validity using HTMT ratios.

Table 4 Discriminant Validity using HTMT Ratios

	FL	FS	FW	FSE
FL				
FS	0.306			
FW	0.297	0.771		
FSE	0.411	0.677	0.601	

Note: FL - Financial Literacy; FS - Financial Stress; FW - Financial Wellness; FSE - Financial Self-Efficacy

All HTMT ratios are significant at 0.001 ($p < 0.001$)

Structural Model with Parameter Estimates

Figure 2 and Table 5 manifest the structural model and the parameter estimates on the hypothesized relationships. Analysis of the direct effects of the constructs showed that,

financial literacy was found to have significant negative relationship with financial stress ($\beta = -0.295$, $p < 0.001$) with small effect size ($f^2 = 0.087$). Hence, H1 is supported in this study.

Moreover, financial literacy was found to have no significant relationship to financial wellness ($\beta = 0.079$, $p = 0.118$). Therefore, H2 was not supported in this study.

Additionally, financial stress was found to have significant negative relationship to financial wellness ($\beta = -0.651$, $p < 0.001$) with large effect size ($f^2 = 0.450$). Hence, H3 is supported in this study.

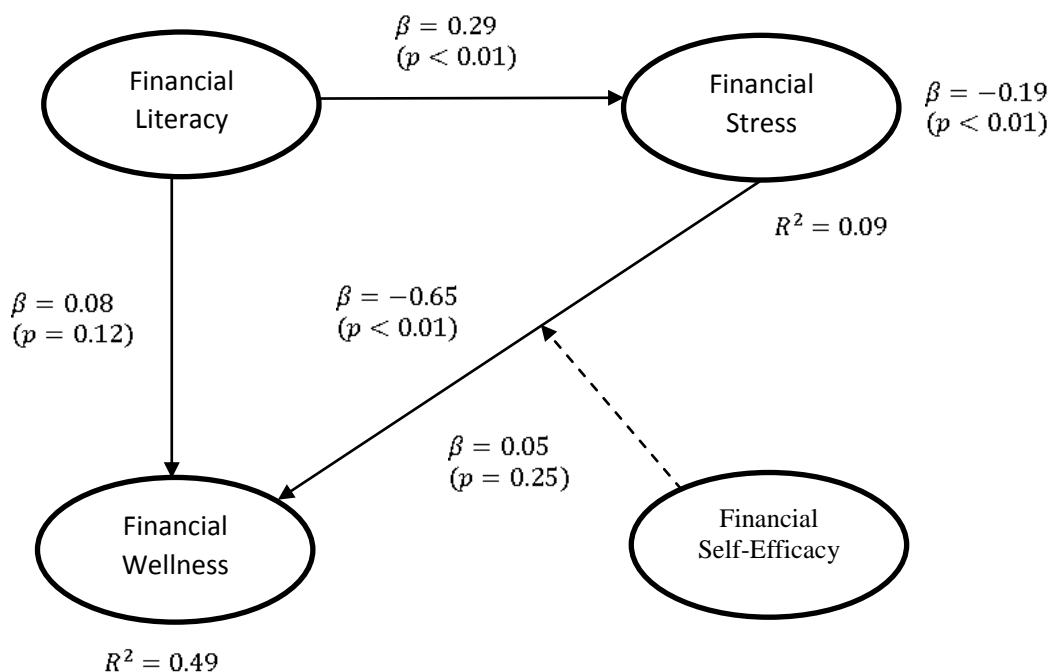


Figure 2 Structural Model with Parameter Estimates

Direct, Mediating and Moderating Effects

In analyzing the mediating effect in the structural model, it was revealed in the study that financial stress has significant mediating effect in the relationship between financial literacy and financial wellness ($\beta = -0.192$, $p < 0.001$) with small effect size ($f^2 = 0.046$). Therefore, H4 is supported in this study.

The moderating effect was also measured in this study. Analysis of data showed that financial self-efficacy was found to have no moderating effect on the relationship between financial stress and financial wellness ($\beta = 0.046$, $p = 0.247$). Therefore, H5 is not supported in this study.

Table 5 Direct, Mediating and Moderating Effects

Hypothesis	β	p-value	SE	f^2	Decision
<i>Direct Effects</i>					
FL -> FS	0.295	<0.001	0.064	0.087	Supported
FL -> FW	0.079	0.118	0.066	0.020	Not Supported
FS -> FW	-0.651	<0.001	0.060	0.450	Supported
<i>Mediating Effect</i>					
FL -> FS -> FW	-0.192	<0.001	0.046	0.048	Supported
<i>Moderating</i>					

Hypothesis Effect	β	p-value	SE	f^2	Decision
FSE*FS -> FW	0.046	0.247	0.067	0.016	Not Supported

Note: The effect sizes (f^2) were measured using the following: 0.02 = small, 0.15 = medium, 0.35 = large; SE = standard error (Cohen, 1988), β = standardized path coefficient

R^2 , Q^2 , and Full Collinearity VIF

Full collinearity VIFs were also assessed to detect and correct common method variance. According to Kock (2015), to say that the constructs are free from common method bias, the value of full collinearity VIF for each construct must be equal to or lower than 3.3. Based on the results in Table 6, all constructs used in the study passed the common method bias test.

The coefficient of determination (R^2) and predictive validity (Q^2) were also included in the analysis as part of the analysis of the structural model. According to Cohen (1988) and Kock (2014), R^2 coefficients of less than 0.02 indicate that the effects are very weak to be included as relevant from a practical perspective. The R^2 value of 0.485 means that financial stress explained around 48.5% variance of financial wellness. On the other hand, the Stone-Geisser Q^2 coefficients need to be greater than zero to say that the variable has predictive relevance (Geisser, 1974; Kock, 2020; Stone, 1974). From the results in Table 6, all construct passed the requirements for R^2 and Q^2 .

Table 6 R^2 , Q^2 , and Full Collinearity VIF

Latent Construct	R^2	Q^2	Full Collinearity VIF
FL			1.185
FS			2.541
FSE			2.269
FW	0.478	0.485	1.881

Note: FL - Financial Literacy; FS - Financial Stress; FW - Financial Wellness; FSE - Financial Self-Efficacy

5. Discussion

The present study evaluates the extent of knowledge of hospitality and tourism professionals of basic financial concepts and its relationship to financial stress and financial wellness at this time of COVID-19 pandemic. Furthermore, it investigates how financial stress intervenes in the relationship between financial literacy and financial wellness and how financial self-efficacy moderates the relationship between financial stress and wellness.

Based on the results of the descriptive statistics of the latent constructs, the hospitality and tourism professionals possess high financial literacy with more inclination on investment planning and retirement planning than financial planning, mutual funds and risk and return. Most of hospitality and tourism professionals consider business investment undertakings, buying of assets and diversification of funds to investment products like life insurance, health insurance and retirement plans. These significant characteristics are present despite the pandemic situation because it is inherent to people to look after their wealth and retirement benefits. It is clearly depicted in the results that the respondents have less agreement or interest with financial planning, mutual funds and risk and return.. The hospitality and tourism professionals diverted their interest to investments products rather than bank fixed deposits, mutual funds and stock markets despite their higher interest rates. These have become least of their priorities during the pandemic, but they still show a high knowledge level of these aspects. Generally, they have high financial literacy level despite experiencing economic hardship during pandemic due to loss of a job or unexpected medical expenses.

Thus, the hospitality and tourism workers will be able to manage financial stress and financial wellness because they possess financial knowledge. This supports the findings of Ismail and Zaki (2019) that financial literacy and financial stress have a strong positive relationship with financial wellness which concurs with higher financial literacy leads to greater financial well-being (Taft et al., 2013). On the contrary, these results do not coincide with the findings of Lucas (2018) that Filipinos lack definite knowledge to make informed financial decisions and very few adults are interested and have owned insurances and investments (Go, 2017).

The financial stress level of hospitality and tourism professionals is somewhat high and with corresponding negative reactions which are evidently caused by pandemic. The slow progression of tourism demand and continuing travel restrictions still lead to financial struggles of the professionals. The Department of Tourism (DOT), Department of Health (DOH) and Inter-Agency Task Force (IATF) still have to be very much on-guard of new variants of COVID-19. The findings reveal that the respondents are not directly affected physically despite their current financial situations but their affective reactions and relational behaviors manifest negative responses. Depression, sadness, anxiety, frustrations, fear, worry and other negative emotions are apparent characteristics of a stressed person. Another aspect affected by financial stress is the ability of a person to handle personal interactions with colleagues, friends, spouse or family. Thus, a person who is financially stressed can be seen physically well but his emotions and social behaviors are negatively affected.

In terms of financial wellness, apparently, the findings revealed that hospitality and tourism professionals can manage their financial well-being which is incongruent with the findings of Agcaoili (2021) that people are unready and unprepared in times of emergency cases and financial setbacks during this pandemic crisis. This result might be due to the financial literacy they possess as earlier discussed. This concurs with the findings of Zulfiqar and Bilal (2016) that financial literacy is significantly and positively associated with financial well-being. The higher the level of financial literacy, the greater will be the financial well-being.

The financial self-efficacy level of the respondents was described as moderate despite the financial challenges they are facing, which might be present even before the pandemic. The hospitality and tourism professionals have developed this attribute as they were growing up which is interrelated with other behavioral characteristics such as self-confidence, motivation, optimism and the belief that one can cope with a variety of life's challenges (Bandura, 1997, 2006, in press). This is an important construct in social psychology which operates as a cognitive mediator of stress and stress adaptive behaviors. Thus, a person who has developed a high level of financial self-efficacy will find it easier to deal with financial difficulties because of his natural coping mechanism.

Financial literacy was found to have significant negative relationship with financial stress. The higher the financial literacy of a person, the lower the financial stress one will experience. The results revealed that financial literacy is marginally related with financial stress as reflected by small effect size. These findings suggest that financial literacy can make professionals effectively evaluate their current economic situations which lead to less financial stress and worries. Financial knowledge functions as a guide how to employ their hard-earned money in more advantageous methods. These results are consistent with the studies of Maina (2010) and Osman et al. (2018). Thus, the level of financial literacy of hospitality and tourism professional, despite of its small effect size, denotes that it influences the effect of financial stressors.

On the other hand, the results showed that financial literacy have no significant relationship to financial wellness, These results are not consistent with most literature which state that financial literacy is the best predictor of financial wellness (Parcia & Estimp, 2017) and that the higher the level of financial literacy, the greater will be the financial well-being (Zulfiqar & Bilal, 2016). Nonetheless, the results suggest that hospitality and tourism professionals might have acquired financial literacy or have financial knowledge early on but they are not utilizing it conscientiously. They might be knowledgeable and interested about the financial returns of investing in business portfolios and buying investment products but are not actually executing them. This premise supports the findings of Lusardi and Mitchell (2014) that it may be possible that a person has acquired financial literacy, but does not consistently utilize it in the management of his personal finances which can still lead to low financial wellness.

The results also revealed that financial stress was found to have significant negative relationship to financial wellness with large effect size. This further explains that the higher financial stress level a person has, the lower his financial wellness level will be. It supports the findings of Joo and Garman (1998), and Ismail and Zaki (2019) that financial stress is a source of distress in people's lives and causes low level of financial wellness. Moreover, the findings clearly supports that financial wellness were related to the financial stress level, which several researchers defined as economic stress, hardship, strain and pressure (Ismail & Zaki, 2019). Based on findings the hospitality and tourism professionals is experiencing negative affective reactions due to financial stress but they are not affected physically and socially, hence, their financial wellness is still described as manageable,

One significant finding of this paper is that financial stress has significant mediating effect in the relationship between financial literacy and financial wellness, though, with small effect size. Based on the previously discussed result that financial literacy has no significant relationship with financial wellness, this further explains that there could be other antecedents which can affect financial wellness. Variables other than financial literacy and financial stress are probable. Nevertheless, this result does not coincide with the findings of Oman et al. (2013) that financial stress does not mediate the relationship between financial literacy and financial well-being.

Lastly, the results showed that financial self-efficacy have no moderating effect on the relationship between financial stress and financial wellness which is contrary to evidences from prior studies that financial self-efficacy can improve financial wellness (Lim et al., 2014) and strong financial skills and financial self-efficacy can improve financial behavior and financial wellness (CFPB, 2017). It was not supported in these findings that individuals with higher self-efficacy means they have greater self-assuredness in their own financial management capacities, and are more likely to get engaged in saving and investment products, retirement planning, insurance and less likely to hold debt-related products (Farrel et al., 2015). The results could be possibly affected by the same reason that individuals (hospitality and tourism professionals) may have financial self-efficacy but are not conscientiously utilized in the management of their personal finances.

Among the five (5) hypotheses, only three (3) were supported by the study. The key findings involve that there is no significant relationship between financial literacy and financial wellness; and financial self-efficacy does not moderate financial stress and financial wellness are both counter-intuitive with available literatures. However, non-utilization of these skills and traits by individuals might be another reason why there are unexpected outcomes of the study. Thus, these aspects have to be addressed further to reveal other antecedents which may have influenced an unconventional outcome.

6. Conclusion

The present study confirms that financial literacy has no significant relationship with the financial wellness of hospitality and tourism professionals. Further, financial literacy is negatively related to financial stress; and financial stress is negatively related to financial wellness as well. It was also found out that financial stress has a significant intervening effect between financial literacy and financial wellness though with small effects only. However, the presence of financial self-efficacy did not show a significant role to influence the relationship between financial stress and financial wellness.

Overall, the study has supported some prior studies on the relationship of financial literacy to financial stress and financial wellness. This study highlights the moderating role of financial self-efficacy between financial stress and financial wellness which have not been explored in previous studies, thus addressing the gaps in this study. The findings further imply that hospitality and tourism professionals may possess high financial literacy but they may have not utilized this constantly which causes insignificant relation to financial wellness. This financial knowledge may have been previously acquired from their employment, self-help books about financial education or merely a basic skill learned in school or home. Though, most of prior studies proved otherwise. Consequently, the relationship of financial literacy to financial stress is clearly rational, the higher the financial literacy level the lower the financial stress an individual will experience.

Since financial stress intervenes and relates considerably among the other variables – financial literacy and financial wellness- it can be the emphasis for improvement. During this pandemic crisis, financial stress is a common denominator among individuals, thus, people can control and minimize it to reduce its negative effects to individuals. Moreover, even though financial self-efficacy showed no moderating effects between financial stress to financial wellness, it is still worth an attempt to develop a high level of financial self-efficacy among individuals from childhood to adulthood to assure their financial resiliency during economic distress.

Theoretical and Practical Contributions

The current research contributes both at the practical and theoretical levels. The utilization of Bandura's Self-Efficacy Theory in the present study can further elucidate how financial self-efficacy moderates the effect of financial stress to financial wellness. This is not proven in this study in the context of hospitality and tourism professionals but can be possibly applicable to other fields or discipline. The theoretical underpinning, as discussed and supported in prior studies, states that an individual with high level of self-efficacy or resiliency has better likelihood to improve his financial wellness and reduce financial stress. Thus, financial self-efficacy is one determining factor that can be developed and improved to achieve financial freedom. At the practical level, the study demonstrates that when an individual possesses a high level of financial literacy, there will more positive reactions to financial stress rather than the negative. Thus, negative reactions from financial stress must be controlled or minimized to obtain high level of financial wellness. Further, if an individual would like to achieve a better financial wellness, one must improve his financial literacy which may start at the basic level like knowledge in personal finance, savings and borrowings and insurance. Similar to financial literacy is financial self-efficacy which has to be learned by an individual unlike financial stress which is a consequence of how the individual will react to current situation. These two dimensions are primarily regarded to be given importance in achieving better financial well-being.

Limitations of the Study

Some limitations of this study are the respondents' profession and geographic location. The study limited its respondents to hospitality and tourism professionals who have worked or currently working in the three (3) cities of Pampanga, Philippines. This may be quite limiting because the results may differ if a larger geographic scope will be considered. Moreover, the study explored only four (4) variables which are financial literacy, stress, wellness and self-efficacy. Other variables can be incorporated and correlated like demographic characteristics, financial behavior, financial counseling, employee productivity or employee engagement in future researches.

Recommendations

Financial literacy is one of life's basic skills to be able to sustain one's everyday living. It involves the proficiency of financial principles and concepts and learning the skills to create a budget, the ability to track spending, learning the techniques to pay off debt and effectively planning for retirement. This study yielded results which can be utilized by business owners, academe and government agencies in promoting financial independence among individuals particularly hospitality and tourism professionals.

The business owners (hotels, restaurants, bar, catering, travel agencies etc.) can utilize the findings in the conduct of needs assessment of hospitality and tourism professionals in addressing their concerns on personal finance management and financial independence. The management can offer workplace financial wellness plan for their employees as part of the company benefits program. When employees experience improved financial wellness, their loyalty and morale will increase, thus, affecting also employee job productivity and engagement. One feature of this is the financial literacy program or financial education program. The financial knowledge they have acquired will be their shield during financial hardships like the pandemic crisis which hit hard the hospitality and tourism industry. The financial education program should be comprehensive enough to discuss information on personal financial management, savings and borrowing, insurance, investment and retirement planning. The utilization of the acquired financial knowledge should be highly encouraged to maximize its benefits. The program will be a series of seminars and company presentations that will assist the employees in building up their financial plans. Second feature is, in initiating this undertaking, business establishments should support its employees by creating opportunities for saving their salaries like automatic deductions, manageable loan interests, available retirement programs, legitimate insurance and investment plans. A good starting point is by providing a personalized approach by understanding the employees' individual needs and priorities. This will help determine what resources and tools will be most useful for the employee. As part of the financial wellness plan, establishments should also provide its employees with financial stress management programs to cope with financial stress and reduce their negative responses.

The academe can also refer to the findings in terms of the financial literacy level of individuals. In other countries, the concept of savings is already introduced as early as formative years of a child through their values subject in school. In the Philippines, this concept of saving is only presented but not emphasized and followed-through during the course of their academic journey. Financial concepts are not included in primary or secondary school academic curriculum. In tertiary level, financial management is only taught to accounting, business management and its allied programs as a requirement in the program curriculum. It seems that there are no practical applications of the concept of saving, borrowing and risk diversification taught in the academe in relation to personal financial management. The Department of Education (DepEd) or Commission on Higher Education (CHED) may create policies and implementing guidelines for the inclusion of financial

literacy subject in program curriculum design. Teaching financial literacy in a spiral progression approach where the learner is exposed to a wide variety of concepts until he mastered it by studying it over and over again but with different level of complexity is one possible method. Financial literacy can be integrated in a predetermined subject– with emphasis on topics like savings, spending habits, debts/loans, interest rates, borrowing rates, investments, emergency funds, insurance policy or retirement depending on the comprehension level of the students per grade or year level. At the same time, financial self-efficacy will be developed in this type of program curriculum design. As the individual learns the above-mentioned competencies as he go along in the spiral progression, he strengthens his self-confidence and self-efficacy as well. His learned skills, the financial literacy, will be the springboard of his financial self-efficacy.

It is also recommended that government agencies like the Department of Labor and Employment (DOLE) to formulate initiatives and implementing guidelines on the administration of financial wellness program in the hospitality and tourism sector and others through their Human Resources Department. This shall encourage the companies to develop learning programs related to achieving personal financial knowledge and financial stability of professionals.

It is also recommended to conduct further study on the moderating effects of financial self-efficacy between financial literacy and financial well-being. In future researches, other variables can be included in the evaluation like demographic characteristics, financial behavior, counseling, employee job productivity and employee engagement to consider also post-COVID-19 situation. Similar researches can also use other statistical tools like AMOS, and then utilize RMSEA (Root Mean Squared Error of Approximation) and SRMR (Standard Root Mean Residual) for test of goodness of fit of model.

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9. Appendices

Appendix A

Survey Questionnaire

I. SOCIO-DEMOGRAPHIC PROFILE

- A. GENDER Male Female
- B. AGE GROUP Millennial (born 1981-1997) Gen-X (born 1965-1980)
- C. ESTABLISHMENT TYPE Lodging Restaurant/Bar Café/Coffeeshop Resort Amusement Park Catering Catering/Managed Services Travel Agencies Others
- D. NUMBER OF EMPLOYMENT YEARS IN THE INDUSTRY _____

II. FINANCIAL LITERACY

(3) (2) (1)

(5) (4)

INVESTMENT PLANNING	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
1. It’s important to invest in different types of assets to reduce the risk of losing money.					
2. It is important to diversify your funds if when you are investing for more than 5 years.					
3. Investing in medical insurance allows you to claim tax exemption.					
4. An investment with high return is likely to have higher than average risk					
5. To minimize risk, investments need to be spread over several instruments.					
6. You file your income tax return every year.					
7. You get refund on excess income tax paid only if you file the return.					

FINANCIAL PLANNING	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
1. Fixed deposit is the best type of investment for people between 25-30 years of age. 2. Assume interest on saving account is 1% and inflation is 2%. After one year if you save money in saving account you will be able to buy more than today. 3. Earnings from interest on fixed deposit always beat inflation. 4. Mutual funds pay a guaranteed rate of rate which depends on their past performance.					
(1)	(5)	(4)	(3)	(2)	
RETIREMENT PLANNING	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
1. It is less likely that you will lose all of your money if you save it in more than one place. 2. "Life insurance" policy has a saving feature while "term" insurance does not. 3. Annuity is a financial product that pays a lump sum when you die. 4. Net Asset Value is an important factor to watch for when investing in stock market. 5. Under defined contribution of superannuation the benefits of retirement are guaranteed 6. Income tax may be charged on the interest you earn on your saving account, if your income is high enough.					
MUTUAL FUNDS	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
1. All banks offer similar rate of interest on fixed deposits. 2. Mutual fund is a risk-free investment. 3. Mutual funds pay a guaranteed rate of return which depends on their past performance					
RISK AND RETURN	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
1. Bank fixed deposits offer guaranteed returns and you can get interest income monthly, quarterly or on cumulative basis. 2. Investment in stock market is the riskiest of all investments.					

3. Shares are more risky than mutual funds.

4. The employer has the option to select any superannuation providing insurance company either from government or private sector.

Dam, L. & Hotwani, M. (2018). Financial Literacy: Conceptual Framework and Scale Development. *SIBM Pune Research Journal. Vo XV, 61-69, June 2018.*

III. FINANCIAL STRESS

(1)

(5) (4) (3) (2)

AFFECTIVE REACTION (AR)

Strongly
Agree

Agree

Somewha
t Agree

Disagree

Strongly
Disagree

-
1. I feel depressed because of my financial situation.
 2. I feel sad because of my financial situation.
 3. I am fearful because of my financial situation.
 4. I feel anxious because of my financial situation.
 5. I worry a lot because of my financial situation.
 6. I am easily irritated because of my financial situation.
 7. I feel emotionally drained because of my financial situation.
 8. I feel frustrated because of my financial situation.
-

RELATIONAL BEHAVIOR (RB)

Strongly
Agree

Agree

Somewha
t Agree

Disagree

Strongly
Disagree

-
1. My financial situation interferes with my daily job.
 2. I frequently pass on social events at work due to my financial situation.
 3. I often get into trouble at work because of my financial situation.
 4. My financial situation frequently interferes with my relationship with co-workers/colleagues.
 5. I often argue with my spouse/significant other because of financial matters.
 6. I find it difficult to talk about money with my spouse/significant other.
 7. I frequently avoid attending family events because of my financial situation.
 8. My financial situation frequently interferes with my family relationship.
-

PHYSIOLOGICAL RESPONSES (PR)

Strongly
Agree

Agree

Somewha
t Agree

Disagree

Strongly
Disagree

-
1. I have stomach aches frequently because of my financial situation.
 2. My heartbeat increases because of my financial situation.
 3. I feel cold because of my financial situation.
 4. I have more sweat because of my financial situation.
-

- 5. I have more frequent muscle pain because of my financial situation.
- 6. I have fatigue frequently because of my financial situation.
- 7. I am sensitive to noise because of my financial situation.
- 8. I find flaws/cracks/chips of general objects more frequently than before because of my financial situation.

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Heo, W., Cho, S.H. & Lee, P. (2020). APR Financial Stress Scale: Development and Validation of a Multidimensional Measurement. *Journal of Financial Therapy*. Vol.11 (1). <https://doi.org/10.4148/1944-9771.1216>

IV. FINANCIAL WELLNESS (5) (4) (3)
(2) (1)

HOW WELL DOES THIS STATEMENT DESCRIBE YOU OR YOUR SITUATION?	Describes me Completely	Describes me very well	Describes me somewhat	Describe me very little	Does not describe me at all
---	-------------------------	------------------------	-----------------------	-------------------------	-----------------------------

- 1. I could handle a major unexpected expense.
- 2. I am securing my financial future.
- 3. Because of my money situation, I feel like I will never have the things I want in life.*
- 4. I can enjoy life because of the way I'm managing my money.
- 5. I am just getting by financially. *
- 6. I am concerned that the money I have or will save won't last.

HOW OFTEN DOES THIS STATEMENT APPLY TO YOU?	Always	Often	Sometimes	Rarely	Never
--	--------	-------	-----------	--------	-------

*Denotes items which the response options are "reverse coded."

Consumer Financial Protection Bureau (2017). *CFPB Financial Well-Being Scale: Scale Development Technical Report*. <https://www.consumerfinance.gov/consumer-tools/educator-tools/financial-well-being-resources/measure-and-score>

FSE	(4) Exactly true	(3) Moderately true	(2) Hardly true	(1) Not at all true
------------	---------------------	------------------------	--------------------	------------------------

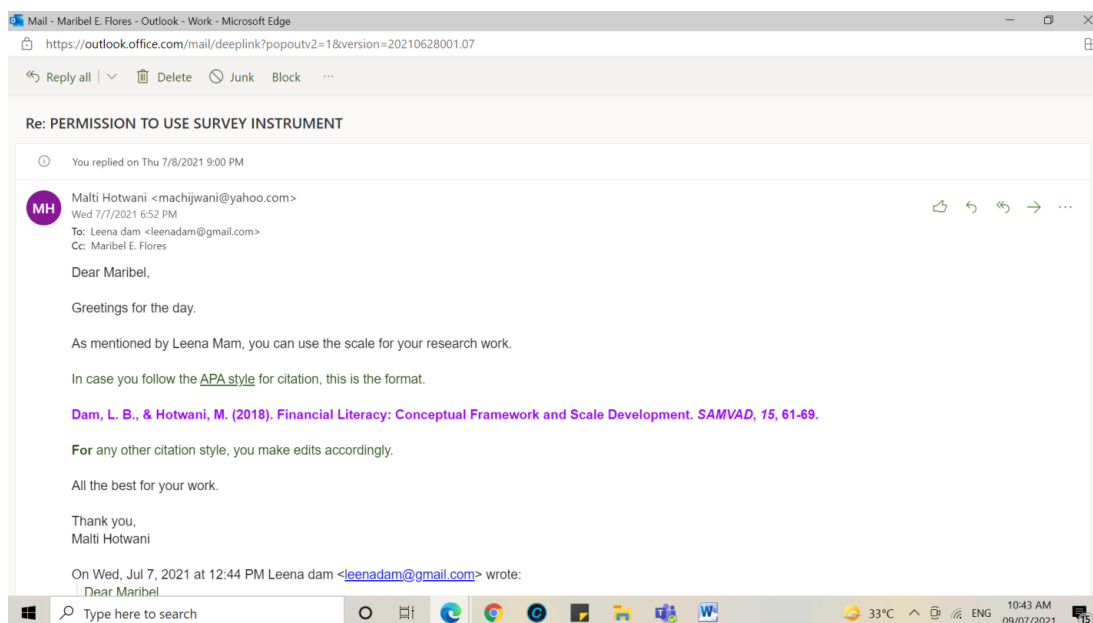
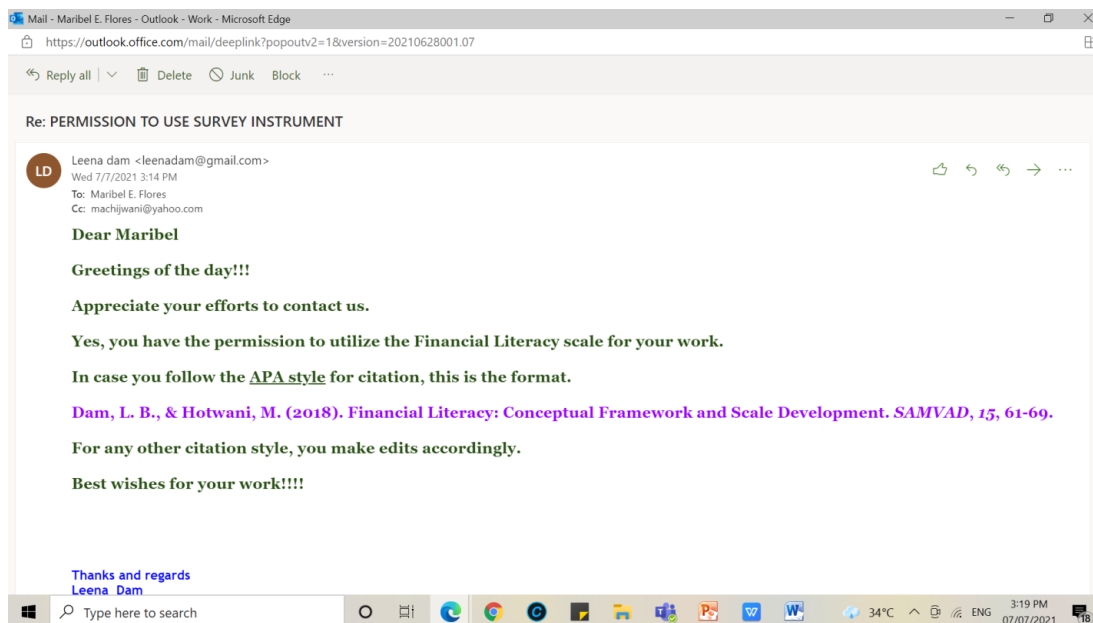
- 1. It is hard to stick to my spending plan when unexpected expenses arise.
- 2. It is challenging to make progress toward my financial goals.
- 3. When unexpected expenses occur I usually have to use credit.

-
4. When faced with a financial challenge, I have a hard time figuring out a solution.
 5. I lack confidence in my ability to manage my finances.
 6. I worry about running out of money in retirement.
-

Lown, J. (2011). Development and Validation of a Financial Self-Efficacy Scale. *Journal of Financial Counseling and Planning*. <https://www.researchgate.net/publication/228293306>

Appendix B

Permission to Use Survey Instrument – Financial Literacy Scale



Appendix C

Proof as Creative Commons Licensed – Financial Stress Scale

The image shows two screenshots of a PDF document titled "APR Financial Stress Scale: Development and Validation of a Multidimensional Measurement" from the Journal of Financial Therapy. The document is displayed in WPS Office, showing the title page and backmatter.

Journal of Financial Therapy
 Financial Therapy Association

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2020

APR Financial Stress Scale: Development and Validation of a Multidimensional Measurement


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South Dakota State University

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George Mason University

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Appendix D

Proof as Free Research Tool - Financial Well-being Scale

The screenshot shows a web browser window displaying the Consumer Financial Protection Bureau (CFPB) website. The page title is "Measure and score financial well-being". The main content area includes a sub-header "Measure and score financial well-being" and a paragraph explaining that the financial well-being score provides a common metric for comparison across people and over time. Below this, there is a detailed description of the scale, which is a free tool developed and tested by the Bureau, containing 10 questions about financial security and freedom of choice, plus 2 questions for scoring. Responses are converted into an overall score between 0 and 100. Two links are provided: "Download the user guide" and "Administer the questionnaire online". The browser's address bar shows the URL: <https://www.consumerfinance.gov/consumer-tools/educator-tools/financial-well-being-resources/measure-and-score/>. The Windows taskbar at the bottom shows the time as 10:30 AM on 07/07/2021.

Appendix E

Proof of Availability in Public Domain - Financial Self-Efficacy Scale

The screenshot shows a web browser window displaying a ResearchGate article page. The article title is "Development and Validation of a Financial Self-Efficacy Scale". The page includes a "PDF Available" badge, a "Download full-text PDF" button, and a "Read full-text" button. The article is dated January 2011 and published in the *Journal of Financial Counseling and Planning*, Volume 22. The author is identified as Jean Lown, affiliated with Utah State University. Below the article information, there are buttons for "Download citation" and "Copy link". The page also shows "Citations (99)", "References (32)", and "Figures (1)". The browser's address bar shows the URL: https://www.researchgate.net/publication/228293306_Development_and_Validation_of_a_Financial_Self-Efficacy_Scale. The Windows taskbar at the bottom shows the time as 8:38 PM on 09/07/2021.

10. Author(s) Biodata (50 words)

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Effect of Financial Management Practices on Financial Performance: China Experience

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Abstract

Financial management practices and financial performance are important influencing factors for companies to survive in a fiercely competitive environment. Understanding the impact of financial management practices on financial performance is of great help to the development of the enterprise of which the ultimate goal is to improve its profitability. Under normal circumstances, financial management practices include working capital management (WCM), investment decision-making, financing decision-making, and their management efficiency also determines the quality of corporate financial performance. The evaluation indicators of working capital management efficiency mainly include inventory, accounts receivable, among others. Good WCM has a positive impact on financial performance. The evaluation indicators of investment decision efficiency include long-term equity investment rate of return and return on invested capital. The phenomenon of low investment efficiency is common among enterprises.

Keywords : Financial Management Practices, Financial Performance, Working capital management, Investment Decision, Financing Decision

1. Introduction

Financial management is an integral part of business management. Financial management refers to planning, organizing, directing, and controlling the company's financial activities (Ola & Mirva, 2018). Its core task is to manage the assets of the enterprise. To a certain extent, the type of assets owned by a company will indicate the development direction. Inefficient financial management policies are the main reason that causes threats to business management. If an enterprise cannot systematically plan its financial management policy, it will affect its long-term development. On the other hand, due to the scale of small and medium enterprises (SMEs), errors in financial management policies can easily lead to corporate bankruptcy. Suppose specific interventions are not taken on the practical ability of SMEs' financial management. In that case, it will reduce local employment opportunities, have a more significant negative impact on entrepreneurs' enthusiasm (Li et al., 2015).

Financial performance is the evaluation behavior of the effect of corporate financial activities (Qiu, 2020). It can effectively evaluate the degree of completion of business objectives. Financial performance is often used to compare the financial status of a company with other companies (Cui, 2018). Panda et al. (2021) believe that financial performance is completed based on the analysis of corporate financial statements, including the analysis of changes in assets and liabilities and the study of income, expenditure, and profit and loss. Therefore, managers pursue effective management to enhance financial performance.

More and more researchers have chosen financial management and financial performance as their research topics in recent years. It is reflected in the increasing research results on the influencing factors of financial performance and financial management practices. In this paper, the researcher will discuss the impact of working capital management, investment decision and financing decision on financial performance.

2. Financial Management Practices and Financial Performance

2.1. Financial Management Practices

In the existing literature in China, there are four main views on the content of financial management practice. Jie et al. (2021), Zhang (2020), and Meng (2020) believe that the three essential contents of financial management practice include financing decisions, working capital management, and investment decisions. Li (2020) believes that financial management practices include working capital management, financing decisions, investment decisions, budget management, and tax management. Zhang (2019) believes that financial management practice is about asset acquisition management (investment decisions), capital raising management (financing decisions), cash flow management in operation (working capital management), and profit distribution management. Ma (2018) believes that financial management practices include long-term financing decisions, long-term investment decisions and working capital management (including short-term financing and short-term investment decisions).

We can see that most researchers believe that the basic contents of financial management practice include WCM, investment decision, and financing decision.

Working capital refers to the capital invested in daily operation and management activities (Gu & Lu, 2018). In the existing literature in China, there are two main views on the definition of working capital. The first view emerged in the early 1990s. Researchers at that time believed that working capital refers to the total current assets of an enterprise (Liu, 1994; Mao, 1995). The second view came into being after 2000. Scholars believe that working capital is the value of current assets minus current liabilities (Yang, 2015).

The focus of WCM is the management of current assets (Zhao, 2018). Monetary funds, short-term investments, accounts receivable, and inventories in current assets are the objects of concern for WCM. The main task of WCM is to formulate working capital investment policies (Cui, 2021).

Investment decision refers to the decision made by investors after investigating and analyzing the investment project (Huang, 2019). In the existing literature in China, the research on enterprise investment behavior is quite different from financial management and accounting. According to the view of financial management theory, the enterprises' investment behavior is a decision-making process, which analyzes the optional projects to maximize the expected income. It focuses on the benefits that different investment projects can bring on the improvement degree of enterprise value (Hu et al., 2021; Jin et al., 2018). From the perspective of accounting, the investment behavior of enterprises is more specific, mainly including the long-term and short-term asset investment expenditure of enterprises: fixed asset investment, long-term asset investment, and short-term capital expenditure (Lu et al., 2018; Xu et al., 2019; Zhu, 2019). Financial investment is not included. In this study, researchers adopt the viewpoint of financial management theory and believe that investment behavior is a decision-making process, including physical investment and financial investment.

A vital investment decision error often makes a company into trouble or even bankruptcy (Zheng, 2021). Investment decisions should consider various predictable or unpredictable changes that will occur in practice. Enterprises should estimate investment risks to control and reduce risks (Gan & Hu, 2014). Enterprises make corresponding investment decisions according to their own development needs. Companies with better business performance are generally more inclined to inward investment, that is, to increase internal R&D investment and fixed asset investment. Companies with more inward

investment often face better development and investment opportunities (Hao, 2018). Companies that want to expand their markets tend to be more inclined to invest abroad, including mergers and acquisitions of companies, acquisition of shares, and additional investment (Cui, 2018).

The financing decision is for companies to formulate the best financing plan to raise the funds they need (Luo & Li, 2015). In the existing literature in China, financing channels are divided into two types, internal financing, and external financing. The cost of internal financing is lower, but due to limited funding sources, the scale of this financing model is limited (Chen, 2020). The cost of external financing is relatively high, and the risk is relatively high, but through external financing, more funds can be raised (Cai & Gao, 2021).

Business managers need to decide when to raise funds and whom to raise these two issues (Hu & Zhang, 2015). In addition, another critical issue is that managers must determine the ratio of the company's equity to debt (Jiang, 2016). The ratio of equity to debt is called the enterprise's capital structure (Hu, 2020). Enterprise managers need to obtain funds at the lowest possible cost, while also ensuring the stability of the enterprise's capital structure (Han, 2014). Most of the existing literature supports that improving the efficiency of financing decision-making is conducive to improving operating performance.

2.2. Financial Performance

Financial performance is the evaluation of the efficiency of business activities. It is a measure of the financial goals achieved by the enterprise. The level of financial efficiency is achieved through the analysis of financial statements.

In the existing literature in China, there are two main views on the definition of financial performance. The first view is that financial performance only refers to the company's earnings. Cao and Du (2021) believe that financial performance evaluates all the benefits obtained by the enterprise. Xu and Lu (2017) have proposed that financial performance reflects the current governance activities of the company and evaluates all the company's benefit. Zhang (2018) defines financial performance as the financial position of a company in a certain period. The second view is that financial performance includes the enterprise's business performance and operators' performance. The research of Li et al. (2017) pointed out that financial performance includes operating performance and manager performance. Operating performance mainly refers to the profitability and follow-up development ability of the enterprise. Manager performance mainly refers to the contribution made by managers in the process of managing the enterprise.

When evaluating the financial performance of a company, the company's activities are analyzed in three aspects. They are business efficiency analysis, investment efficiency analysis, and financing efficiency analysis (Huang, 2019). The analytical dimensions of financial performance include vertical analysis and horizontal analysis. Horizontal analysis is the analysis of the financial status of different companies at the same point in time. Horizontal analysis can help companies better discover the differences between themselves and other companies, help companies understand their strengths and weaknesses more clearly, and avoid cognitive limitations (Li & Ding, 2021). Vertical analysis is the analysis of the financial situation of the same enterprise at different points in time. Vertical analysis helps to discover the development trend of the company and use it to predict the company's development direction.

2.3. Financial Management Practices and Financial Performance

In China, in the relevant articles on the impact of financial management practice on financial performance, researchers only focus on the impact of certain management activity

on financial performance. For example, some researchers study the impact of WCM on financial performance, the impact of investment decisions on financial performance, or the impact of financing decisions on financial performance. In China, no researchers have studied the impact of the three contents of financial management practice on financial practice.

In China, most literatures have confirmed the positive impact of WCM on financial performance. Zhao (2018) studied the relationship between WCM efficiency and enterprise performance in China's SME board manufacturing industry. This paper constructs a linear equation between cash cycle and enterprise performance and uses SPSS21 to make multiple regression analysis. This study uses the cash cycle to calculate the efficiency of WCM. Moreover, it uses the rate of return on assets (ROA) to evaluate the financial performance of enterprises. The results show that reducing the turnover time of working capital can play a positive role in enterprise performance. Shortening the turnover days of inventory, accounts receivable, or extending the turnover days of accounts payable can improve the cash flow situation and promote enterprise performance. Han and Su (2018) selected the rate of ROA as the index to evaluate financial performance and select the turnover rate of accounts receivable to evaluate the use efficiency of accounts receivable. The results show that there is a significant positive correlation between the turnover rate of accounts receivable and the financial performance of enterprises. Gu and Lu (2018) studied the impact of working capital structure on operating performance of listed forestry companies. The return on net assets is selected to evaluate the operating performance. The working capital structure refers to the ratio of various current assets to the total current assets. The results show that the ratio of monetary capital and inventory to current assets negatively correlate with business performance. The ratio of short-term loans, accounts payable and taxes payable to liabilities and operating profit growth rate positively correlate with operating performance.

Most of the research results from China believe that investment efficiency directly affects the financial performance of enterprises. Luo (2016) took the listed manufacturing enterprises from 2010 to 2014 as a sample to explore the relationship between investment efficiency and financial performance. Referring to the BCC model, DEAP2.1 is used to analyze the data. This study uses factor analysis to measure the level of financial performance. As for the measurement of investment efficiency, this paper selects eight (5) input indicators (main business cost, sales expenses, management expenses, financial expenses, and employee compensation payable) and five (5) output indicators (main business income, earnings per share, return on net assets, TOBINQ, and total asset growth rate). The research conclusion shows significant positive correlation between investment efficiency and financial performance. The enterprise growth opportunity has a positive correlation with solvency, profitability, and operation ability. Yang (2017) makes an empirical analysis on the overall and ex-ante effects of venture capital by using panel regression random effect model and mixed cross-section logit model. The results show that the overall positive correlation between venture capital and the operating performance of SMEs mainly comes from the positive ex-ante screening of venture capital. The investment efficiency variables selected by Wang (2018) come from two dimensions: growth opportunities and investment opportunities. The selected enterprise financial performance variables are from return on net assets (ROE) and earnings per share (EPS). The research conclusion shows that fulfilling social responsibility can promote the improvement of investment efficiency. Low investment efficiency affects financial performance.

Appropriate financing decisions can significantly promote the improvement of financial performance. Zhu (2019) studied the relationship between governance structure, financing capacity, and SME performance. This study empirically tests the impact of internal and external financing capabilities on the performance of SMEs. This paper selects the

financial indicators to return on sales (ROS) and return on net assets (ROE) as the proxy variables of enterprise performance. This paper takes the asset liability-ratio as the proxy variable of external financing ability and the cash ratio as the proxy variable to measure the internal financing ability of SMEs. The study found that the higher the governance level of listed companies, it is beneficial to improve internal financing and external financing ability, and then help improve the performance of SMEs. Cao (2018) selects the return on net assets as the index to evaluate financial performance. The evaluation indicators of financing efficiency include internal financing rate, debt financing rate, equity financing rate. The results show that the internal financing rate positively impacts corporate performance, and debt financing rate and equity financing rate have a negative impact on corporate performance. Xiong (2020) selected 57 Chinese listed textile enterprises' public financial data from 2014 to 2018 as samples to analyze the financing decision. Financial performance of listed textile enterprises in China. Eleven (11) indicators are selected from four dimensions of profitability, solvency, operation ability, and development capability to analyze factors. The comprehensive performance score of enterprises is constructed as the explanatory variable. The six indexes (internal financing rate, equity concentration, equity financing rate, asset-liability ratio, commercial credit liability ratio, and short-term debt ratio) are selected as explanatory variables. Asset scale and enterprise growth ability are taken as control variables. The paper tests the correlation of variables with Pearson, and the Hausman test determines the regression model. The results show that the internal financing, commercial credit liability ratio, and enterprise performance have a significant positive correlation.

3. Conclusions

From the above literature from China, we can see that there have been many studies on financial management practice and financial performance. Most studies believe that financial management practice is closely related to financial performance. However, most current studies only focus on the relationship between one aspect of financial management practice and financial performance. For example, Zhao (2018), Han and Su (2018), and Gu and Lu (2018) all believe that WCM has a positive impact on financial performance. Luo (2016), Yang (2017), and Wang (2018) all believe that there is a significant positive correlation between investment efficiency and financial performance. It means that the higher the investment efficiency of the enterprise, the better the financial performance. Cao (2018), Xiong (2020), and Zhu (2019) have all studied the relationship between financing capacity and financial performance. However, the results are different. Zhu (2019) believes that the higher the corporate governance ability, the better the internal and external financing ability and the better the financial performance. Cao (2018) believes that the internal financing rate has a positive impact on the company's performance, and both debt financing rate and equity financing rate have a negative impact on the company's performance. Xiong (2020) believes a significant positive correlation between internal financing, commercial credit debt ratio, and enterprise performance.

4. Future Research Perspectives

In the existing literature, there is almost no article on the joint influence of operating fund management, investment decisions and financing decisions on financial performance. However, the company's management activities include operating fund management, investment decisions, and financing decisions. Comprehensively consider these three factors on financial performance and can more objectively assess enterprise operations and management effectiveness.

In addition, most of the documents are carried out using financial data using public reports. But most SMEs are not listed, so it is difficult to obtain relevant financial data for researchers. Therefore, through the research and use of the SME manager, the information is collected, and the relevant situation of financial performance of SMEs can be better managed.

In the literature on SMEs' financial management practices and financial performance, few researchers focus their research on the textile industry. Changle District, Fujian Province, is an essential town in China's textile industry, with thousands of clustered enterprises and an annual output value of more than 200 billion yuan. However, in the existing research, there is no research on the financial management practice of SME textile enterprises in Changle. Therefore, through the study of the financial management practices of Changle SME textile enterprises, it can better help local enterprises to improve their management capabilities.

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Corporate Social Responsibility Practices in China

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Abstract

In recent years, corporate social responsibility has become the focus of academic and practical circles. From the definition of corporate social responsibility by international organizations to the current research on the fulfillment of corporate social responsibility by Chinese scholars, it can be roughly divided into individual level, organization level and social level. Finally, seven dimensions of corporate social responsibility are found in the literature: economic responsibility, legal responsibility, environmental protection, customer first, employee development, equality, and social giving/ philanthropy. To discover the extent to which Chinese enterprises currently practice corporate social responsibility.

Keywords : Corporate Social Responsibility (CSR), Competitiveness, Corporate Social Responsibility Practices (CSRPs), China.

1. Introduction

Corporate Social Responsibility (CSR) was first proposed by Oliver Sheldon, a British scholar, in his book *The Philosophy of Management* published in 1923 (Zhang, 2020). The upsurge of research on corporate social responsibility really emerged in the 1950s. In 1953, Howard Bowen's book *The Social Responsibility of Businessmen* believed that corporate social responsibility refers to the obligation and responsibility that enterprises should carry out to formulate goals, formulate policies and take actions based on the overall values and interests of the society, which laid the research foundation of corporate social responsibility (Liu, 2019).

In recent decades, the practice of corporate social responsibility has aroused widespread concern. Different enterprise characteristics are considered to be important factors that affect the practice of enterprises' active social responsibility. Corporate Social Responsibility (CSR) can promote the market reputation and competitive advantage of enterprises and has an indispensable impact on the overall image and development of the industry (Shao, 2019).

The report to the 19th National Congress of the Communist Party of China (CPC) stressed that enterprises should play an important role in environmental protection and poverty alleviation and pointed out specific directions for enterprises to fulfill their social responsibilities (Liu, 2019). In this context, the practice of CSR has developed rapidly in China, and the number of CSR information disclosure reports has steadily increased, and rating agencies and related social responsibilities (such as He Xun at Work, Runling Global, etc.) have gradually begun to build a database of Chinese corporate social responsibility (Lu, 2019). The number of CSR reports grew rapidly from 2011 to 2016, according to the CSR 2020 Report. From January to October 2020, China issued a total of 1,904 corporate social reports, including 879 state-owned or state-holding enterprises, 571 private enterprises, and 192 foreign-funded or Hong Kong, Macao and Taiwan enterprises (Qiu, 2021). Therefore, many researchers have pointed out that when corporate social responsibility (CSR) is observed under certain circumstances, enterprises and their investors will benefit from CSR activities. CSR investment can reduce risk, establish reputation capital, and benefit the company as an insurance mechanism or through the "halo effect" (Shao, 2019). When the

disclosure of corporate social responsibility investment indicates greater participation and transparency of stakeholders, it may also increase the capital access opportunities of enterprises (Zheng, 2018), especially when capital may be limited, or when social capital and trust are more important in crisis (Lins, 2017). The promotion of CSR in company can definitely motivate the stakeholders of the enterprise, which is conducive to the establishment of the corporate image and positive sustainable development, which should be the ultimate goal of the enterprise (Chen, 2016).

The importance of CSR has not only been recognized in the business environment, but also the theme of CSR has been carried out in the research field of Chinese scholars. By searching CNKI with the keyword of "China's corporate social responsibility," this study found 1319 papers published since 2016, 303 master's and doctoral theses, and 42 domestic conference papers. It shows that domestic scholars are constantly starting to study on Chinese corporate social responsibility.

This study summarizes the research literature of the social responsibility practice of Chinese enterprises, and divides the research fields into the following parts: (1) the construction and diffusion of the best practice standards of CSR; (2) international dissemination of CSR management and practice; (3) the influencing factors of CSRP; and (4) the influence of CSRP on enterprises. The specific content and literature are shown in Table 1 below.)

Table 1 Relevant research contents of Chinese enterprises' practice of corporate social responsibility

Research Field	Research Contents	Sources
The construction and diffusion of the best practice standards of CSR	Taking listed companies as samples, according to the social responsibility standards, the study finds a certain relationship between enterprises and CSRP. The application of social responsibility rule can promote the performance of CSRP. In the low market environment, enterprises without third-party verification and non-consumer sensitive industries, the application of social responsibility standards can promote the performance of CSRP. The application of CSR standards has a stronger promoting effect.	Porter,M.E., Kramer,M.R.(2016)
International dissemination of CSR management and practice	China's CSR is developing to overseas management and practice. At the government level, through investment policy guidance and other ways, the government has more clearly advocated that Chinese enterprises should practice social responsibility overseas, and the top leaders of the state have clearly supported Chinese enterprises to practice social responsibility more systematically and systematically. A number of pioneer industry associations have begun to work systematically for overseas duty fulfillment. Experts believe that CSR performance will be	Zhu (2016); Yin Gefei, Guan Zhuzhu & Jia Li. (2020)

Research Field	Research Contents	Sources
The influencing factors of CSRP	better when a strong business relationship is established between the state and the country with a large number of social responsibility standards certification. This paper comprehensively analyzes the factors that affect the practice of CSR from the aspects of company's characteristics, CSR attitude, management background, social background and supply chain management.	Zhou et al. (2016); Xiao et al. (2018); Li et al. (2019)
The influence of CSRP on enterprises	The study focuses on the influence of CSRP on business performance, market performance, operation performance and social performance of enterprises	Li, K., Khalili, N., & Cheng, W. (2019)

2. Corporate Social Responsibility (CSR)

Modern CSR was first started in western countries. Under the conditions of mechanized production, labor conflicts became more and more intense, and enterprises began to pay attention to CSR under the dual pressure of workers and government departments (Wang, 2019).

According to the different functions of international organizations, the definition of CSR has different emphases. The specific definitions are shown in Table 2 (Zhang, 2020).

Table 2 Definitions of Corporate Social Responsibility by International Organizations

International Organization	Sources	CSR Definition
World Bank	Ukauskas, P. , Vveinhardt, J. , & Andriukaitien, R. , 2018	The combination of corporate relationships with key stakeholders, values, compliance with the law, and policies related to respect for people, communities, and the environment is a commitment to sustainable development for the improvement of the quality of life of stakeholders.
EU(European Union)	Ranngen, H. , 2016	Based on resources, companies closely integrate society and the environment into their business operations and interactions with stakeholders. CSR refers to the responsibility that a company assumes for its social role. These responsibilities are voluntary and higher than the requirements of relevant laws and are conducive to ensuring that the company's production and business activities have a positive impact on society. These responsibilities mainly involve issues such as corporate business ethics, environmental protection, employee treatment, human rights and social welfare.
American Business Council	El-Mallah, E. D. , Aref, A. , & Sherif, S. , 2019	CSR refers to the way in which a company's business affects the needs and objectives of society. Its CSR objectives should include efforts to build a stable,
United Nations Conference on Trade and	Bice, & Sara, 2017	

International Organization	Sources	CSR Definition
Development		prosperous and just global society.

Some experts and scholars agree that enterprises should assume social responsibility (Shao, 2019). The concept of corporate social responsibility was first put forward in the 1920s (Qiu, 2021). Scholars believed that a company was not only a profit-making organization but should include moral factors in corporate social responsibility. Some scholars emphasized in their book "The Social Responsibility of Entrepreneurs" that corporate social responsibility is a concrete action taken by businessmen to serve the society in accordance with relevant policies. (Bowen, 2009; Lu, 2019). Some scholars pointed out that the expansion of the size of the firm would enable the firm to make more profits, so the larger the firm should make a greater contribution to society (Liu, 2019). These scholars have gone beyond the previous viewpoint of taking economic performance as the purpose of enterprises, emphasizing that enterprises should return to society and bear social responsibilities that should become a voluntary behavior of enterprises.

However, there were disputes among early scholars on whether enterprises should fulfill social responsibility. Some economists believe that the ultimate achievable of enterprises is to optimize their earnings (Li, 2019). They either regard CSR as a way to maximize profits, or they do not agree that enterprises should assume social responsibility (Qiu, 2021). A professor at Harvard University, insisted that social problems should be solved by the authorities. It was an act of overstepping the authority for enterprises to fulfill their social responsibilities (Levitt, 1958; Zhu, 2016). Taking the initiative to undertake social responsibilities was not conducive to the growth of enterprises, or even harmful to them.

Some experts agreed that enterprises should aim at economic performance rather than social performance. They also believe that the only responsibility of a company is to make full use of the resources it can control and thus obtain renewed profits for shareholders. (Friedman, 1970; Jia, 2020). Shao (2019) identified that when the practice of CSR is a passive response to external pressure, CSR is fragmented and unsystematic, and has nothing to do with the core competitiveness of enterprises.

Scholars have conducted in-depth research on the connotation of CSR. Some professors integrated the two aspects of economy and society and divided CSR into four categories: economic responsibility, legal responsibility, ethical responsibility and conscious responsibility (Carroll, 1971; Luu, 2020). In 1991, conscious responsibility was formally identified as charitable responsibility (Flammer, 2016). Elkinton (1997) and Lu (2016) proposed that CSR can be divided into economic baseline, social baseline and environmental baseline. Yin Gefei and Cui Yi (2019) believe that the policy execution of CSR in China includes two aspects: one is to establish a sound social responsibility management system; the other is to study corporate social responsibility with Chinese characteristics. Shen Hongtao (2020) believes that CSR in China should not only achieve its own economic performance, but also promote the harmonious and sustainable development of the society under specific market economy conditions.

It can be gleaned from the research studies conducted, that different authors hold different perspectives about the practice of corporate social responsibility. Some authors posited that CSR practice is motivated by economic goals while others pushed the idea that CSR practice is a social requirement. Some others combined both ideas and identified that companies may practice social thrusts while earning along the way.

2.1. Corporate Social Responsibility Practices (CSRP) in China

In the past decade, CSR in the Chinese context has attracted more and more attention from the practical and academic circles (Zhang 2020). Scholars are keen to study the phenomenon of corporate social responsibility practice in China, as Wang et al. (2016) pointed out, “although it was not until 2011 that CSR research in Chinese context began to appear on AMJ, after that, they accounted for 1 / 5 of AMJ (Academy of Management Journal) published articles”.

According to Kun Li, Khalili, N. and Cheng, W. (2019), Chinese companies adopted CSR projects between 2006 and 2013 with increasing rates. However, after 2013, this trend decreased, resulting in 4167 projects in 2016. The upward trend from 2006 to 2013 is related to the development of environmental sustainability. For example, the Chinese government encouraged cleaner production in 2013, and the downward trend after 2013 is related to the increase of project cost and the decrease of financial support from the government and others.

When talking about the topic of CSR, many enterprises are trying to find a suitable definition. China is a big country with huge demand, but at the grass-roots level, "responsible company" is a company that abides by the law, provides as many employment opportunities, taxes and profits as possible (so that the previous activities can continue) (Brubaker & Morris, 2016). According to Biyan Tang (2012), compared with similar initiatives in western countries, China's corporate social responsibility activities need more government participation. The CSR strategies of western countries are mainly promoted by the private sector or non-governmental organizations (Zhou, 2016). In China, state-owned enterprises usually have more comprehensive CSR plans. He further pointed out that China's CSR initiatives include laws and regulations, government instructions and guidelines, non-governmental standards and organizations. He believes that the Chinese government, in particular, plays an important role in guiding the discourse of domestic corporate social responsibility. A powerful example comes from Article 5 of the 2006 China company law, which requires companies to "bear social responsibility" in the process of business operation (Wang, 2019).

The social responsibility management and ability of private enterprises have been growing rapidly (Wang, 2019). From a macro perspective, in terms of the practice of economic responsibility of private enterprises, the contribution of private economy to GDP continued to increase in 2016, and the contribution of private enterprises to government responsibility of national tax revenue also increased (Xiao, 2018). In the practice of social employment issues, the employment ability of private enterprises to absorb social workers has been significantly enhanced, and the proportion of private economy (private enterprises and individual enterprises) to absorb employment has increased from 3.51% in 1990 to 39.77% in 2016 (Chen, 2016). In the medium level, private enterprises have become an important driving force for the transformation and upgrading of China's industries in the new era (Xiao, 2018). For example, in the new economy, Internet economy, sharing economy and other new formats that have emerged in recent years, private enterprises such as Jingdong Mall and Alibaba occupy an important position (Xiao, 2018). Finally, in other dimensions of social responsibility, such as social donation and charity, private enterprises are more and more involved in social responsibility issues such as education and health care, rural poverty alleviation, disaster relief and social help seeking (Xiao, 2018). Most of the 100 enterprises selected in the "China Charity list" in 2016 are private enterprises (Qiu, 2021). But for enterprises, when the amount of money donated becomes the only criterion to determine the strength of corporate social responsibility, social expectations on the amount of corporate donations or donation rankings form a competitive psychology in the amount of donations,

but also bring pressure to enterprises (Zhang, 2020). As a result, many enterprises believe that CSR is a kind of luxury, a game played by large and wealthy enterprises. As a result, many enterprises hesitate at CSR, and Chinese enterprises, which started late, fall into a wrong direction and face a difficult environment (Wang, 2019).

Chinese enterprises practice the "going out" strategy and actively fulfill their corporate social responsibility while developing their business (Qiu, 2021). China's oil industry has a wide range of foreign-related activities, showing different practices of corporate social responsibility in different social environments (Wang, 2019). On the basis of comparative analysis of different corporate social responsibility systems and indicators, this paper summarizes the status quo of overseas practice of corporate social responsibility of Chinese petroleum enterprises, compares with enterprises with outstanding achievements in practice of corporate social responsibility, and puts forward plans and measures for Chinese petroleum enterprises to fulfill corporate social responsibility in different social environments, so as to actively and efficiently fulfill corporate social responsibility (Lu, 2021).

2.2. Measuring CSR

In the existing literature, most of the CSR behavior performance measurement indicators of enterprises adopt the subjective evaluation of different objects and adopt different dimensions of Likert scale to explore and verify their performance (Porter, 2016). Most of the subjective evaluation objects are owners and leaders of firm, and some are based on the perspective of employees (Servaes, 2016). For the measurement dimension, different scholars use different dimensions. Based on the development stage of CSR, Martinl (2017) used the five stages of CSR rejection, commitment, obedience, management, strategization and citizenship proposed by Zadek's to evaluate the CSR activities of enterprises, specifically from the three aspects of CSR commitment, internal structure and process, and external cooperation (Qiu, 2021). Based on the perspective of stakeholders, some scholars divide CSR behavior of enterprises into four parts: responsibility to investors, creditors, employees, and government. The corresponding measurement indicators are dividend payment rate, asset liability ratio, employee's profit level and tax rate (Liu, 2019). Some scholars also divide CSR behavior into eight aspects: responsibility to employees, responsibility to shareholders, responsibility to business partners (suppliers, distributors, creditors) and competitors, responsibility to customers, responsibility to government, responsibility to community, responsibility to environmental resources, and enterprise social responsibility management system (Jia, 2020). Liket-7 scale was used to design the questionnaire of social responsibility of firm, and the index system was constructed (Flammer, 2016).

There are seven CSR dimensions mentioned in the relevant CSR literature: economic responsibility, legal responsibility, environmental protection, customer first, employee development, equality, and social giving/philanthropy.

Table 3 lists the dimensions and sources of CSR summarized in the fulfillment of social responsibility.

Table 3 CSR dimensions of fulfilling social responsibility

Dimension	Content	Sources
Economic responsibility	Providing valuable products or services for society can create wealth and profits. Continuous economic growth and efficiency ensure the sustainable development of enterprises.	Bowen, 1953 ; Carroll, 1979 ; Gallo, 1980 ; Eells & Walton, 1961 ; McGuire & Backman, 1963 Sethi , 1975. Similar measures also include "traditional economic roles" (Davis, 1979; Liu,2019), and the economic responsibilities that enterprises

Dimension	Content	Sources
		should undertake are almost universally recognized by all scholars.
Legal liability	Operating within the scope permitted by code, abiding by commandment and rule, and operating according to law	Carroll,1979; Gallo,1980; Davis,1979; McGuire, 1963; Isabelle& David, 2012; Qiu,2021, et al.
The environmental protection	Participating in environmental protection and safety; building ecological environment; responsibility for environmental and ecological issues	Carroll, 1979; Gallo, 1980; Davis, 1979; Isabelle & David, 2012, Qiu, 2021, et al.
Customer centered	Quality of products / services; Consumer safety in product use; Not providing false advertising; information disclosure.	Carroll, 1979; Gallo, 1980; Armandi, 1981; Davis, 1979; Isabelle& David, 2012 , Qiu,2021, et al.
Staff development	Employee's health and safety at work; skills upgrading and training of staff; physical and mental health and job satisfaction and sense of meaning; equal opportunities for development and promotion	Gallo, 1980; Another similar measure contains "occupational health" (Carroll, 1979); "Equality of opportunity", "Security" (Isabelle & David, 2002; Zhu,2016), etc.
Equality	Racial fairness (race unfair); gender fairness (gender unfair) Equality of regional development opportunities (monopoly)	DennisR. Beresford, 1974; Carroll, 1979; James E. Grunig, 1979; Isabelle & David, 2012; Qiu,2021, et al.
Social Giving/Philanthropy	Actively carrying out charity activities; being active in philanthropy; paying attention to the vulnerable groups in society; supporting education, culture and the arts	Carroll, 1979, etc. Another similar measure contains "supporting cultural and arts careers" and "supporting and developing education" (Isabelle & David, 2012; Jia,2020).

Based on the relevant research of scholars at home and abroad, from the perspective of the content of CSR practice, it includes four aspects: economic responsibility, legal responsibility, ethical responsibility, and charitable responsibility. From the perspective of the object of CSR practice, it is to satisfy the interest demands of multiple stakeholders, including shareholders, employees, government, community and environment.

3. Conclusion

From the research on the connotation of corporate social responsibility, it can be seen that more and more companies are willing to take the initiative to take social responsibility and incorporate corporate social responsibility into their strategic planning. The connotation of corporate social responsibility is still being enriched and may be affected by cultural differences, regional differences and other factors (Li, 2019). Therefore, scholars have not reached a unified conclusion about the connotation of CSR.

According to the above research results, The practice of CSR by Chinese enterprises has multiple levels; Enterprises with different ownership nature all bear corresponding social responsibility, but the content of social responsibility is different.

At present, the impact of CSR on corporate competitiveness is the focus of scholars and the industry. Some studies have shown that CSR fulfillment can promote the improvement of financial performance.

In the traditional company theory, enterprise value only refers to the accounting value of an enterprise. The research on CSR excavates the social value of enterprises and provides a more comprehensive perspective for the measurement of corporate value.

With the deepening of the research on CSR, the motivation, influence and action mechanism of corporate social responsibility will be clearer and clearer, which has a certain guiding significance for the company's operation and management. The outbreak of COVID-19 has few empirical papers on CSR. Therefore, the degree of social responsibility undertaken by different types of enterprises will be taken as the research object, especially the social responsibility activities of enterprises in the context of epidemic situation. For the measurement data of CSR, the selection is relatively single. Measured data of existing literature on CSR is mainly obtained through the questionnaire. Since the evaluation criteria of the database on the CSR are different, databases in the empirical analysis of the influence of CSR data on business value are probably different. So, choosing different databases in the study of CSR data for empirical analysis has more explanatory power.

4. Future Research Perspectives

The research literature on CSR in China in recent 20 years combined with the new situation and pattern of China's reform and international development has been reviewed.

Firstly, it starts with the definition of CSR, then studies the relevant connotation of corporate social responsibility activities suitable for Chinese enterprises, and applies the relevant theories.

Secondly, the academic research on the practice of corporate social responsibility in China will be a major trend of the specialization of corporate social responsibility in the future. Due to many problems in different industries and different logic of their occurrence and existence, the previous comprehensive research on CSR has been and will continue to be weakened since 2016.

Finally, although domestic and foreign scholars have rich research results in the field of CSR, most of the research objects focus on the content and results of corporate social responsibility activities, and rarely discuss the behavior problems in the CSR. Therefore, the future research direction should be the practice of corporate social responsibility behavior.

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Brand Generated Content vis-a-vis Consumer Perceptions, Attitudes and Purchase Intention

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Abstract

At present, in terms of consumer purchase decision-making, there are many studies on the influencing factors of user purchase intention, but there are few studies on the influence of BGC (brand generated content), especially its influences on user perception, attitude and purchase intention.

Based on previous studies, this paper redefines BGC, customer perception, attitude and purchase intention. BGC refers to the content generated by the brand. Consumers only rely on the information generated by the brand and can make decisions without any confirmation from other consumers. It usually includes content manufacturing, information publishing, creating experts and lifestyles. Consumer perception is based on the income and expenditure of consumers to evaluate the overall utility of products. This paper mainly combs the two parts of perceived risk and perceived usefulness. Attitude is a special psychological tendency, including cognitive factors, emotional factors and behavioral factors. It focuses on the impact of brand and advertising attitude. Purchase intention is the embodiment of behavior intention in the field of shopping. There are four influencing factors: consumer's personality, psychological and behavioral factors, product's internal characteristics, product's external characteristics and situational factors. Based on the above definition, this paper sorts out the relationship between BGC and customer perception, attitude and purchase intention, and reveals the influence of BGC on various factors.

Keywords : Brand Generated Content, BGC, Consumer Perception, Attitude, Purchase Intention

Introduction

BGC refers to brand generated content. BGC is a marketing strategy using social media. Consumers only rely on the information generated by the brand, and do not need any confirmation from other consumers to make decisions (Wang,2016). By updating the BGC content of social media and communicating with consumers, enterprises can transfer brand and product information to users, establish a good brand image, and achieve the marketing purpose of brand building or profit. BGC usually includes the following characteristics: it can present three-dimensional product content; the speed of transmission is fast; publishing content is easy to operate(Xi,2018). Take Tik Tok as an example, enterprises spread their brand through the production of short video content, hoping to sales. It usually shows as follows: the higher the brand attention, the more likely it is to meet the needs of users; Interesting content may help to stimulate the needs of users; Users who like content may think that the quality of their products is better; The more appropriate the topic is, the more likely it is to meet the needs of users. However, if it thinks that these factors have a positive impact on users' purchase intention, why do some accounts sell poorly even though they have many fans? Some products are fully presented, but the impact on the purchase conversion rate is not obvious. Therefore, it is very important to analyze the relationship between BGC and purchase factors.

A Look into Brand Generated Content, Consumer Perceptions, Attitudes and Purchase Intention

BGC and its Definitions

Schivinski and Dabrowski (2016) defined brand generated content (BGC) as a type of advertising created and controlled by a company. There are various forms of BGC. From the form of expression, the brand can also use various types of presentation, such as text, pictures, GIF animation, video and so on. Take Microblog as an example, text and pictures are the main forms of BGC, which is related to the immediacy of Microblog and the brevity of news. From the perspective of location, BGC can appear in the official social media of the brand, in popular events through communication channels, and in third-party media platforms. In Microblog, BGC often relies on the massive consumer preference data of Microblog platform for targeted marketing.

Xi(2018) defines BGC as a brand's own content operation. By "providing value" to consumers, it can become an opinion leader in a certain field, and also achieve "emotional resonance" with users through "delivering tonality", so as to win the favor of users. Godes and Mayzlin (2009) defined BGC as another type of word-of-mouth, which is realized by enterprises and consumers. Therefore, BGC is often defined as four parts: (1) designing products or services; (2) pointing out the way; (3) becoming an authoritative expert; (4) becoming a way of life.

Consumer Perception towards BGC

Zeithaml (1982) defined perceived value as the subjective evaluation based on the balance of benefits and costs after the two-way interaction between consumers and products. With the gradual formation of the concept of customer perceived value, scholars generally believe that perceived value is an important factor affecting consumers' choice and purchase behavior. Zhen (2018) believes that customer perceived value refers to the subjective cognition of customers through the comparison of perceived benefits and perceived losses of products in market transactions. Gronroos (1997) pointed out that perceived value is the overall value perception service of products, services, relationships and other elements in the process of interaction between consumers and products or services.

As for the dimension of perceived value, the academic community has not yet formed a consensus. However, most scholars' researches are based on Zeithaml's two factor theory, and then refine the dimensions of perceived value according to the characteristics of different products and services and different industries. Based on the above research, combined with the actual characteristics of BGC purchase scenarios, perceived value is divided into two dimensions: perceived usefulness and perceived risk.

Davis (1989) believes that perceived usefulness is the degree to which a person believes that using a specific system will improve his or her performance, which is related to the expectation that an individual ultimately wants. A blog related study (Qiao,2010) found that perceived usefulness is related to the advantages of using blogs. Using blog can avoid wasting time, get more information and different opinions on blog products. When the purchase demand in e-commerce website is generated, consumers will collect product related data according to their subjective consciousness. In the process of data collection, consumers first pay attention to the pictures and text descriptions on the website, and then judge whether the product description meets the expectations according to the quality of online evaluation. They can even make a decision with the help of other users' comments and opinions, which they think can be trusted for reference, and finally make a purchase decision.

Risk aversion is one of the instincts of human beings. Dowling and Staelin (1994) pointed out that consumers will seek brand related information from other consumers in order to reduce all potential risks and enhance their purchase intention. Delarocas found that consumers' trust in enterprises and products can be built up through consumers' online word-of-mouth in the past. Potential consumers usually use these online word-of-mouth to decide whether they trust enterprise products when shopping online. Take Microblog as an example, brands often use the influence of opinion leaders, celebrities and experts to appear in its BGC, so as to increase trust and let consumers reduce perceived risk.

Mir and Rehman (2013) studied the effect of BGC on perceived credibility and perceived usefulness on YouTube. It believes that perceived credibility is the confidence, belief and satisfaction that consumers feel when they contact brand online services; Perceived usefulness refers to the extent to which consumers expect the brand's online services to improve work efficiency. From the perspective of marketing, consumers' perception can determine consumers' purchase behavior, and BGC represents the perceived products of consumers' purchase behavior. Because enterprises usually use BGC to present product content, quality, brand emotion, price, etc., to stimulate and influence consumers' cognition, to show consumers the content of value, to influence consumers' perception, and to get consumers' attention, it means that marketers use BGC to educate consumers about product knowledge at the same time of sales, to capture consumers' purchase intention. Based on this, it can be inferred that BGC is an important factor affecting consumers' value perception, and feasibility and usefulness are its two important dimensions.

Attitude Towards BGC

Li and Wu (2008) based on the attitude study of Freedman (1978) defined the attitude of consumers under the influence of the advertisement as: the psychological reaction of individuals who like or dislike to the advertisement when receiving the advertisement message. BGC is the display of advertising content, it is also the carrier of enterprise brand, so attitude of BGC includes advertising attitude and brand attitude.

The rapid development of the Internet coincides with the popularization and application of Internet advertising, which is easy to penetrate every corner and has a profound impact on the life and work of consumers. Zhu et al. (2020) experiment showed that in the social media environment, different degrees of media use and media dependence on advertising have an different impact on users' cognition, emotions, behaviors, etc. Among them, picture ,text and video advertising information has a significant impact on users' purchase intention. Advertising attitude affects consumer purchase intention through two paths, the first directly affects purchase intention; the second affects' purchase intention by influencing brand attitude (Wang, 2016). Brand attitude is a special psychological tendency. It is a tendency to like or dislike a certain brand. Isabela (2021) defines brand attitude as the degree of consumers to meet their needs by evaluating the value of the brand, and then the tendency to form brand emotion. Belch (2004) pointed out that consumers' attitude towards the brand will determine whether they buy the brand. He et al.(2016) Research on the impact in social media brand marketing and found the participation of dialogue, storytelling and customer interaction of brand content has a significant impact on consumer attitudes.

ABC model was proposed by Rosenberg and Hovland in the 1960s, which corresponds to three dimensions of attitude: cognition, emotion, and behavior. In the measurement experiment of BGC attitude, scholars believed that emotional response could better reflect consumers' attitude towards BGC. For example, Clemons (2010) studied social media advertising and found that the success of advertising requires positive attitude of

consumers, but the basis of this conclusion is that the advertising information is reliable and interesting enough. Lin and Xuan (2020) initiated the advertising measures in terms of emotion to confirm the effectiveness of the mobile advertising attitudes. Zhou(2011) believed that in addition to emotional cognition, there should also be behavioral experience. However, some scholars did not believe that behaviors could serve as a dimension of attitude. For example, Huang et al. (2010) argued that attitudes can only be used as intent and not as a direct cause of behavior.

Combined with previous studies, this paper holds that BGC has a certain influence on attitude.

Purchase Intention towards BGC

Purchase intention is the embodiment of behavior intention in the field of shopping. At present, scholars have been very keen on the research of online purchase motivation. Online shopping intention refers to an individual's willingness to do online shopping in the Internet mode. In essence, consumers' purchasing behavior is dominated by consumers' psychology, and the psychological motivation that dominates the purchasing behavior is purchasing intention. Bailey (2004) pointed out that customers' online purchase intention will determine whether customers will purchase through the Internet. Gefen (2003) established a model of factors influencing online consumers' purchase intention. Through the empirical study, it draws the conclusion that the credibility, ease of use and usefulness of shopping websites have a significant impact on purchase intention. When Yang (2012) studied the impact of virtual community on consumers' purchase decision, the results of empirical analysis showed that the professionalism of perceived information had a direct positive impact on consumers' purchase decision. Yuan(2015) concluded in the research on the influence of cross platform communication of online word of mouth on online sales that compared with the average efficiency of consumers, the power of online opinion leaders will have a greater impact on online sales on traditional platforms.

Looking at the research results of various scholars, there are four types of factors influencing purchase intention: (1) consumers' personality characteristics, such as gender, age, occupation, income, education level, etc. (2) Product internal characteristics. It is the characteristics of the commodity itself, including quality, design, packaging, applicability, etc., that is, the attributes related to the use value of the product. (3) The external characteristics of the product, such as price, brand image, after-sales and other factors (4) scene factors. In the context of e-commerce, such as network platform, marketing page and function settings.

Based on previous studies, this study believes that the essence of consumers' purchase intention on the Internet is still the psychological motivation of consumers due to external information stimulation, that is, purchase intention. We know that customers understand the internal and external characteristics of products by perceiving the usefulness of BGC content and perceive the risk by observing the content of BGC, to make a judgment whether to buy or not. BGC content is also a way of brand expression. It transmits information to customers through advertising, forming customers' attitude towards products and brands, thus affecting customers' purchase intention. It is found that BGC can influence consumers' purchase intention (Ertimur & Gilly, 2012; Kim, 2014; Schivinski & Dabrowski, 2015; Cheng & Khan, 2017; Diwanji, 2017). As the first information that interviewees contact, the brand content and image presented by BGC have a profound impact on respondents' attitude, it towards brands will affect their purchase intention under certain conditions. BGC content has four dimensions, which are highly related to some of the main influencing factors of purchase

intention. For example, the external characteristics of products displayed by BGC, such as the price of products or services, brand image, product commitment and other factors, are one of the important factors influencing consumers' purchase intention. Schivinski and Dabrowski (2015) believes that through brand communication on social media, BGC can enhance consumers' learning process, which usually affects consumers through brand awareness and purchase intention (Cheng & Khan, 2017). Therefore, observing the respondents' reaction to BGC can understand whether they have formed purchase intention. By establishing the relationship between BGC and purchase intention, it can test the impact of the new portfolio on the respondents. The research results will enable enterprises to know more about consumers, to develop more effective brand production content and its delivery strategy on the platform.

Conclusion and Future Research Perspectives

In the existing literature at home and abroad, there have been studies on the impact of BGC on customer perception, attitude and purchase intention. BGC's marketing activities through short video social networks have become a new profit growth point and have attracted extensive attention from the academic community.

However, at present, in the models of perceived value, attitude and purchase intention, there are relatively few studies on the impact of BGC, and less consideration is given to integrating specific BGC variables into the model to test the impact on other variables. At the same time, there are relatively few comprehensive empirical studies involving social attributes. For example, under the condition of user demographic profile, whether there is a significant difference on the impact of perceived value, attitude and purchase intention towards BGC.

In future research, there could build a curve relationship and functional boundary between perceived value, attitude, purchase intention and BGC under the new model, reveal the impact of user demographic profile on variable combination, and obtain the verification of hypothesis, to provide reference for enterprises to improve BGC marketing strategy.

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Factors Affecting Teacher Loss in Private Universities in China

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Abstract

In China, the loss of teachers in universities has become increasingly prominent. Teacher loss has an impact on the development of universities globally. Research studies have been done to analyze this problem both theoretically and practically. Scholars first focused on different definitions of teacher loss, and then conducted studies on the influencing factors of teacher loss. The results showed that the major reasons affecting teacher loss were remuneration, reward and incentive system, working condition, career planning and training opportunities. They also believed that a scientific reward and incentive mechanism, proper career planning and training opportunities and a good working condition would contribute to the prevention of teacher loss. The studies in private universities, however, are very limited, especially in China. The objective of this article is to assess the factors affecting teacher loss in private universities in China on a provincial level.

Keywords : China, Teacher Loss, Private Universities, Remuneration, Reward and Recognition, Career Progression, Working Condition.

Introduction

The attraction and retention of high-quality teachers is more important today than ever before. A stable teaching staff is important to private universities for it will affect the teaching quality of the school. Therefore, the primary task for the development of private universities is to build a good team of teachers. In China, the loss of teachers in private universities has become increasingly prominent (Wang Jianwei, 2016). The instability of the teaching staff and the serious imbalance of the structure of the teaching staff restrict the healthy and stable development of private universities (Shi Lei, 2018). How to attract and retain excellent teachers in private colleges and universities and create a good environment for their career development is a problem that private colleges and universities should solve.

To solve the problem of attracting and retaining excellent teachers, some research studies have been focused on the factors affecting teacher loss in schools. Wang Wei (2020) found that from 2005 to 2019 there were 104 researches on teacher loss in universities, only forty-four were of thesis papers. Thirty of these thesis papers were about non-private schools, only 14 were about private universities. Studies on the loss of teachers in public universities can provide reference and guidance for reducing the loss of teachers in private schools, but they cannot adapt to solve the problem in private universities (Hanushek, E. A., Kain, J. F., & Rivkin, S. G., 2016). This paper is to explore the factors affecting teacher loss in private universities. This paper reviews different definitions of teacher loss as well as previous studies on its influencing factors. Based on this, it will provide a guidance for the leadership in private universities to better understand the situation on teacher loss, to put forward some practical measures to retain teachers in the universities.

Teacher Loss in Private Universities

Department of Policies and Regulations, State Education Commission of China (1995) defines private universities as institutions or educational institutions that use non-state financial educational funds to provide higher and non-academic education to the society in

accordance with the standards set by the state and local institutions of higher learning. In recent years, China's private universities have achieved rapid development and become an important part of China's education system. The rapid flow and loss of teachers in some private universities is a serious problem that restricts the development (Yang Ping, 2016). Therefore, it is particularly important to explore the reasons for the loss of a large number of teachers in this type of school and put forward corresponding countermeasures and suggestions (Liu Siyuan, 2018; Wang Wei, 2020).

Teacher loss phenomenon is a complicated concept. From the perspective of sociology, teacher loss belongs to social mobility and can be defined by the concept of social mobility (Curran, F. C., Viano, S. L., & Fisher, B. W., 2017), which means teachers who leave their jobs and then transfer to other educational institutions or schools, do not leave the education industry in general. Generally, social mobility refers to the movement of social members from one social position to another in the space of social relations. Therefore, teacher loss refers to the movement of teachers' positions between different regions and different schools, which may be occupational mobility or upward vocational mobility. It is also called, "teacher migration" or "movers", that is, turnover includes mobility (Craig, C. J., 2018). On the whole, this is a sign of social progress, but there are reasonable and unreasonable points. If the personal and social values of teachers can be realized, then it belongs to reasonable mobility (Kraft, M. A., Marinell, W. H., & Yee, D., 2016).

In China, teaching is regarded as a job to cultivate people, so teachers have higher requirements on academic qualifications and professional qualities, and they are specialized talents with strong professionalism (Zhu Naiping, Jiang Dan, 2015). Therefore, the loss of teachers can be considered as the unreasonable flow of talents. Lv Menghua (2018) refers to losing qualified workers who join the teaching profession but later give up or quit the labor field. In this research, take Lv Menghua (2018) full scope definition, teacher loss is defined as an unreasonable loss phenomenon in which teachers move from the region or school where they teach to another region or school, or change to other jobs, which is not beneficial for the development of the cause of education in the place where they live. Generally speaking, teachers in private universities leave their jobs on their own accord, provoking a certain negative impact on the institution's constructive progress.

According to the survey on the turnover of Chinese college teachers in 2004, as many as 96.6% of the teachers below 45 years old left their posts; so did 71.1% with intermediate and associate senior titles and 59.1% of the teachers with master's degree or above. In addition, 88.9% of the teachers went abroad or to some developed areas (Xu Shufeng, Chen Guiying, 2004). Jason Hung (2019) writing for Harvard International Review identified that the percentage of rural teachers transferring out of village schools increased by 7.6 percent each year, while turnover rates of urban teachers remained fairly stable throughout the course.

China's private universities have become an important part of China's education system. The rapid flow and loss of teachers is a serious problem that restricts the development of the universities. Identifying the major factors affecting the rate and put forward corresponding countermeasures and suggestions is of practical significance.

Factors Affecting Teacher Loss

In his research, Peral Meyer (2015) pointed out that the most important factor affecting the brain drain of university teachers is economic factor. In addition, he compared other factors, such as satisfaction, sense of achievement, and sense of organizational identity, and found that economic factors played the most important role. There are scholars who

focused on the correlation between teacher loss and low wages. Dolton, et al. (2013) identified that the loss of teachers was closely related to their salary and welfare. The lower the welfare, the more serious the loss of teachers, especially male teachers. The lower salary level of teachers not only increase the intention of teacher turnover, but also affect the final loss of teachers (Peral Meyer, 2015; Xie Shanshan, 2020). Kraft, Marinell, Yee (2016) also indicated that the salary level of teachers directly determines the loss of teachers, and too low work will accelerate the departure of excellent teachers, especially male teachers. Donitsa-Schmidt and Zuzovsky (2016) believe that engineering teachers are easy to find high-paying jobs in other industries, which leads to a high turnover rate of engineering teachers. Curran, Viano, and Fisher (2017) believed that the salary of newly recruited teachers is often lower than the basic salary of general commercial and industrial staff, while the subsidies of university teachers are often paid according to their work experience and quality level, which directly causes the turnover rate of young teachers in universities to be higher than other teachers. British scholar Craig, C. J. (2018) asserts that many students with excellent academic performance in universities are more reluctant to choose to be college teachers due to family economic reasons. Even if excellent students choose to be college teachers, their teaching time will be shorter than that of students with average academic performance.

In terms of correlation between teacher loss and high salary, scholars Sheila Nataraj Kirby, Mark Berends, & Scoot Naftel. (2009) believed that high salary can attract excellent teachers. Many colleges and universities have taken the important measure of raising the salary of teachers, which attracts many excellent teachers to work in the school, and by raising the salary of teachers, it helps prolong their tenure and time. Similarly, Berry Barnett & Eckert Jone (2014) stated that increasing teacher salary can attract excellent teachers to form a stable team of teachers, which will be a major countermeasure to resolve teacher loss. In China, scholars also pointed out that the main reason for the loss of key teachers in colleges is the imbalance of economic treatment (Yan Lanping, 2015). While Shi Lei (2018) held a different opinion. He conducted an empirical discussion on the motivation of teacher turnover in both private and public higher educational institutions, and found that in private universities, the salary has little influence on the resignation intention of teachers, while the social status and the quality of students have more influence on the resignation intention of teachers. This was emphasized by Wang, D. , & Gao, M. (2013) who conducted in-depth interviews with 19 students from the Free Teacher Education (FTE) program. They found that teachers preferred teaching students from higher socioeconomic statuses and academically excellent backgrounds, and were less willing to teach in impoverished, low-performing schools in rural villages.

High salary may retain some teachers in the short term, but in the long term, they cannot help the school to build a stable sense of belonging and mission to the school. Therefore, the school should not only formulate the incentive mechanism from the economic level, but also consider the personnel issues to formulate a scientific and perfect incentive system (Wronowski, M. L., Urick, A., 2019). A number of researchers pointed out that managers should do a good job in top-level design, develop teachers' potential through incentive mechanism, retain teachers who intend to leave, and strengthen the construction of teacher team (Livingstone, 2017; Kraft M A, Marinell W H, & Yee D, 2016). Brok, P. D., Wubbels, T., & Tartwijk, J. V. (2018) explored beginning teachers' attrition in the Netherlands and believed that the proportion of incentive factors should be increased for teachers, so as to stimulate their work enthusiasm. In China, Yan Lanping, et al. (2015) made a survey to analyze the problems and reform measures of salary management system in private colleges and universities and pointed out that backbone teacher loss in higher vocational schools partly resulted from the lack of reward system, thus the establishment of

incentive mechanism can reduce the unreasonable flow of teachers and stabilize the teachers' team in higher vocational colleges. In view of human nature hypothesis theory, they analyzed that imperfect incentive mechanism was among the major factors of the high teacher loss rate in local colleges and universities. Similarly, Deery, M. A., Shaw, R. N. (2016) argued that private universities must build a series of perfect people-oriented incentive mechanism endeavored to effectively perfect the human resources management of private universities, effectively reduce teacher loss rate in colleges and universities, and establish a stable staff team for private universities for the purpose of boosting the progress of teaching with efficiency and quality. American scholar E Hansen (2014) studied the retention of teachers in many private universities and concluded that, in addition to material incentives, schools also need to provide indirect financial aid to teachers. For example, schools can provide teachers with opportunities to go out for study and communication and provide regular training for teachers to effectively improve their professional quality.

Researchers also analyzed that one of the major reasons why teachers leave is that colleges and universities do not provide perfect career planning for teachers and there are no vocational training opportunities for teachers (Donitsa, et al. 2016; Gallant, A., & Riley, P., 2016; Bonhomme, et al 2016). They insisted that schools should help teachers to make career planning based on their actual situation. Similarly, Wang Jianwei (2016) also believed that the major reasons for teacher loss in private universities may be the lack of objectivity and impartiality in teacher performance assessment, and the imperfect teacher training, etc. Based on this, this practical problem can be solved from the aspects of improving the professional status of teachers, constructing the teacher training system, and improving the performance assessment system.

The quality of the working environment also affects the loss of teachers (Yang Ping, 2016; Deery, M. A., Shaw, R. N., 2016). A better working environment may be a motivator to keep employees in an organization (Kyndt, E., Dochy, F, Michielsen, M & Moeyaert B, 2009). This indicates that the influence of working environment in employee retention is the one that cannot be neglected. Working environment include teachers' security, workplace organization and the working environment, physical facilities, flexible working hours, etc (Cook, 2018). It is found that, the influence of working conditions on the loss is more serious than the influence of humanistic characteristics. Working conditions have become an important factor affecting the stability of teachers (Livingstone, D. W., 2017). Gilpin. Gregory, A. (2011) made a comprehensive analysis of several major factors affecting the loss of the number of teachers and found that a good working environment can retain teachers, especially female teachers. Paulsen and Feldman (2014) put forward the basic methods and categories of performance evaluation based on the actual working situation of staff in private universities, among which a good working condition is the most important, which can motivate teachers and make them more active in work.

Conclusion

Reviewing previous studies, it was found out that teacher loss has an impact on the development of universities globally. The major reasons discussed that affect teacher loss are remuneration, reward and incentive system, working condition, career planning and training opportunities. Scholars analyzed the correlation between loss rate and high and low salary, and they found that salary increase may reduce teacher loss, while low salary may result in teacher loss. They also believed that a scientific reward and incentive mechanism, proper career planning and training opportunities good working condition will contribute to the stability of teacher loss.

Future Research Perspectives

It can be gleaned from the different research read that there were very few studies conducted on teacher loss especially in China. While there are numerous studies about faculty turnover but teacher loss is more technical in its definition. Given the notable improvements in China's educational system, a study on factors influencing teacher loss is highly recommended. Since there was likewise an obvious distinction between rural and urban universities in as far as teacher loss is concerned, a comparative study on the same topic is suggested.

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The Influence of Electronic Banking Service Quality and the Satisfaction of Customers of Medium Banks in China

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Abstract

This research focused the study of quality of medium banks' e-banking services and what contributes to its customer satisfaction factors. The research started with a review of electronic banking, electronic banking service quality, and customer satisfaction. For medium banks, the quality of e-banking service included two aspects, namely service and attitude. Performance, security, website design, reliability and cost are included in e-banking services. The attitudinal aspects of e-banking included empathy. This study had three objectives, the first objective was to study the effect of performance, security, website design, reliability and cost in the service aspects of e-banking on customer satisfaction in medium banks. The second objective was to study the effect of empathy in the attitude of banking services on customer satisfaction in medium banks. The third objective was to study the impact of age, region and education among customer characteristics on customer satisfaction with e-banking services of medium banks.

A quantitative research methodology was used in this study. The research type is a survey. The sample size of this study is 400. Questionnaires and Likert scales are used to collect data. Descriptive analysis and multiple regression analysis were used to analyze the collected data. This study used Cronbach's Alpha and questionnaire tests to determine whether the questionnaire had good reliability. An expert was requested to check the validity of the questionnaire. The research was approved by the Ethics Committee of Huachiew Chalermprakiet University. The privacy of respondents was protected.

The results of this study showed that in terms of the quality of e-banking services, performance, security, website design, reliability and cost positively impact customer satisfaction in medium banks. In terms of attitude towards banking services, empathy positively affects customer satisfaction in medium banks. age, region and education among customer characteristics do not positively affect customer satisfaction in e-banking of medium banks.

Keywords : E-Banking, Service Quality, Customer Satisfaction

1. Introduction

With the development and application of Internet technology, we have entered the digital age (Bachir, 2021). During this period, the rapid development of the Internet has led to the growth of many fields, electronic banking came into being, and the traditional model began to shift to cross-channels. Electronic banking is a method of using the Internet to enable customers to conduct financial transactions. The advantages of electronic banking include: reducing costs and time spent, paying bills via online channels, transferring money, checking account balances, and carry out other activities at any time through electronic banking (Elmaraash, 2018).

Compared with traditional banks, e-banking has won the favor of customers with its convenience and time-saving advantages. However, in recent years, the quality of e-banking services has been poor, some problems have led to low customer satisfaction with the quality of e-banking services (Qin, 2019). The first problem is poor system security, poor

performance, cumbersome website design, low reliability, and high cost in the process of e-banking services, lead to low customer satisfaction (Qian, 2020). The second problem is that in the attitude of banks, e-banking lacks empathy, e-banking cannot provide personalized services according to customer needs, and cannot solve customer problems on time, lead to low customer satisfaction (Keramati, Ghaneei and Mirmohammadi, 2020).

Medium banks are an important part of China's financial system. This is due to the ability that they can supervise and manage the production and operation activities of various sectors and enterprises of the national economy. As a result, they provide better optimization for the industrial structure and improve the efficiency of the national economy. Considering its effect to the industry and economy, medium banks still retain its soundness and flexibility in operation. In the government work report that medium banks have problems of insecurity, low performance, cumbersome web pages, high cost, lack of reliability and empathy in the service process and attitude, so medium banks need to solve these problems, improve the level of financial services of medium banks, and further consolidate the main position of medium banks (He, 2021). In short, medium banks play a crucial role in China's national economy and is deemed necessary that a study on them must be made.

Minsheng Bank was chosen as a case study. Minsheng Bank is a medium-tier bank and is the first bank that opens China's private capital to enter the financial market. According to Minsheng Bank's report, since its establishment, Minsheng Bank has grown its asset size by more than 50 times, its net profit by more than 260 times, and its market share by about 13 percent, achieving high growth and ranking among the top three in the country in terms of overall competitiveness (Liu, 2019). However, all banks are now investing more in promoting e-banking and striving for a place in emerging businesses. Therefore, it is evident that Minsheng Bank leads the industry in terms of economic strength and is thus representative of medium banks.

In addition, demographic characteristics, such as age, region, and education level, may also influence customer satisfaction in e-banking of medium banks (Vijayanand, 2021). In response to the aforementioned findings, it is necessary to examine the influence of the characteristics of e-banking customers on customer satisfaction. Then, based on the retrieved information, suggestions on how to improve customer satisfaction in electronic banking of medium banks will be done.

2. Objectives

1) To study the impact of the quality of e-banking service security, performance, website design, reliability, and cost on customer satisfaction in medium-sized banks.

2) To study the impact of empathy in banking service attitudes on customer satisfaction in medium-sized banks.

3) To study the impact of customer characteristics on customer satisfaction of medium bank e-banking services.

3. Literature review

3.1 Electronic banking

Electronic banking refers to a virtual counter set up by banks on the Internet to initiate or process any transfer of funds using electronic technology (Luki and Gaji, 2019). With the rapid development of Internet channels, traditional banking business has been impacted, and banks' online channel business has gradually replaced traditional offline business. As a new type of banking service, internet banking has quickly become the focus of attention in the

international financial community. D'Andrea and Limodio (2019) pointed out that internet banking is a product of the combination of "Internet" and "banking," banks conduct business through the establishment of a web version of internet banking, customers can access electronic banking using personal computers and other smart devices. This is because the definition of electronic banking is further standardized and perfected, electronic banking has a more independent status. It is clear that electronic banking can be defined as Internet banking because it is widely considered an Internet-based banking business. Electronic banking is mainly aimed at individual customers and small and medium enterprises. Electronic banking does not require on-site guidance from bank staff. Moreover, electronic banking also provides services to customers through network technology (Pasha and Ahmadian, 2019). Mbabazi (2019) defined electronic banking as Internet technology to provide services to customers, which include: account opening, inquiries, transfers, wealth management, etc. It is designed to allow customers to easily manage time deposits, personal investments while staying at home. Electronic banking is based on the Internet as a public resource, while also utilizing related technologies to create a safe, convenient, and friendly connection between a bank and its customers (Talla, Shobaki and Abu-Naser, 2019). To conclude, the definition of electronic banking reveals that electronic banking is a virtual counter set up by banks on the Internet to initiate or process any transfer of funds using electronic technology. This study will focus on customer satisfaction with the quality of electronic banking services of medium banks as it is evident that customers can use its functions through electronic banking. Moreover, all studies mentioned within this section also include theoretical supports for further studies within its respective topics.

Medium banks in China have low market share in electronic banking which might be due to uneven regional development. According to the China Banking Industry Report, from the perspective of transaction size, the top three banks in China in terms of electronic banking transactions of medium banks are Industrial and Commercial Bank of China, Agricultural Bank, and Minsheng Bank (Huang and Tian, 2019). Further clarification on the topic could be explored through the mentioned literature as well as further theoretical support for the study of characteristics of Chinese medium banks' electronic banking.

In China, state-owned banks have more financial strength and attached importance to the development direction of financial networking. They invest more in the development of electronic banking, started earlier, comprised of more useful functions, and have higher credibility. Therefore, state-owned banks have a higher market share in the electronic banking sector. However, the market share of electronic banking of medium banks in China is still low, and moreover, the phenomenon of uneven business entities is undeniable. In addition, from the geographical point of view, it also has a particular influence on the medium bank's electronic banking. East China and South China are more economically developed compared to other parts. Information technology penetration rate and population quality are higher, and electronic banking development for medium banks is more favorable. However, Western China and Northern China are relatively slower in development, resulting in uneven development between the electronic banking regions of medium banks. Although there are only a handful of studies on the electronic banking of medium banks in China, it can be seen that medium banks in China suffers from uneven regional development, low market share and concentration on their main business in electronic banking (Hu, 2020).

3.2 Customer Satisfaction

Customer satisfaction is a perception that can be understood as a feeling of pleasure after receiving a service or purchasing a product, which the customer elicits by comparing the actual performance of the product or service with the expectations that the customer knows (Otto, Szymanski and Varadarajan, 2019)). Li, Lu, Hou, Cui and Darbandi (2020) stated that

customer satisfaction of banks depends on the quality of services provided by banks, and the higher the quality of bank services, the higher the satisfaction. In the service process, when the bank has low security, poor performance, cumbersome process, and unreliable and costly operations. The bank portray itself as not having a caring attitude towards customers, which may lead to customers being dissatisfied with the quality of service and thus contributes to loss of customers.

3.2.1 In terms of services

3.2.1.1 Security

Security refers to the degree of protection of customers' personal information, which involves financial security and confidentiality, and focuses on making customers feel safe in their transactions to be satisfied (Algamdi, 2020). Security can be analyzed from the perspective of protecting customers' privacy, property, and mentality (Salihu, Metin, Hajrizi and Ahmeti, 2019). At present, customers are generally concerned about the security of e-banking, users are more worried about this aspect, and banks displaying the security mechanisms applied on their websites can give customers an added sense of security (Hajduk-Stelmachowicz and Iwan, 2019).

3.2.1.2 Performance

Al-Gharaibah (2020) defines performance as completing account login and page loading tasks with accuracy and speed. It is the customer's judgment on the long-term fault-free physical operation of the brand and the physical defect free of the product.

Performance indicates how good the service is, including uninterrupted service and browser compatibility, and better performance contributes to higher satisfaction (Zimuto, 2020).

3.2.1.3 Website design

Customers use electronic banking functions through a designed website. An attractive, well-laid, easy-to-use, and aesthetically pleasing website enhances a business's marketing capabilities and increases customer satisfaction (Rahi, Ghani, and Ngah, 2020). This is because the easier the user can navigate and operate the task effectively, the more they believe that the operation is reliable.

3.2.1.4 Reliability

Reliability refers to the consistency of promised availability and quality of service; error-free transactions and the provision of accurately documented documents within the promised time frame will result in reliable and satisfied customers (Nagar and Ghai, 2019). Through analyzing customer's perception regarding the topic of reliability, a high-risk service means that the customer feels unreliable and unsafe, which could result in them not using the service. It is evident that reliability is essential. In addition, electronic banking users will consider the reliability of electronic banking.

3.2.1.5 Cost

Cost is one of the factors that influence the adoption of e-banking services. When customers use services, they always want to minimize transaction costs such as money and time or even zero service fees, and at the same time, they want to get more benefits from it, so the more value they get, the higher their satisfaction will be (Daba, 2021).

3.2.2 Banks' attitude

With each region's economic development and social progress, more and more customers are pursuing personalized consumption, and banks can provide financial

consultation, online help, and technical support to meet customers' needs (Choudhury, Singh, Kajol and Rai, 2020). Empathy treats all customers at the level of an independent individual, with services provided by enterprises personalized and unique to each individual specifically. In essence, it can be understood that the company tries its best to meet the various needs of users based on satisfying their needs and making them feel special and unique through each services. Its components include: the company's personalized service to customers, the employees' concern for customers, the company's putting customers' interests first, and the company's consideration of providing thoughtful services to customers from the level of service content. For electronic banking to increase their customers' satisfaction, they must take more initiatives to further understand their customer's need in order to provide service accordingly. Moreover, there is no significant difference between traditional banking and electronic banking in terms of empathy. Both services emphasize on personalized services, such as one-to-one services and customized financial products. In addition, customers are also drawn to electronic banking due to its customized service that serves and satisfy their need. In short, empathy contributes significantly to the satisfaction level of electronic banking services users.

3.3 Demographic characteristics

3.3.1 Age

The customer base of electronic banking is mostly dominated by young adults, or closely related to the personality traits and psychological behavior characteristics of young adult consumers. According to China's national conditions, the age stage of young-adults is between 25-34 years old. This population subset is the most active group in China's online community and has considerable online consumption experience and online consumption ability. The characteristics of the young-adult consumer group show that they have strong independence and great consumption potential. Consumers in this age group have accumulated enough consumption experience and can choose goods and services independently. In conclusion, age positively affects customer satisfaction (Hossain, Bhowmik, and Islam, 2020).

3.3.2 Region

China's electronic banking customer users are mainly concentrated in East China and South China, which reflects the differences in China's regional economic development and differences in consumer attitudes (Cui, 2019). The regional differences lie primarily in two aspects: the difference in the level of regional economic growth, and the other is the difference in regional consumer maturity and consumption concepts (Ye, Yang and Mao, 2021). From an economic point of view, East China and South China are economically developed, residents have higher incomes, as well as excess financial management funds. In contrast, the economic development of North China and Western China is relatively slow and under-developed, and there are no extra funds to purchase financial products. Economic differences will directly lead to infrastructure gaps. From this point of view, the advantage of the number of electronic banking users in economically developed regions also reflects the uneven economic development of China's national conditions. From the perspective of consumer maturity and consumption concepts, consumers in economically developed East China and West China have richer consumption experiences, higher maturity, and more advanced consumption concepts.

3.3.3 Education Level

Regarding education, a research has mentioned that customers of electronic banking and mobile banking have high educational level (Jouda, Jarad, Obaid, Abu Mdallalah and

Awaja, 2020). Comparing the two, the electronic banking customer base has a higher degree of education due to the need to comprehend harder instructions. In addition, younger generations with higher education are also more capable of adapting to new products which makes them the highest number of population utilizing the service. In other words, this group has a relatively high awareness and usage rate of electronic banking. Moreover, electronic banking requires an increasingly high level of user knowledge, in areas such as investing, for the user to utilize the service to its full potential. Knowing this, a conclusion could be drawn that education level correlates with customer satisfaction (Dhanya and Velmurugan, 2021).

3.4 Electronic banking service quality

Electronic service quality also refers to the quality formed in the service processes provided by the website or system (Shankar and Datta, 2020). It can be seen that electronic banking service quality is an intermediate link between customer behavior and the evaluation process, covering the whole process of service products, service scenarios, and service delivery in an electronic environment. In regards to the definition of electronic banking service quality, it can be concluded that electronic service quality includes two aspects, which are attitude and service processes.

3.4.1 Attitude

Attitude is an overall evaluation that expresses how much a person like or dislike an object, issue, person, or action. Attitude, as a psychological phenomenon, does not only refer to people's inner experience but also include people's behavioral tendencies. Generally speaking, attitude is latent and is mainly reflected by people's speech, expressions, and behavior. In other words, attitude determines behavior, and behavior is the external expression of attitude (Wang, Li, Mangmeechai and Su, 2021). Attitude could also be described as a continuous mental state that is prepared to feel and act in a supportive or unsupportive manner for a specific person, thing, or point of view. It highly correlates with the individual's behavior towards and individual or object. Given the sole importance of how significant an attitude of each person plays a role in their lives, it is safe to say that to be able to manipulate an individual's attitude will provide a sustainable competitive advantage in electronic service quality. Which lastly, would result in better competitive advantage for the company.

3.4.2 Service processes

Service processes refer to the procedures, tasks, schedules, structures, and activities related to service transactions and consumption (Deng, 2019). In the electronic banking system, verification and approval from customer us require before any process starts. In this case, electronic banking service process refers to the aforementioned process of using electronic banking services, i.e., transferring money, checking bills, and purchasing financial products by customers through electronic banking. In correlation, the quality of electronic banking service is determined by the evaluation created by customers throughout the process.

3.5 Factors influencing the quality of electronic banking

Ahmed (2020) develops four dimensions of service quality in electronic banking: ease of use, save time, security, and confidentiality. Sarbeng (2020) believes that security, cost, performance, and reliability are essential factors for the quality of electronic banking services. Zewge (2021) found that among the e-banking service quality dimensions, reliability, security, and performance are statistically significant for customer satisfaction. In China, with the booming development of Internet finances, following the demand, Chinese scholars began to increase their research on the quality of electronic banking services as well. Guo (2020) classified the quality of electronic banking services into five dimensions: website design, operational process, security, performance, and cost. Dong (2020) proposed that

security, website design, and performance are essential dimensions of e-banking service quality. Zhang (2020) classified the dimensions of e-banking service quality into five dimensions: security, reliability, simplicity of design, performance, and empathy.

According to researches on e-banking service quality in recent years, studies have shown that in service process, security is the primary factor studied by many scholars, followed by performance, website design, reliability, and cost respectively. In terms of attitude, empathy is the only factor of concern for scholars. Therefore, to clearly understand the quality of electronic banking services, this section introduces the attitude and service processes factors in the quality of electronic banking services.

3.6 Theoretical Framework

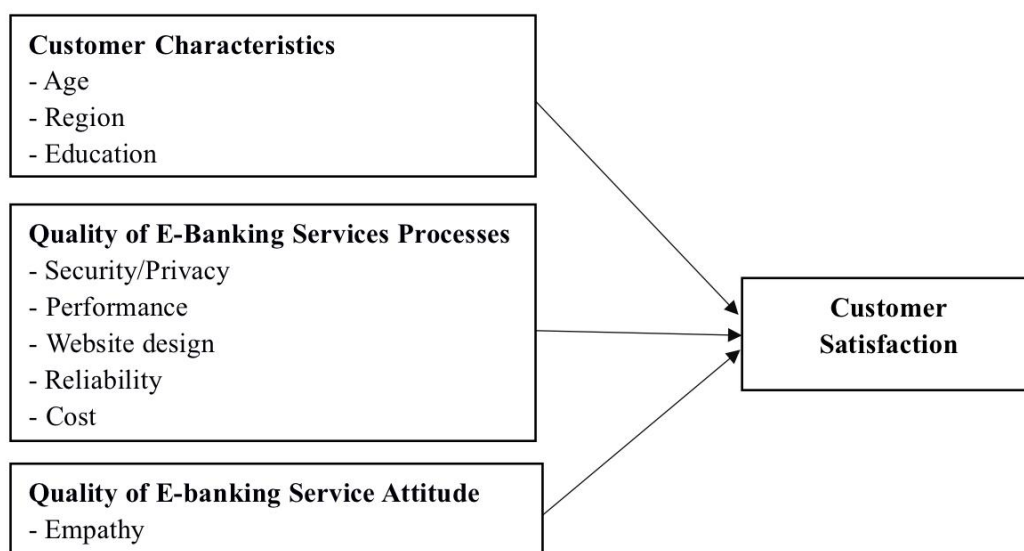


Figure 1 Theoretical Framework

3.7 Research hypothesis

In order to test the relationship between electronic banking service quality and customer satisfaction of medium banks, the following hypotheses are tested in this study:

H1: The quality of e-banking in terms of service performance, security, website design, reliability, and cost positively impacts the satisfaction of medium-sized bank customers. More specifically:

H1a: Performance in the quality of e-banking services will positively affect the customer satisfaction of e-banking in medium-sized banks.

H1b: Security in the quality of e-banking services will positively affect the customer satisfaction of e-banking in medium-sized banks.

H1c: Website design in the quality of e-banking services will positively affect the customer satisfaction of e-banking in medium-sized banks.

H1d: Reliability in the quality of e-banking services will positively affect the customer satisfaction of e-banking in medium-sized banks.

H1e: Cost in the quality of e-banking services will positively affect the customer satisfaction of e-banking in medium-sized banks.

H2: Banks' attitude towards e-banking services positively affects customer satisfaction in terms of empathy.

H3: Characteristics of customers will positively affect the customer satisfaction of medium bank e-banking. More specifically:

H3a: The age of the customer will positively affect the customer satisfaction of e-banking in medium-sized banks.

H3b: The region of the customer will positively affect the customer satisfaction of e-banking in medium-sized banks.

H3c: The education of customers will positively affect the customer satisfaction of e-banking in medium-sized banks.

4. Materials and methods

4.1 Sampling techniques

The sample for this study was Minsheng Bank e-banking customers. The sampling technique used in this study was cluster sampling. Cluster sampling is a sampling method that first divides all units into several groups, then randomly selects a part of the groups, and carries out a comprehensive survey on all units in the selected group (Barbu and Zhu, 2020). The data for this study was collected through a questionnaire survey of Minsheng Bank's e-banking customers using quantitative research to understand the impact of e-banking service quality on customer satisfaction. The questionnaires for this study were distributed to the participants randomly, then 439 completed questionnaires were collected. The questionnaire consisted of three parts. All items were measured using a 5-point Likert scale except for demographic variables.

4.2 Data Analysis

Multiple regression analysis and ANOVA analysis were used to test research hypothesis and further analyze the collected data. In regression analysis, if two or more independent variables are presented, the method will be called multiple regression. Multiple regression analysis refers to a statistical analysis method in which one variable is regarded as the dependent variable, and the other one or more variables are considered independent variables (Montgomery, Peck and Vining, 2021). The quantitative relations of linear or nonlinear mathematical models between multiple variables are established and analyzed using sampled data. Use software to encode the data and enter it into a computer for analysis.

4.3 Reliability

Reliability analysis effectively measures whether comprehensive evaluation problems have certain stability, consistency, and reliability (Zhu, 2018). Throughout this paper, Cronbach's Alpha technique was used to determine the questionnaire's reliability. Because the questionnaire in this study has a scale, the technique measures the internal consistency of the test. In order to test whether the design of the scale questions is reasonable and is effectively trying to reduce the any risks of failure, the study will select 30 people for the test questionnaire. Then, the questionnaire questions that need to be eliminated or modified will be considered. The reliability analysis of the questionnaire shows that Cronbach's alpha coefficients of performance, security, web design, reliability, and cost dimensions are 0.881, 0.916, 0.827, 0.886, and 0.895, respectively, in terms of the expectations of medium-sized banks' e-banking services. In addition, Cronbach's alpha coefficient of empathy dimension is 0.902 in terms of attitude towards e-banking of medium-sized banks; in terms of satisfaction of e-banking services of Minsheng Bank, Cronbach's alpha coefficient of performance, security, web design, reliability, cost dimension is The alpha coefficients are 0.888, 0.878, 0.832, 0.873, 0.892, respectively. In addition, Cronbach's alpha coefficient of the empathy dimension is 0.901 in terms of satisfaction with Minsheng Bank's attitude towards e-banking.

The reliability of all scales is above 0.7, indicating that the selected scales have good reliability.

4.4 Validity

Validity refers to the ability of a scale to measure the content expected to be measured (Ikart, 2019). In order to ensure the validity of the questionnaire, validity testing by experts was requested in the final stage. As for the reliability and credit of the expert, the expert comes from an Internet professional investigation platform. This expert has extensive experience in customer satisfaction research. This expert will provide professional suggestions on the design of the questionnaire, and then this study will complete the final draft of the questionnaire based on the experts' comments. The KMO value is $0.970 > 0.7$, indicating that the sample sampling appropriateness of this factor analysis was high and met the general criteria. Bartlett's sphericity test results showed a significance level of $p = 0.000 < 0.001$, reaching a significant level, indicating excellent external validity of the questionnaire.

4.5 Ethical issues

The research is approved by the Ethics Committee of Huachiew Chalermprakiet University. The researchers informed the purpose of the survey and ensured that their responses during the study are confidential. Therefore, the questionnaire's introduction will explain the meaning and importance of the study and its confidentiality. Respondents are told to fill out the questionnaire based on their willingness. These paragraphs contain only general information to protect their responses from any possible bias. The privacy of respondents is protected, and their identities will not be revealed. Finally, the collected data is given as is.

5. Results

This section is divided into three parts: sample data, descriptive data, analytical data (Analyze the factors affecting satisfaction).

5.1 Data of sample

A total of 439 online questionnaires were collected, of which 400 were from Minsheng Bank's e-banking customers, 39 were from non-Minsheng Bank customers. Therefore, 400 was used as the sample size for this study. Based on the number of 400 samples (see Table 1 below), which can be classified in terms of region into four regions. They were 106, 113, 93 and 88 people from East China, West China, South China and North China, respectively. They can be calculated in percent as 26.50%, 28.25%, 23.25% and 22.00%, respectively. There are four age groups according to age. They were 91, 124, 115 and 70 people from 15-24 years old, 25-34 years old, 35-44 years old and over 45 years old, respectively. They can be calculated in percent as 22.75%, 31.00%, 28.75% and 17.50%, respectively. There are three levels of education. They were 211, 145 and 44 people from Junior College and below, bachelor degree and higher than bachelor's degree, respectively. They can be calculated in percent as 52.75%, 36.25% and 11.00%, respectively.

Table 1 Data of the sample (N=400)

Variable	Item	Frequency	Percentage
Age	15-24 years old	91	22.75%
	25-34 years old	124	31.00%
	35-44 years old	115	28.75%
	Over 45 years old	70	17.50%
Region	East China	106	26.50%
	West China	113	28.25%
	South China	93	23.25%

Variable	Item	Frequency	Percentage
	North China	88	22.00%
Education	Junior College and below	211	52.75%
	Bachelor degree	145	36.25%
	Higher	44	11.00%

5.2 Descriptive data

This section is descriptive data. It is divided into three parts. The first part is the customer's expectation of e-banking. The second part is customer satisfaction with e-banking. The third part is the analysis of the influencing factors of satisfaction.

5.2.1 Expectation to e-banking system

This section summarizes customers' expectations of e-banking in terms of services and attitude. In terms of service expectations, they include expectations of service performance, security, website design, reliability, and cost. In terms of banking attitudes, it has expectations of empathy. The descriptive results are shown in the following table 2.

Table 2 Summary of expectations in terms of service and attitude ($N=400$)

Independent variable	Mean	Standard Deviation
Performance.	3.541	1.135
Security.	3.442	1.070
Website design.	3.515	1.054
Reliability.	3.534	1.105
Cost.	3.503	1.119
Empathy.	3.528	1.150

In terms of customers' service expectations for e-banking in medium-sized banks (see Table 2), the mean value of the performance dimension is 3.541 with a standard deviation of 1.135; the mean value of the security dimension is 3.442 with a standard deviation of 1.070; the mean value of the web design dimension is 3.515 with a standard deviation of 1.054; the mean value of the reliability dimension is 3.534 with a standard deviation of 1.105; the cost dimension has a mean value of 3.503 with a standard deviation of 1.119; as a result, the performance dimension has a high expectation, followed by reliability, website design, cost, and security, respectively. Moreover, in terms of customer attitude towards medium-sized banks, the mean value of empathy is 3.528, with a standard deviation of 1.150. Generally, a mean value greater than 3 represents a high expectation. As a result, customers have high expectations of the empathy dimension.

5.2.2 Satisfaction to e-banking system

This section summarizes customer satisfaction with e-banking in terms of service and attitude. In terms of service satisfaction includes satisfaction with service performance, security, website design, reliability, and cost. In terms of banking attitudes, it includes satisfaction with empathy. The descriptive results are shown in the table below.

Table 3 Summary of satisfaction in terms of service and attitude ($N=400$)

Dependent variable	Mean	Standard Deviation
Performance satisfaction of e-banking services.	3.503	1.136
Security satisfaction of e-banking services.	3.532	1.096
Website design satisfaction of e-banking services.	3.478	1.060

Dependent variable	Mean	Standard Deviation
Reliability satisfaction of e-banking services.	3.530	1.097
Cost satisfaction of e-banking services.	3.499	1.125
Empathy satisfaction of e-banking attitudes.	3.527	1.148
Overall customer satisfaction	3.511	1.059

First, in terms of customer satisfaction with Minsheng Bank's e-banking services (see Table 3), the mean value of the performance dimension is 3.503 with a standard deviation of 1.136; the mean value of the security dimension is 3.532 with a standard deviation of 1.096; the mean value of the website design dimension is 3.478 with a standard deviation of 1.060; the mean value of the reliability dimension is 3.530 with a standard deviation of 1.097; the mean value of the cost dimension is 3.499 with a standard deviation of 1.125. As a result, the security dimension has a high satisfaction level, followed by reliability, performance, cost and web design, respectively; secondly, in terms of customers' attitude toward Minsheng Bank's e-banking, the mean value of empathy is 3.527, with a standard deviation of 1.148. In addition, the overall customer satisfaction with Minsheng Bank's e-banking service and attitude was 3.511, with a standard deviation of 1.059. Generally speaking, a mean greater than 3 means satisfaction is high. As a result, overall, customers are satisfied with Minsheng Bank's e-banking services and attitudes.

5.3 Analysis of factors affecting satisfaction

This section provides an analysis of the factors that influence satisfaction. It is divided into three parts. The first part analyzes the impact of e-banking service aspects (performance, security, website design, reliability and cost) on satisfaction. The second part analyzes the impact of e-banking attitudinal aspects (empathy) on customer satisfaction. The third part is to analyze the effect of factors of customer characteristics (age, region, education) on satisfaction.

5.3.1 The impact of e-banking on customer satisfaction in terms of service

Table 4 The impact of e-banking on customer satisfaction in terms of service

	β	t-value	P-value
Intercept	0.016	0.648	0.517
Performance	0.180	9.953	0.000
Security	0.271	13.077	0.000
Website design	0.127	7.515	0.000
Reliability	0.207	10.945	0.000
Cost	0.250	13.855	0.000

In Table 4, the results of the impact of Minsheng Bank's e-banking on customer satisfaction in terms of service are shown in Table 4. There is a positive effect between performance ($\beta=0.180$, $p < 0.05$) and customer satisfaction of e-banking. There is a positive effect between security ($\beta=0.271$, $p < 0.05$) and customer satisfaction of e-banking. There is a positive effect between website design ($\beta=0.127$, $p < 0.05$) and customer satisfaction of e-banking. There is a positive effect between reliability ($\beta=0.207$, $p < 0.05$) and customer satisfaction of e-banking. There is a positive effect between cost ($\beta=0.250$, $p < 0.05$) and customer satisfaction of e-banking. The regression equation is: $Y = 0.016 +$

0.180*performance + 0.271*security + 0.127*website design + 0.207*reliability + 0.250*cost.

Table 5 Summary the results on proposed hypothesis (in terms of services)

	H1a. Performance	H1b. Security	H1c. Website design	H1d. Reliability	H1e. Cost
Customer satisfaction	S	S	S	S	S

(Note S: Supported; NS: Not supported)

According to Table 4 and Table 5. There is a positive effect between performance ($\beta=0.180$, $p < 0.05$) and customer satisfaction of e-banking. Hypothesis H1a is supported. There is a positive effect between security ($\beta=0.271$, $p < 0.05$) and customer satisfaction of e-banking. Hypothesis H1b is supported. There is a positive effect between website design ($\beta=0.127$, $p < 0.05$) and customer satisfaction of e-banking. Hypothesis H1c is supported. There is a positive effect between reliability ($\beta=0.207$, $p < 0.05$) and customer satisfaction of e-banking. Hypothesis H1d is supported. There is a positive effect between cost ($\beta=0.250$, $p < 0.05$) and customer satisfaction of e-banking. Hypothesis H1e is supported.

Table 6 ANOVA test of e-banking in terms of service

	Multiple R	R ²	Adjusted R ²	F-value	P-value
Performance					
Security					
Website design	0.991	0.983	0.982	4439.19	0.000
Reliability					
Cost					

In Table 6, the ANOVA test showed that $F=4439.192$, $p < 0.05$, R is 0.991, R^2 is 0.983, and adjusted R^2 is 0.982 (See Table 6). The service aspects of Minsheng Bank's e-banking (performance, security, website design, reliability, and cost) are used as independent variables. Customer satisfaction is used as the dependent variable in the regression model with statistical significance.

Table 7 ANOVA results for factors in e-banking services

	SS	df	MS	F-value	P-value
Regression analysis	440.008	5	88.002	4439.192	0.000
Residual value	7.811	394	0.020		
Total	447.818	399			

In table 7, the results of the one-way analysis of variance. Since $\alpha=0.05$, P -value < 0.05 . from these statistics, it can be seen that Minsheng Bank's e-banking has a positive impact on customer satisfaction in terms of services (performance, security, website design, reliability, cost).

5.3.2 The impact of Minsheng Bank's e-banking attitude on customer satisfaction

Table 8 The impact of empathy on customer satisfaction

	β	t-value	P-value
Intercept	0.398	8.061	0.000
empathy	0.882	66.225	0.000

In table 8, the results of the effect of empathy on customer satisfaction in e-banking service attitude are shown in Table 8. Empathy ($\beta=0.0882$, $p < 0.05$) has a positive effect on customer satisfaction in e-banking. The regression equation is: $Y = 0.398 + 0.882 * \text{empathy}$.

Table 9 Summary the results on proposed hypothesis (Empathy for e-banking attitudes)

	H2 Empathy
Customer satisfaction	S

(Note S:Supported; NS:Not supported)

According to table 8 and Table 9. Empathy ($\beta=0.882$, $p < 0.05$) has a positive effect on customer satisfaction in e-banking. Hypothesis H2 supported.

Table 10 ANOVA test of empathy factors in e-banking attitudes

	Multiple R	R²	Adjusted R²	F-value	P-value
Empathy	0.9575	0.9168	0.9165	4385.717	0.000

In table 10, the ANOVA test showed that $F=4385.717$, $p < 0.05$, R is 0.9575, R^2 is 0.9168, and adjusted R^2 is 0.9165 (See Table 10). The e-banking attitude (empathy) of Minsheng Bank is used as the independent variable and customer satisfaction is used as the dependent variable in the regression model, which is statistically significant.

Table 11 ANOVA results of empathy factors on e-banking attitudes

	SS	df	MS	F-value	P-value
Regression analysis	410.560	1	41.560	4386.717	0.000
Residual value	37.258	398	0.094		
Total	447.818	399			

In table 11 shows the results of the one-way analysis of variance. Since $\alpha=0.05$, $P\text{-value} < 0.05$. from these statistics, it can be seen that there is no significant effect of empathy on customer satisfaction in the attitude of Minsheng Bank's e-banking.

5.3.3 The influence of customer characteristics on customer satisfaction

Table 12 The influence of customer characteristics (age, region, education) on customer satisfaction

	β	t-value	P-value
Intercept	3.182	15.285	0.000
Age	0.014	0.270	0.787
Region	0.093	1.833	0.068
Education	0.032	0.637	0.524

In table 12, the results of the influence of customer characteristics on customer satisfaction are shown in Table 12. There is a negative correlation between age ($\beta= 0.014$, $p=0.787$) and customer satisfaction in e-banking. There is a negative correlation between region ($\beta= 0.093$, $p=0.068$) and customer satisfaction of e-banking. There is a negative correlation between education ($\beta= 0.032$, $p=0.524$) and customer satisfaction in e-banking. The regression equation is: $Y = 3.182 + 0.014*age + 0.093*region + 0.032*education$.

Table 13 Summary the results on proposed hypothesis (Customer Characteristics)

	H3a. Age	H3b. Region	H3c Education
Customer satisfaction	NS	NS	NS

(Note S:Supported; NS:Not supported)

According to Table 12 and Table 13. There is a negative correlation between age ($\beta= 0.014$, $p=0.787$) and customer satisfaction in e-banking. Hypothesis H3a is not supported. There is a negative correlation between region ($\beta= 0.093$, $p=0.068$) and customer satisfaction of e-banking. Hypothesis H3b is not supported.. There is a negative correlation between education ($\beta= 0.032$, $p=0.524$) and customer satisfaction in e-banking. Hypothesis H3c is not supported.

Table 14 ANOVA test for customer characteristic factors

	Multiple R	R²	Adjusted R²	F-value	P-value
Age					
Region	0.105	0.011	0.004	1.48	0.22
Education					

The ANOVA test showed that $F=1.48$, $p<0.001$, R is 0.105, R^2 is 0.011, and adjusted R^2 is 0.004 (See Table 14). Using customer characteristics (age, region, education) as independent variables and customer satisfaction as the dependent variable in the regression model is statistically significant.

Table 15 ANOVA results for customer characteristic factors

	SS	df	MS	F-value	P-value
Regression analysis	4.951	3	1.650	1.476	0.221
Residual value	442.868	396	1.118		
Total	447.818	399			

In table 15 shows the results of the one-way analysis of variance. Since $\alpha=0.05$, P -value=0.221. from these statistics, it can be seen that customer characteristic factors (age, region, education) have no significant effect on customer satisfaction.

6. Discussion

Hypotheses H1a (performance), H1b (security), H1c (website design), and H1d (reliability) and H1e (cost) are supported. Regarding Al-Gharaibah (2020) mentioned that performance requires e-banking to be able to log in and transact quickly, available at any time, etc., during the service. Therefore, Minsheng Bank should ensure that e-banking can be quickly logged in, traded, and available at any time. Minsheng Bank can also develop a customer relationship management system to observe and provide personalized services for

customers based on the system information to meet the needs of different customers and make them satisfied. Algamdi (2020) mentioned that e-banking security requires e-banking to protect customer privacy, guarantee customer transactions and display security mechanisms on e-banking websites during the service. Therefore, to satisfy Minsheng bank customers, the secure operation of e-banking must be guaranteed. Regarding Rahi, Ghani, and Ngah (2020) stated that the website design of e-banking needs to be attractive, easy to use, and well laid out. In short, the website design of e-banking is essential. Minsheng Bank's e-banking website needs to attract customers through page design to ensure that the page layout is reasonable and easy to use so that users will stay on the e-banking website for transaction. Nagar and Ghai (2019) mentioned that reliability requires that e-banking is error-free in its services and provides accurate records documentation. Therefore, the livelihood bank needs to be error-free in its services and provide correct records documentation. In addition, Minsheng Bank should avoid errors in its services because mistakes may lead to financial losses for customers and reduced customer satisfaction. Daba (2021) mentioned that customers are cost-sensitive; e-banking needs to reduce transaction time, lower service fees, or even no service fees to satisfy customers. Therefore, Minsheng Bank needs to reduce transaction time and service fees, or even no service fees, to make customers satisfied. Regarding Choudhury, Singh, Kajol and Rai (2020) mentioned that empathy requires personalized services, financial and technical support from e-banking etc. Therefore, Minsheng Bank needs personalized services, financial and technical support, etc. In the fierce market competition, Minsheng Bank's business philosophy must change from product-centered to customer-centered to provide customers with excellent service value and thus customer satisfaction. Hypothesis 3 is that characteristics of customers (age, region, education) would positively affect the customer satisfaction of medium bank e-banking. It can be seen that the results of this study are inconsistent with the conclusions of any previous scholars. The sample characteristics variables are not significant. The reason may be due to the heterogeneity of the sample distribution. This is because in China, with a population of 1.3 billion, there is an uneven regional distribution of the population, as well as an uneven distribution of educational resources and a serious aging population (Ye, Yang and Mao, 2021). In other words, under the total sample distribution, the effect of sample characteristic variables on the dependent variable in the total sample may be smoothed out due to the issue of heterogeneity across samples (e.g., region, education, age).

In terms of performance, e-banking should optimise its performance to ensure that it should be able to log in and transact quickly and be available at all times during the service. In terms of security, e-banking should enhance security to ensure that the privacy and safety of customers are protected during the service. In terms of website design, e-banking should optimise its website design so that the web pages are attractive, easy to use and well laid out. In terms of reliability, e-banking needs to be more reliable, ensuring that there are no errors in its services and that accurate documentation is provided. In terms of cost, e-banking reduces transaction costs to satisfy customers. In terms of empathy, e-banking needs to provide a more personalised service, offering superior service value to customers and thus satisfying them.

For practitioners, it is necessary for all medium banks in China to make electronic banking more reliable, efficient and secure, to ensure the security of customer accounts, to minimize the cost of services. In addition, mid banks need to enhance their website environments to make them attractive and easy to use for their customers. Finally, practitioners of medium banks need to listen to customer feedback and focus on personalized customer service and experience to keep customers satisfied.

For further research, this study focused only on the impact of e-banking service quality on customer satisfaction. This study also collected information from only some customers of Minsheng Bank. Therefore, if someone needs to explore this area, it is recommended to collect data from customers of different banks. In addition, it is recommended that each factor be examined in detail in future studies. For example, security issues, website design, empathy focused on help menu that customer expect, etc.

7. Conclusion

In terms of service quality of e-banking, performance has a positive impact on customer satisfaction. Security has a positive impact on customer satisfaction. Website design has a positive impact on customer satisfaction. Reliability has a positive impact on customer satisfaction. The cost has a positive impact on customer satisfaction. In terms of service attitude quality, empathy had a significant positive effect on customer satisfaction. In terms of customer characteristics of e-banking, age, region and education had no positive effect on customer satisfaction. The overall survey results show that performance, security, website design, and reliability and cost combined are essential factors for the success of e-banking services. These factors can be used to develop e-banking further and keep customers happy.

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A Study on Satisfaction Factors of Customers of Vegetable Retail Platforms

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Abstract

Providing customers with a satisfactory consumer experience is an important task for vegetable platforms. To expand market share and gain a competitive advantage over competitors, which is closely related to the survival and development of the company, vegetable retail platforms must consider customer satisfaction and satisfy them with innovative solutions. The platform has a good policy environment in the past development, but still faces bottlenecks in the development process, such as the logistics layout of the platform and unreasonable platform design. For the vegetable retailing platform, how to improve customer satisfaction so that the platform can provide better service and quality for customers becomes the development goal of the vegetable retailing platform.

The environmental factors of vegetable retailing platforms explored include scale, price, cross-regional, platform design, security, and logistics. This study uses a survey method for quantitative research. Multiple regression analysis was used to study customer satisfaction. The data was studied using a set of collected questionnaires and measured using a five-point Likert scale. Finally, the data collection for this study was designed as a questionnaire for 400 customer satisfaction surveys.

Keywords : Vegetable retail platform, Platform service, Platform quality, Customer Satisfaction

1. Introduction

Since 1995, the comprehensive spot network of Zhengzhou Commodity Exchange (later renamed as "China Grain Network") opened online grain trading. Then, after more than 20 years of development, agricultural products have become the fourth major e-commerce boom, following the three major e-commerce booms of clothing and commodities. In the first stage of startup, e-commerce was concerned with trading through the Internet. The second phase was the growth phase, where companies began to integrate their core business processes and to build relationships among employees, suppliers and partners. The third phase was the stabilization phase, where e-businesses managed themselves through technologies, such as connecting, adapting, integrating and repairing their IT systems. They focused on their core business development. Meanwhile the fourth stage is the mature stage, where e-commerce is free from the traditional sales model and communicates with users at a deeper level from multiple perspectives, such as active, interactive, and user care. Several outstanding enterprises have emerged, such as Shanghai Grain Butler, COFCO I Buy, Shunfeng Express, Daily Orchard, etc. In 2014, the online retail sales of agricultural products were valued at about 100 billion yuan (Li and Wang, 2022). The rapid development of agricultural products e-commerce has greatly influenced people's living habits and changed the way consumers obtain vegetables daily, from physical store purchases to online orders and offline delivery. It has realized the consumers' desire to enjoy food from all over the world without leaving home. Which not only saves time but also increases the variety of choice and greatly improves convenience. In the past, vegetable trading is mainly based on traditional physical operations. With the development of information technology and the wide spread of network facilities, especially the promotion of mobile terminals, consumers can

now purchase vegetables through online retailing platform. In this case, e-commerce enterprises and traditional enterprises have been involved in the huge vegetable market, making the competition very fierce. Because of this, improving customer satisfaction is detrimental for e-commerce enterprises to gain the competitive edge above others.

After vegetables are traded online, the big data platform can capture effective information and analyze consumers' preferences, thus helping operators to adjust the price and other factors of the vegetable retail platform to prompt consumers to buy. The construction of vegetable retail platform can promote the development of agricultural products e-commerce platform, prompting the transformation of traditional agriculture to the Internet, making it more informative, standardized and branded, thus further promoting the development of social economy. According to 2020 data from HEMA, for example, the flow of HEMA APP continues to grow, online orders increased by 290% compared to the same period last year; professional vegetable retail platform has become fashions, and some traditional supermarkets also use online shopping platform, vegetable retail platform third party platform to expand the online retail of vegetables as well as agricultural products, to achieve offline customer diversion to online, the number of clicks and orders also achieved a doubling. As an effective marketing method, the Internet has greatly facilitated the development of vegetable retail platforms. For example, HEMA vegetable retail platform has broadened product trading channels, eliminated information asymmetry, narrowed the distance between enterprises and customers, reduced transaction costs, and created high-quality products. However, the HEMA vegetable retail platform still faces many challenges: 1) in terms of platform services, the difficulty in standardizing products, high transportation and storage costs, and inconvenient cross-regional services, 2) in terms of platform quality, the platform scale is not large enough, the platform design and operation is cumbersome, and the platform security is not high (Wang, Zhuang and Wu, 2018). Moreover, customer awareness of the market is still lacking and business services requires improvement; leading to hindered e-commerce operations.

Customer satisfaction is the most effective means for creating value and revenue for e-commerce companies. It is the cornerstone of an e-commerce company's success in a highly competitive marketplace. Therefore, if vegetable retail platforms want to maintain a competitive advantage in the market, they must understand the needs of their customers and create a consumer experience that satisfies them.

This study will explore the factors influencing customer satisfaction in vegetable retailing platforms in relation to the products and services they provide to improve customer satisfaction.

2. Objectives

- 1) To determine the impact of online vegetable retail platform services on the satisfaction of customers.
- 2) To determine the impact of online vegetable retail platform quality on the satisfaction of customers.

3. Literature review and theoretical framework

(1) Literature review

China vegetable retail platform

In 2005, fresh produce began to be traded online. Since produce was initially sold on online platforms, most online shopping platform companies did not have sufficient

experience in running websites. As a result, most vegetable retail platforms, including Alibaba, Taobao, and Jindong, collapsed in 2012. Since then, additional specialized vegetable retail services or platforms have started to operate. Vegetable retail platforms are platforms that provide customers with Internet-dependent services and enable them to buy the products they desire. In this process, several companies related to B2C, C2C, O2O, and other agricultural e-commerce models have also launched vegetable retail services or platforms.

Therefore, vegetable retail platforms in China are not independent platforms, but can also be affiliated services or platforms with specialized shopping websites. The retail platforms in China are mainly in the presence of the following major shopping websites.

Platform services :

A. High quality products

With the continuous improvement of production levels, consumers are not satisfied with the variety of vegetables, and the quality standards of vegetables put forward higher requirements. High-quality vegetable products refer to whether the vegetables are fresh when customers receive them, whether the packaging is broken, and whether the quality of the vegetables should be guaranteed by the suppliers chosen by the vegetable retail platform before the vegetables are put on the shelves. Therefore, the active research and production of high quality vegetables is a major test facing the current vegetable retail platform (Chan, Liu and Zhang, 2018).

B. The logistic service

Logistics service quality is a special kind of service quality and its impact on satisfaction is an area of interest for scholars. Collier and Bienstock (2015) verified in their respective logistics service quality models that logistics service quality has a positive impact on customer satisfaction. It has been noted that logistics service quality can create logistics value and thus contribute to customer satisfaction through logistics services. Fuentes-Blasco, Moliner-Velázquez and Gil-Saura (2014), using the airline industry as a study, they pointed out that airline logistics can increase delivery value, knowledge innovation value, value of value-added services, information value, and performance satisfaction value, resulting in an increase of overall customer satisfaction.

C. Cross-region services

Cross-regional means that sales are made from more than one region during the sales process, so they are cross-regional. From the customer's point of view, customers can buy more items and have more choices through this vegetable retailing platform. It brings time convenience to customers (Feng and Wu, 2013).

D. Prices of services

Online customer satisfaction is influenced by size, and cost (Li and Hu, 2015). Size refers to the structure, form, or scope of the business. Price/cost refers to the consumer expenditure that buyers need to pay when making a transaction.

Quality of platform

A. Platform scale

The current transaction scale of vegetable retail platforms in China is 518.8 billion yuan, with a higher growth rate than other types of e-commerce platforms and a rising trend year by year. Therefore, the platform with larger capital scale is more likely to win the favor of consumers. More and more consumers are choosing to buy vegetables on vegetable retail platforms. It can be seen that due to the word-of-mouth effect, the larger scale vegetable retail

platform will attract more customers and more potential consumers. This also influences the customer satisfaction to some extent. (Ai, 2011).

B. Platform design

Platform design refers to the design as well as the layout of the pages and the layout of the latest vegetable information on the platform. Customers can easily navigate and operate the vegetable retail platform when purchasing. A simple and convenient platform design will prompt consumers to enhance their shopping experience on the vegetable retail platform, and facilitate the operation of the customer with a more concise and faster shopping process (Zhang, 2019).

C. Platform security

Security refers to the security of the platform during the payment process and the security of the user's private information when shopping. A secure shopping platform can attract more consumers, the platform has no loopholes, and protects customers' privacy, transfer and account security. This will to a certain extent encourage consumers to make multiple purchases and improve consumer satisfaction (Liao, 2016).

(2) theoretical framework

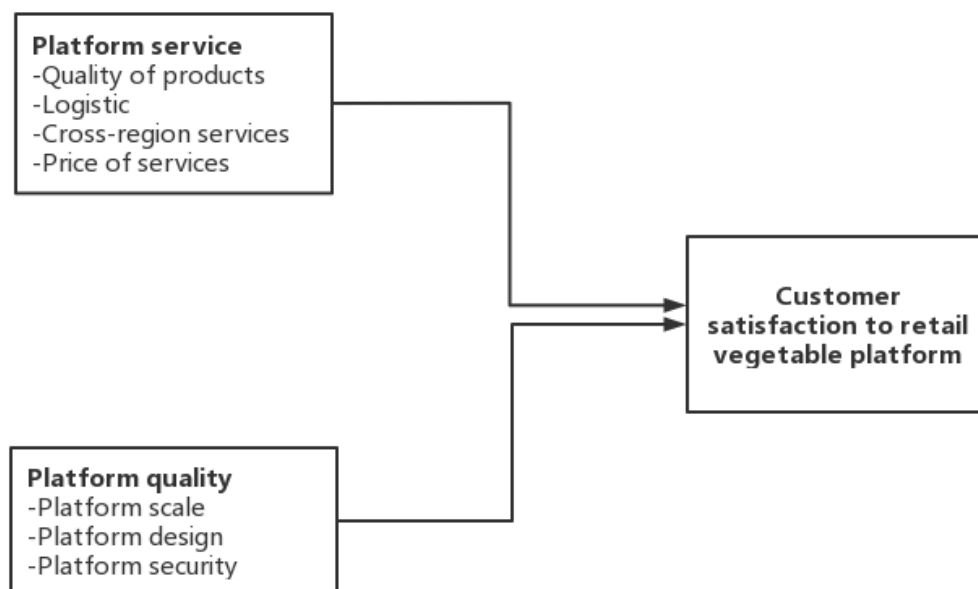


Figure 1 Theoretical framework

4. Research methodology:

4.1 Quantitative research method

This study uses quantitative research by utilizing the survey method, which is generally conducted to obtain statistical results on a particular research subject as a whole. In quantitative research, information is represented by some kind of numbers. When these numbers are processed and analyzed, it is necessary to first clarify according to what scale this information data is measured and processed. S. S. Stevens classifies scales into four types, namely, nominal, ordinal, interval, and ratio.

Survey method is a widely used method in social survey at home and abroad. Survey method refers to the form used for statistics and surveys to express questions in the form of a survey questionnaire. Because of its controlled characteristics, survey method is used by researchers to measure problem under study, while at the same time also collect reliable data. Survey method is distributed mostly by mail, individual distribution, collective distribution, and other multiple other ways. Upon received, the surveyors will fill in the answers according to the questions in the form. Comparing to other methods such as the interview, the survey method is more detailed, and easier to control.

The main advantages of survey method are its standardization and low cost. For a survey to be well-designed tool for investigation, its design should be standardized and measurable.

Population and sample

Population : In this study, Chinese customers who purchase vegetable products on different Internet platforms in China will be studied. Based on aggregated online data, the number of users who purchase vegetables on Chinese Internet vegetable retail platforms is approximately 400 million (Wei and etal, 2020).

Sample:

(1) Sampling techniques

Samples will be selected with cluster sampling in order to get representative of large population. To ensure the representativeness of the sample from different regions of China, the sampling techniques will divide population into four clusters—East, West, South and North of China for sampling.

(2) Sample size

Regarding the number of population for this study mentioned above, researcher used the sample size calculation of Chaokromthong and Sintao (2021) (see Figure 2) with a confidence level of 95% (giving a marginal error of 0.05), thus the sample size for this study is 400 vegetable retail platform customers which will be allocated to every region for 100 samples.

$$\text{Formula: } n = \frac{N}{1 + N * e^2}$$

n = sample size

N = the population size

E = the margin of error

Figure 2 formula for samples calculation (Adam, 2020)

4.2 Data gathering methods

The data throughout this study are collected using a set of questionnaires and measured using a five-point Likert scale. With the results being easy to quantify, the questionnaire method saves time and human resource which allows for better allocation purposes. A questionnaire is a structured survey with a fixed form of expression for the survey questions, the order of the questions, and the manner and method of answering the questions; therefore, there is no subjective bias by any individual, researcher, or investigator throughout the survey research. Moreover, the statistical results of the survey are also generally quantifiable (Watson, 2015).

The questionnaire is composed of three parts. The first part of the questionnaire is the general information of samples in order to ensure that the samples are qualified. The second part is the samples' satisfaction over the vegetable retail platform service. The third part is the samples' satisfaction over the the quality of vegetable retail platform. The questionnaires are

online developed with Wenjuanxing website and will promote over popular social media in China, such as QQ, WeChat, and Weibo in order to get the enough samples.

4.3 Data analysis

The multivariate analysis method of regression analysis was used in this study. Regression analysis is performed by analyzing the collected data. Regression analysis is a statistical method of analyzing data to understand whether two or more variables are correlated with each other, the direction and strength of the association, and to develop mathematical models to examine specific variables to predict the variables of interest to the researcher (Feng, 2004).

4.4 Research quality

(1) Reliability

Reliability refers to the degree of consistency of the results obtained when the same object is repeatedly measured by the same method (Liu, Jiang, and Zhang, 2008). The questionnaire in this study had a scale that measures the internal consistency of the test. In order to test whether the design of the scale questions is reasonable and to effectively reduce the risk of failure in formal surveys, this study will make use of a professional data statistical software for data conducting. Lastly, the Cronbach's alpha coefficient test will also be used as a reliability test method.

(2) Validity

Validity analysis refers to the analysis of the scale expression to the accuracy of the measurement index (Jiang, Shen, Zhang, Liao and Xu, 2010). To ensure validity of the questionnaire, an expert from an internet-based platform has been asked to help verify the completed questionnaire. This expert has extensive experience in customer satisfaction research and will be providing professional advice on the design of the questionnaire.

(3) Ethical issues

The study was approved by the Ethics Committee of Huachiew Chalermprakiet University. The researchers have informed the committee on the purpose of the survey and ensured that their answers were confidential for the duration of the study. Thus, the introduction to the questionnaire would explain the meaning and importance of the study and its confidentiality. Respondents were informed that they could fill in the questionnaire as they wished. This section contains only general information to protect their answers from bias. Respondents' privacy was protected, and their identities were not revealed. Finally, the collected data were given without any tampering.

5. Results

5.1 Data of sample

The survey sample was drawn from the customer base of major vegetable retail platforms in China. A total of 431 online questionnaires were collected, of which 400 were from customers who had purchased vegetables from vegetable retailing platforms and 31 were from customers who had not purchased vegetables from vegetable retailing platforms. Therefore, 31 were invalid questionnaires, and 400 were used as the sample size for this study. Based on the sample size of 400 (see Table 1 below), it can be divided into four regions by area. They are 103, 124, 150, and 23 in East China, West China, South China, and North China, respectively. In percentage terms, they can be 25.75%, 31%, 37.5% and 5.75%, respectively.

Table 1 Data of sample

Region	Sample size (persons)	Percentage
East China	103	25.75%
West China	124	31%
South China	150	37.50%
North China	23	5.75%
Total	400	100%

5.2 Descriptive data

This section is descriptive data. It is divided into three parts. The first part is customers' expectations of vegetable retail platform services. The second part is the customers' expectation of the quality of the vegetable retailing platform. The third part is the analysis of the factors influencing satisfaction.

5.2.1 Expectation

This section summarizes customers' expectations of the vegetable retail platform in terms of service and quality. In terms of service expectations, it includes expectations about product quality, logistics, cross-regional services, and price services. In terms of quality, it includes expectations for platform size, design, and security. The descriptive results are shown in the table below.

Table 2 Summary of expectations in terms of platform services and quality (N=400)

Independent variable	Mean	Standard deviation
Expect the quality of the products when they arrive.	3.72	1.002
Expected logistics services	3.74	0.917
Expected quality of service across regions	3.61	0.984
Desired platform price service	3.54	0.963
Scale can influence the decision to choose a B2C platform	3.59	0.840
Platform design can influence the choice of a B2C platform	3.57	0.881
Platform security can affect the choice of a B2C platform	4.18	0.877

In terms of service expectations of vegetable retail platform customers (see Table 2), the expected quality of product arrival has a mean of 3.72 with a standard deviation of 1.002; the expected logistics service has a mean of 3.74 with a standard deviation of 0.917; the expected cross-regional service has a mean of 3.61 with a standard deviation of 0.984; the expected platform price service has a mean of 3.54 with a Standard deviation is 0.963; scale will affect the decision to choose B2C platform means is 3.59, the standard deviation is 0.840; platform design will affect the choice of B2C platform mean is 3.57, the standard deviation is 0.881; platform security will affect the choice of B2C platform means is 4.18, the standard deviation is 0.877. Therefore, platform security will affect the choice of B2C platform Expectations are high, followed by expected logistics services, expected quality of products when they arrive, expected cross-regional services, size of the platform, platform design, and platform price services.

5.2.2 Customer Satisfaction

Customer satisfaction with vegetable retail platforms in terms of service and quality. Satisfaction in terms of service includes satisfaction with product quality, logistics, cross-regional, and price services. In terms of platform quality, it includes satisfaction with platform size, design, and security. Descriptive results are shown in the table below.

Table 3 Summary of satisfaction in terms of service and quality (N=400)

Dependent variable	Mean	Standard Deviation
The quality of platform products	3.79	0.856
Platform logistics	3.86	0.862
Cross-region of the platform	3.78	0.846
The price of the platform	3.83	0.855
Platform scale	3.76	0.846
Platform design	3.81	0.848
Platform security	3.82	0.845

First, in terms of customer satisfaction with the services of the vegetable retail platform (see Table 3), the mean value of the product quality dimension is 3.79 with a standard deviation of 0.856; the mean value of the logistics dimension is 3.86 with a standard deviation of 0.862; the mean value of the cross-regional dimension is 3.78 with a standard deviation of 0.846, and the mean value of the price dimension is 3.83 with a standard deviation of 0.855. The satisfaction level of the logistics dimension is higher, followed by price, product quality, and cross-region respectively; in addition, the mean value of customer satisfaction with the quality of the vegetable retail platform is 3.76 with a standard deviation of 0.846; the mean value of platform design is 3.81 with a standard deviation of 0.848; the mean value of platform security is 3.82 with a standard deviation of 0.845. A mean value greater than 3 means high satisfaction. Therefore, in general, customers are satisfied with the service and quality of the vegetable retail platform.

5.3 Analysis of factors affecting satisfaction

This section provides an analysis of the factors that influence satisfaction. It is divided into two parts. The first section analyzes the impact of service aspects (product quality, logistics, cross-regional and price) of the vegetable retailing platform on satisfaction. The second section analyzes the impact of quality aspects of vegetable retailing platforms (platform scale, platform design and platform security) on customer satisfaction.

5.3.1 Impact of the vegetable retailing platform on customer satisfaction in terms of services.

In this section, regression analysis was conducted using statistical analysis software with the service aspects of vegetable retailing platforms (product quality, logistics, cross-regional and price) as the independent variables and customer satisfaction as the dependent variable.

5.3.1.1 Impact of product quality, logistics, cross-regional and price on customer satisfaction.

This section analyzes the impact of the vegetable retailing platform on customer satisfaction in terms of service. It includes product quality, logistics, cross-regional and price, and the results of the model fit test are shown in the table below.

Table 4 Impact of product quality, logistics, cross-regional and price on customer satisfaction

	β	t-value	P-value
Intercept	0.096	0.585	0.559
Product quality	0.198	4.287	0.000
Logistics	0.210	5.007	0.000
Cross-regional	0.136	3.008	0.000
Price of service	0.228	5.251	0.000

The results of the impact of Hema fresh vegetable retailing platform on customer satisfaction in terms of service are shown in Table 4. there is a positive effect between product quality ($\beta = 0.198$, $p < 0.05$) and customer satisfaction with vegetable retailing platform. There is a positive effect between logistics ($\beta = 0.210$, $p < 0.05$) and customer satisfaction with the vegetable retailing platform. There is a positive effect between cross-regional ($\beta = 0.136$, $p < 0.05$) and customer satisfaction with the vegetable retailing platform. There is a positive effect between price service ($\beta = 0.228$, $p < 0.05$) and customer satisfaction with the vegetable retailing platform. The regression equation is: $Y = 0.096 + 0.198 * \text{product quality} + 0.210 * \text{logistics} + 0.136 * \text{cross-regional} + 0.228 * \text{price service}$.

5.3.1.2 Summary the results on proposed hypothesis (Platform service)

In this section, the proposed hypotheses from vegetable retailing platforms in terms of product quality, logistics, opening area and price are presented. The results of the proposed hypotheses are then summarized.

(1) Hypothesis 1

The quality of the vegetable retail platform in terms of product quality, logistics, cross-regional and price has a positive impact on the satisfaction of the vegetable retail platform.

More specifically :

H1a: Product quality of vegetable retail platforms has a positive impact on customer satisfaction.

H1b: Logistics of vegetable retailing platform has a positive impact on customer satisfaction.

H1c: The cross-regional service of vegetable retailing platform has a positive impact on customer satisfaction.

H1d: The service price of vegetable retailing platform has a positive effect on customer satisfaction.

(2) Summary the results on proposed hypothesis (platform of services)

Table 5 Summary the results on proposed hypothesis (platform of services)

	H1a. Product quality	H1b. Logistics	H1c. Cross- regional	H1d. Price
Customer satisfaction	S	S	S	S

(Note S: Supported; NS: Not supported)

According to Table 4 and Table 5. there is a positive effect between product quality ($\beta = 0.198$, $p < 0.05$) and customer satisfaction in vegetable retailing platforms. Hypothesis H1a was supported. There is a positive effect between logistics ($\beta = 0.210$, $p < 0.05$) and customer satisfaction with the vegetable retailing platform. Hypothesis H1b was supported. There is a positive effect between cross-regional ($\beta = 0.136$, $p < 0.05$) and customer satisfaction with the vegetable retailing platform. Hypothesis H1c is supported. There is a positive effect between price service ($\beta = 0.228$, $p < 0.05$) and customer satisfaction with the vegetable retailing platform. Hypothesis H1d is supported.

5.3.1.3 ANOVA test for service factors of vegetable retailing platform

In this section, a one-way ANOVA will be used to investigate whether the service aspects of the vegetable retailing platform (product quality, logistics, cross-region and price) have a positive impact on customer satisfaction.

Table 6 ANOVA test for vegetable retail platforms in terms of service

	Multiple R	R ²	Adjusted R ²	F-value	P-value
Product quality					
Logistics					
Cross-regional	0.775	0.601	0.594	84.250	0.000
Price					

The variance test showed that $F=84.25$, $p<0.05$, Multiple R was 0.775, R^2 was 0.601 and adjusted R^2 was 0.594 (see Table 6). service aspects of Hema Fresh (product quality, logistics, cross-regional and price service) were used as independent variables. In the regression model, customer satisfaction was used as the dependent variable with statistical significance.

5.3.1.4 ANOVA results for vegetable retail platforms of service

This section will use the results of the presented one-way ANOVA to analyze whether the service (product quality, logistics, cross-regional and price) aspects of the vegetable retailing platform have a positive impact on customer satisfaction.

Table 7 ANOVA results for service factors of vegetable retailing platforms

	SS	df	MS	F-value
Regression analysis	124.693	4	17.813	84.251
Residual value	82.881	395	0.211	
Total	207.573	399		

Table 7 shows the results of the one-way ANOVA. Since $\alpha=0.05$, $p\text{-value} < 0.05$. From these statistics it is clear that Hema fresh vegetable retailing platform has a positive impact on customer satisfaction in terms of services (product quality, logistics, cross-regional and price services).

5.3.2 The impact of vegetable retail platforms on customer satisfaction in terms of quality

In this section, we performed a regression analysis using statistical analysis software, with the qualitative aspects of the vegetable retailing platform (platform scale, platform design and platform security) as independent variables and customer satisfaction as dependent variable.

5.3.2.1 Impact of platform scale, platform design and platform security on customer satisfaction

This section analyzes the impact of vegetable retailing platforms on customer satisfaction in terms of quality. It includes platform scale, platform design and platform security, and the results of the model fit test are shown in the following table.

Table 8 Impact of platform scale, platform design and platform security on customer satisfaction

	β	t-value	P-value
Intercept	0.041	0.168	0.867
Platform scale	0.145	3.120	0.000
Platform design	0.122	3.498	0.000
Platform security	0.122	2.999	0.000

The results of the effect of Hema fresh vegetable retailing platform on customer satisfaction in terms of quality are presented in Table 8. There is a positive effect between platform scale ($\beta=0.145$, $p<0.05$) and customer satisfaction with the vegetable retailing platform. There is a positive effect between platform design ($\beta=0.122$, $p<0.05$) and customer satisfaction with the vegetable retailing platform. There is a positive effect between platform security ($\beta=0.122$, $p<0.05$) and customer satisfaction with the vegetable retailing platform. The regression equation is: $Y=0.041+0.145*\text{platform scale}+0.122*\text{platform design}+0.122*\text{platform security}$.

5.3.2.2 Summary of the results of the proposed hypothesis (platform quality)

In this section, proposed hypotheses from vegetable retail platforms in terms of platform scale, platform design, and platform security are presented. The results of the proposed hypotheses are then summarized.

(1) Hypothesis 2

The quality of the vegetable retail platform in terms of platform size, platform design and platform security had a positive impact on the satisfaction of the vegetable retail platform.

More specifically :

H2a:The scale of the vegetable retail platform has a positive impact on customer satisfaction.

H2b:The design of the vegetable retail platform has a positive effect on customer satisfaction.

H2c:Security of vegetable retail platform has a positive effect on customer satisfaction.

(3) Summary of the results of the proposed hypothesis (platform of quality)

Table 9 Summary the results on proposed hypothesis (platform of quality)

	H2a. Platform scale	H2b. Platform design	H2c. Platform security
Customer satisfaction	S	S	S

(Note S: Supported; NS: Not supported)

According to Table 8 and Table 9, there is a positive effect between platform size ($\beta=0.145$, $p<0.05$) and customer satisfaction for vegetable retail platforms. Hypothesis H2a was supported. There is a positive effect between platform design ($\beta=0.122$, $p<0.05$) and customer satisfaction of vegetable retailing platform. Hypothesis H2b was supported. There is a positive effect between platform security ($\beta=0.122$, $p<0.05$) and customer satisfaction with the vegetable retailing platform. Hypothesis H2c was supported.

5.3.2.3 ANOVA test of quality factors of vegetable retailing platform

In this section, a one-way ANOVA will be used to examine whether the vegetable retailing platform quality factors (platform scale, platform design, and platform safety) have a positive effect on customer satisfaction.

Table 10 ANOVA test for vegetable retail platforms in terms of service

	Multiple R	R ²	Adjusted R ²	F-value	P-value
Platform scale					
Platform design	0.861	0.741	0.736	193.49	0.000
Platform security					

The variance test showed $F= 193.49$, $p<0.05$, Multiple R of 0.861, R^2 of 0.741, and adjusted R^2 of 0.736 (see Table 10). qualitative aspects of Hema Fresh (platform scale, platform design, and platform security) were used as independent variables. Customer satisfaction was used as a statistically significant dependent variable in the regression model.

5.3.2.4 ANOVA results for vegetable retail platforms of quality

In this section, the results of the proposed one-way ANOVA will be used to analyze whether the aspects of vegetable retailing platform quality (platform scale, platform design and platform security) have a positive impact on customer satisfaction.

Table 11 ANOVA results for vegetable retail platform quality factors

	SS	df	MS	F-value	P-value
Regression analysis	121.998	3	16.908	139.493	0.000
Residual value	85.575	396	0.121		
Total	207.573	399			

Table 11 shows the results of the one-way ANOVA. As $\alpha=0.05$, $p\text{-value} < 0.05$. From these statistics, it is clear that the Hema Fresh Vegetables retail platform has a positive impact on customer satisfaction in terms of quality (platform scale, platform design and platform security).

5.4 Conclusion

According to the results of this study, product quality, logistics, cross-regional and price services have a positive effect on customer satisfaction in terms of services of vegetable retailing platforms; platform scale, platform design and platform security have a positive effect on customer satisfaction in terms of quality attitude of vegetable retailing platforms.

6. Discussion and Suggestions

6.1 Discussion

Table 12 Summary of Test Results for the Hypotheses

Hypothesis	Outcome
H1: Vegetable retail platform services have a positive effect on customer satisfaction.	Accepted
H1a: The product quality of vegetable retail platforms has a positive impact on customer satisfaction.	Accepted
H1b: Logistics of the vegetable retailing platform have a positive impact on customer satisfaction.	Accepted
H1c: The cross-regional service of the vegetable retailing platform has a positive impact on customer satisfaction.	Accepted
H1d: The service price of the vegetable retailing platform has a positive effect on customer satisfaction.	Accepted
H2: Vegetable retail platform quality has a positive impact on customer satisfaction.	Accepted
H2a: The scale of the vegetable retail platform has a positive impact on customer satisfaction.	Accepted
H2b: The design of the vegetable retail platform has a positive effect on customer satisfaction.	Accepted

Hypothesis	Outcome
H2c: Security of vegetable retail platform has a positive effect on customer satisfaction.	Accepted

6.1.1 Impact of vegetable retail platform services on customer satisfaction

6.1.1.1 Quality of products

Hypothesis H1a is that product quality of vegetable retail platforms has a positive impact on customer satisfaction. Based on the results of the study, it was found that platform product quality has a positive impact on customer satisfaction. Therefore, hypothesis H1a is supported. As mentioned by Wang and Yang (2020), platform product quality is positively related to customer satisfaction; the better the platform product quality, the higher the satisfaction level. As can be seen, the results of this study are consistent with the findings of previous scholars. Therefore, vegetable retail platforms should ensure that the vegetables received by customers are fresh and accurate as well as the parcels received are in good condition in order to satisfy customers.

6.1.1.2 Logistic

Hypothesis H1b is that logistics of vegetable retailing platform has a positive impact on customer satisfaction. Based on the results of the study, platform logistics was found to have a positive impact on customer satisfaction. Therefore, hypothesis H1b is supported. As mentioned by Collier and Bienstock (2015), platform logistics is positively related to customer satisfaction, and the faster the platform logistics, the higher the satisfaction. As can be seen, the results of this study are consistent with the findings of previous scholars. Therefore, vegetable retail platforms should ensure that they can deliver goods to customers the fastest, provide multiple logistics companies for customers to choose from, and that the platform can handle logistics problems in a timely manner so that customers can be satisfied with platform logistics.

6.1.1.3 Cross-region services

Hypothesis H1c is that cross-regional service of vegetable retailing platform has a positive impact on customer satisfaction. Based on the results of the study, it was found that platform cross-regional services have a positive impact on customer satisfaction. Therefore, hypothesis H1c is supported. As Feng and Wu (2013) mentioned, platform cross-regional is positively related to customer satisfaction, and the more attentive the platform cross-regional service, the higher the satisfaction. As can be seen, the results of this study are consistent with the findings of previous scholars. Therefore, vegetable retailing platforms should ensure that they can provide customers with vegetable varieties from multiple regions in China to ensure the diversity of customer choices, that the platforms can ensure the delivery of products to all regions of China that customers care about, and that the platforms can provide customers with 24-hour cross-regional uninterrupted service, therefore coming to improve timeliness. This will enable customers to be satisfied with the cross-regional service of the platform.

6.1.1.4 Price of services

Hypothesis H1d is that service price of vegetable retailing platform has a positive effect on customer satisfaction. Based on the results of the study, it was found that platform price service has a positive impact on customer satisfaction. Therefore, hypothesis H1d is supported. As Li and Hu (2015). mentioned, platform price is positively related to customer satisfaction, and the lower the platform price the higher the customer satisfaction. As can be seen, the results of this study are consistent with the findings of previous scholars. Therefore, the vegetable retail platform should ensure that it can provide customers with reasonable

vegetable prices to ensure repeat business as well as trust in the vegetable platform, the platform can ensure that the prices of its products are lower than other platforms, which will make customers more favorable to choose the platform, and the platform can give customers a longer discount time (more than two days) and therefore can make customers more willing to spend money in that vegetable retail platform. This will make customers satisfied with the platform price service.

Based on the results of the study, hypotheses H1a (product quality), H1b (logistics), H1c (cross-regional), and H1d (price service) were supported. Therefore, product quality, logistics, cross-regional and price services have a positive impact on satisfaction.

6.1.2 Impact of platform quality on customer satisfaction

6.1.2.1 Platform scale

Hypothesis H2a is that scale of the vegetable retail platform has a positive impact on customer satisfaction. Based on the results of the study, platform size was found to have a positive impact on customer satisfaction. Therefore, hypothesis H2a is supported. As Han and Hong (2007) mentioned, platform size is positively related to customer satisfaction, and the larger the platform size, the higher the customer satisfaction. As can be seen, the results of this study are consistent with the findings of previous scholars. Therefore, the vegetable retail platform should have high capital and therefore be able to win customers' trust, the vegetable retail platform should have multiple sellers to provide customers with more choices of vegetables, and the platform has a good reputation among the customer base, which can make customers more comfortable to spend money on the platform. This will make the customers satisfied with the scale of the platform.

6.1.2.2 Platform design

Hypothesis H2b is that design of the vegetable retail platform has a positive effect on customer satisfaction. Based on the results of the study, the platform design was found to have a positive impact on customer satisfaction. Therefore, hypothesis H2b is supported. As mentioned by Zhang (2019), platform design is positively related to customer satisfaction, and the clearer the platform design, the higher the customer satisfaction. As can be seen, the results of this study are consistent with the findings of previous scholars. Therefore, vegetable retailing platforms should have a clear menu of platform services and therefore enable customers to complete their shopping quickly. The design of the vegetable retail platform can make customers feel fresh, which can stimulate their desire to buy. The page layout of the platform is important for customers to be able to make them know clearly the menu section they want when they enter that vegetable retail platform. This will make the customer satisfied with the design of the platform.

6.1.2.3 Platform security

Hypothesis H2c is that security of vegetable retail platform has a positive effect on customer satisfaction. Based on the results of the study, platform security was found to have a positive impact on customer satisfaction. Therefore, hypothesis H2c was supported. As mentioned by Liao (2016), platform security is positively related to customer satisfaction, and the higher the platform security technology, the higher the customer satisfaction. As can be seen, the results of this study are consistent with the findings of previous scholars. Therefore, a vegetable retail platform should have a platform security policy (encryption, security standards, etc.) that can protect customers' personal information and therefore enable customers to use the vegetable retail platform with confidence. The vegetable retail platform should have a technology that protects the security of the customer's account so that the customer can feel safe when spending money. The platform should ensure that each function

works properly to enhance the customer's experience. This will make customers feel satisfied with the security of the platform.

Based on the results of the study, hypotheses H2a (platform scale), H2b (platform design), and H3c (platform security) were supported. Therefore, platform size, platform design, and platform security have a positive impact on satisfaction.

6.2 Suggestions

6.2.1 Suggestion for practitioners

It is necessary for all vegetable retail platforms in China to achieve high quality and efficiency in terms of product quality, logistics, cross-regional services and price services to ensure customer satisfaction. Further is the platform quality aspect, the platform should maintain sufficient capital cash flow, the platform has enough sellers to give customers more choices. In addition, a more important point is that the platform should maintain a good reputation among the customer base and improve customer trust in the vegetable retail platform. Vegetable retail platform practitioners need to listen to customer feedback and focus on personalized customer service and experience to keep customers satisfied.

6.2.2 Suggestion for further research

This study focuses only on the impact of vegetable retail platform services and the quality of the platform on customer satisfaction. This study collected information from some customers of major and famous vegetable retail platforms in China. Therefore, if someone needs to explore this area, it is recommended to collect data from customers of different vegetable platforms. In addition, it is recommended that each factor be studied in detail in future studies. For example, product quality, logistics, cross-regional, price, platform size, design, safety, etc. to focus on customer expectations.

7. Conclusions

7.1 In terms of platform services for vegetable retail platform

Product quality has a favorable impact on client happiness when it comes to vegetable retail platform services. Customer satisfaction improves as a result of logistics. Customer satisfaction is improved by cross-regional collaboration. Customer satisfaction is positively influenced by price service.

7.2 In terms of platform quality for vegetable retail platform

Platform size has a substantial positive impact on customer satisfaction in terms of platform quality. The way a platform is designed has a big impact on customers. The security of the platform has a huge positive impact on customers.

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The Factors Influencing Online buying and Intention of Online Buying: The Study of Huachiew Chalermprakiet University Thai Students

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Abstract

The research objectives of this study were first, to examine the effects of electronic word of mouth, attitude, subjective norms, and perceived behavioral control on online buying intentions of Huachiew Chalermprakiet University (HCU) students, and second, to examine online buying intentions of HCU students. In this study, convenience and snowball sampling were conducted from HCU students through a Google online questionnaire, the total sample were 412. The statistics used the descriptive analysis, percentage, frequency, mean and standard deviation. Inferential statistics deployed path analysis and mediation effect analysis. The results showed that.

This study found that there deployed a significant positive effect of electronic word of mouth on attitude, subjective norm, and perceived behavioral control, but the effect of electronic word of mouth on online buying intention was not significant. Meanwhile, there is a significant positive effect of attitude, subjective norm, and perceived behavioral control on the intention to online buying.

This study verifies the mechanism of the influence of electronic word of mouth through attitude, subjective norm, and perceived behavioral control on consumers' online buying intention in the context of Thai students.

Keywords : electronic word of mouth, Intention of online buying, The planned behavior theory

1. INTRODUCTION

Thailand's e-commerce user penetration rate was 68.3 percent in 2021, and the number of users is expected to reach 43.5 million by 2025 (Statista, 2022). At the same time, the survey also shows that in 2021, the most popular online shopping platform in Thailand is Shopee, accounting for about 75.6 percent of users. In addition to shopping in the e-market, Thais are also familiar with shopping through social commerce channels (Statista, 2021). Therefore, online shopping is becoming more and more popular in Thailand, and it is very important to find the factors that affect consumers' online buying intentions. What variables or factors influence their purchasing decisions? What are the key factors that have an impact on online buying decisions?

2. RESEARCH OBJECTIVE

- 1) To study the effect of electronic word-of-mouth, attitudes, subjective norms, and perceived behavioral control on online buying intention of students at Huachiew Chalermprakiet University, Thailand.
- 2) To study the intention of online buying of students at Huachiew Chalermprakiet University, Thailand.

3. LITERATURE REVIEW

3.1 Intention of online buying

Fu et al. (2020) proposed that buying intention is the consumer's propensity to act on a product, i.e., the likelihood that the consumer will attempt to buy the product. Intention of online buying, also known as E-shopping, often is a sort of e-commerce that allows customers to buying items or services directly from any store over the internet through websites (Ahmed, 2017). It has been one of the major research agendas in marketing sciences with the rapidly growing e-business.

3.2 Electronic word of mouth

Reza Jalilvand et al. (2012) pointed out that consumers' behavior of sharing and evaluating information about brands or products through internet platforms (e.g., social media, short video platforms, blogs, etc.) is electronic word of mouth (eWOM). With the emergence of online platforms, this means of eWOM communication has become particularly important, making it one of the most influential sources of information on the Internet (Abubakar & Ilkan, 2016). eWOM takes a variety of forms, such as online forums, virtual communities, social media platforms, short videos, e-mails, blogs, online malls, and user review sites (Siqueira et al., 2019). On these online platforms, consumers can not only get eWOM from other consumers after using products or services, but also get eWOM from friends and family they trust (Huete-Alcocer, 2017). Litvin et al. (2018) demonstrated that eWOM in online channels not only enables consumers to obtain relevant product information or experience at any time, but also gives consumers the ability to express, share, and forward such information. A series of empirical studies found that eWOM affects consumers' intention to buy products or services (Plotkina & Munzel, 2016).

3.3 Attitude

Consumer attitude may be defined as customers' affection for items, brands, or online buying platforms, as well as consideration of their own economic capabilities before purchasing (Morwitz & Munz, 2021). eWOM also has a significant positive impact on attitude, whether in the retail industry or in the fashion industry, online and offline purchases, eWOM will affect consumers' attitude towards products (Mohammad et al., 2020; Reichelt et al., 2014). Intention is an idea to generate a goal, that is set to achieve a buying action (Peña-García et al., 2020). When consumers see any specific product, they will have a certain attitude towards the product. The more obvious the attitude is, the more likely the customers' intention to buy (Chung et al., 2022).

3.4 Subjective norms

Subjective norms are one of the main factors affecting consumers' intention of buying. Subjective norms represent some rules and judgment standards of the society on a certain aspect, and whether consumers will be subjected to social pressure when making buying (Mehreen et al., 2021).

When consumers have consumption behaviors, they will consider the eWOM of online buying platform and whether the network platform can guarantee the safety of consumers' personal information, which are all influenced by subjective norms. eWOM has a significant effect on subjective behavioral norms (Iriobe & Abiola-Oke, 2019). Schepers and Wetzels (2007) assert in a meta-analysis of technology acceptance models that when considering consumer markets in technology adoption, the subjective norm construct is created by word of mouth. Rejón-Guardia et al. (2020) described that when consumers have buying intention, they will consider whether they can follow social subjective norms, such as green products, or social morality.

3.5 Perceived behavior control

Perceived behavioral control refers to the behavior of consumers under the influence of external environment when they are engaged in buying behavior. Specifically, it is an individual's judgment of how easy it is to complete or implement a certain behavior (Ye et al., 2021). Ajzen (1991) pointed out that perceived behavioral control may change with the change of the situation. Specifically, perceived behavioral control represents an individual's ability to control the opportunities and resources needed when taking a behavior, or reflects his perceived external or internal restrictions on behavior. Electronic word-of-mouth has a significant effect on perceived behavioral control. In their mobile word-of-mouth study, Purwanto and Rofiah (2020) found that electronic word-of-mouth affects recipients' perceived behavioral control. In addition, Halim et al. (2022) found that consumer word-of-mouth communication was positively associated with perceived behavioral control. The more positive the attitude and subjective norm, as well as the larger the perceived control, the stronger the person's desire to engage in the activity should be expected to be.

4. THEORETICAL FRAMEWORK & RESEARCH HYPOTHESIS

4.1 THE PLANNED BEHAVIOR THEORY

The theory suits for studying factors affecting consumers' buying behaviors, namely "planned behavior theory". The proposed theory states that people's behaviors can be predicted by their attitude toward behaviors, subjective norms about behaviors and perception of behaviors (Ajzen, 1991). In the "Planned Behavior Theory", the three influencing factors are "Attitude", "Subjective Norm" and "Perceived Behavior Control", and "Intention" refers to the will and idea generated after being influenced by these factors. Finally, this will form consumer behavior (Ajzen et al., 2018). According to this theory, the three variables of behavioral attitudes, subjective norms and perceptual behavioral control jointly influence individuals' behavioral intentions, and behavioral intentions will only influence the occurrence of behavior if all three conditions are met, i.e., the more positive the attitude held by an individual, the more positive the support of people who are important to the individual or have influence on the individual, and the more control the individual has over the perceptual behavior, then the higher the individual's behavioral, the higher the individual's intention, the higher the probability that the behavior will be produced (Ha et al., 2019; Kaplan, 2018).

4.2 Research hypothesis

The hypotheses are made based on planned behavior theory mentioned above and the additional variable of electronic word of mouth (eWOM). It's hypothesized that:

H1: eWOM has a positive effect on intention of online buying.

H2: eWOM has a positive effect on attitude.

H3: eWOM has a positive effect on subjective norms.

H4: eWOM has a positive effect on perceived behavioral control.

H5: Attitude has a positive effect on intention of online buying.

H6: Subjective norms have a positive effect on intention of online buying.

H7: Perceived behavioral control has a positive effect on intention of online buying.

The conceptual model of this study is shown in figure 1

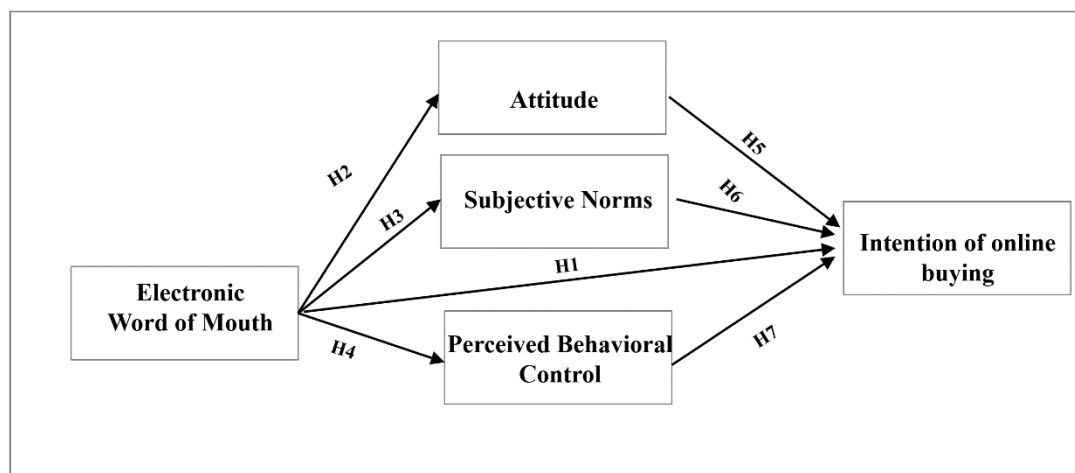


Figure 1 Conceptual model

To further prove the hypotheses, in our next empirical analysis section, path analysis method is employed. Path analysis is a multivariate statistical technique used to examine the relationship between a criterion variable (Y) and a set of predictor variables (X). The model to equations can be expressed as:

$$Y_{IN} = \beta_1 + b_1 eWOM + b_2 ATT + b_3 SN + b_4 PBC$$

$$Y_{IN} = \beta_2 + b_5 eWOM$$

$$Y_{ATT} = \beta_3 + b_6 eWOM$$

$$Y_{SN} = \beta_4 + b_7 eWOM$$

$$Y_{PBC} = \beta_5 + b_8 eWOM$$

Where:

eWOM is electronic word of mouth.
 IN is intention of online buying.
 ATT is attitude.
 SN is subjective norms.
 PBC is perceived behavior control.

5. MATERIALS AND METHODS

This study is a quantitative study. The samples were collected from Thai HCU students. Data collected online in the form of Google online questionnaires. The reliability shows that the Cronbach coefficients of electronic word-of-mouth, attitude, subjective norm, perceived behavior control and online buying intention is 0.923.

6. RESULTS

6.1 Descriptive statistical analysis

As shown in table 1.1, 76.21 percent of the respondents in this study were female. In addition, 42.48 percent of the respondents were in the grade of " junior" and the least number of respondents were in the grade of "other" with only 2.43 percent. At the same time, 72.09 percent of respondents have an income of less than 10,000 baht per month. Also, 4.13 percent of respondents shopped more than 20,000 baht per month. However, with the highest number of respondents shopping "sometime" per month. The number of respondents who shop "often" and "very often" is similar.

Table 1 Description statistics

	Items	Frequency	Percent
Gender	Male	98	23.79
	Female	314	76.21
Grade	Freshman	79	19.17
	Sophomore	109	26.46
	Junior	175	42.48
	Senior	39	9.47
Income	Other	10	2.43
	Less than ฿10000 / month	297	72.09
	฿10000-15000 / month	80	19.42
	฿15001-20000 / month	18	4.37
	Over ฿20000 / month	17	4.13
Frequency of online buying	Very often	109	26.46
	Often	111	26.94
	Sometime	145	5.19
	Rarely	47	11.41

6.2 Mean and standard deviation of each variable

From table 1.2, the mean value of eWOM is 4.28, and the standard deviation is 0.56, indicating that the respondents extremely agree that they would view the eWOM when buying online. Similarly, the mean value of ATT is 4.26, and the standard deviation is 0.62, indicating that respondents extremely agree that they have a more positive attitude towards eWOM. However, the mean value of SN is 3.91, and the standard deviation is 0.76, meaning that the respondents simply agree that they will be influenced by others to buying online. Similarly, the mean value of PBC is 4.07, and the standard deviation is 0.75, indicating that the respondents agree with them that they are good at online shopping. At last, the mean value of intention of online buying is 4.04 and the standard deviation is 0.69. This means that HCU students agree that they are willing to buying online in the future.

Table 1.2 Mean and standard deviation of eWOM, attitude, subjective norms, perceived behavior control, intention of online buying

Variable	Mean	Std. Deviation
eWOM on online buying	4.28	.56
ATT on online buying	4.26	.62
SN on online buying	3.91	.76
PBC on online buying	4.07	.75
Intention of online buying in HCU students	4.04	.69

6.3 Correlation analysis

As shown in table 1.3, the correlation coefficients between eWOM and ATT, SN, PBC, and intention of online buying are 0.699, 0.512, 0.473, and 0.529, respectively. Among them, previous studies have shown that if the correlation coefficient between variables exceeds 0.75(Gogtay & Thatte, 2017), there may be a problem of multicollinearity. In this study, the correlation coefficient between PBC and online buying intention is 0.736, which is lower than 0.75, so there is no problem of multicollinearity between variables in this study.

Table 1.2 Correlations

	eWOM	ATT	SN	PBC	IN
eWOM	1				
ATT	.699***	1			
SN	.512***	.621***	1		
PBC	.473***	.583***	.639***	1	
IN	.529***	.633***	.670***	.736***	1

* p value < .001

6.4 Path analysis

In this study, intention of online buying is the dependent variable, which are presumed to be under the influence of eWOM, ATT, SN and PBC. The following are the general equations of the multiple regression equations for intention of online buying.

$$IN = \beta_0 + \beta_1 eWOM + \beta_2 ATT + \beta_3 SN + \beta_4 PBC \dots\dots\dots 1.1$$

$$ATT = \beta_5 + \beta_6 eWOM \dots\dots\dots 1.2$$

$$SN = \beta_7 + \beta_8 eWOM \dots\dots\dots 1.3$$

$$PBC = \beta_9 + \beta_{10} eWOM \dots\dots\dots 1.4$$

$$\text{Intention of online buying} = \beta_{10} + \beta_{11} eWOM \dots\dots\dots 1.5$$

As is shown in table 1.4, the R-squared is 0.489, implying that eWOM can explain 48.9 percent of variance in attitude. Moreover, the model passed the F-test ($F=391.786$, $p=0.000 < 0.05$), indicating that the model is valid.

Table 1.4 Results of the regression coefficients for the ATT

Variables	Standardized Coefficients	t-value	Sig
eWOM	0.699	19.794	.000*
R = .699 R ² = .489 SEE = .444 F = 392.506 Sig of F = .000			

* p value < .05

As is shown in table 1.5, the R-squared value is 0.263, so eWOM can explain 26.3 percent of variance in subjective norms. And the model passed the F-test ($F=146.010$, $p=0.000 < 0.05$).

Table 1.5 Results of the regression coefficients for the SN

Variables	Standardized Coefficients	t-value	Sig
eWOM	.512	12.083	.000*
R = .512 R ² = .263 SEE = .654 F = 146.010*			

* p value < .05

As is shown in table 1.6, the R-squared value of 0.223 implies that eWOM can explain 22.3 percent of variance in perceived behavior control. Moreover, the model passed the F-test ($F=117.845$, $p=0.000<0.05$), indicating that the model is valid.

Table 1.6 Results of the regression coefficients for the PBC

Variables	Standardized Coefficients	t-value	Sig
eWOM	.473	10.856	.000*
R = .473 R ² = .223 SEE = .662 F = 117.845*			

*p value < .05

Table 1.7 demonstrates the results for the coefficients of the independent variables. The results of the analysis pointed out that although eWOM did not have any significant impact on the intention of online buying, attitude, subjective norms, and perceived behavior control did have a statistical significance ($p < 0.05$). Attitude, subjective norms, and perceived behavior control each directly affected intention of online buying at 21 percent, 24 percent, and 45 percent of variance, respectively. From a combination prospect, attitude, subjective norms, and perceived behavior control were able to sufficiently explain the intention of online buying at 63 percent of variance.

Table 1.7 Results of the stepwise multiple regression coefficients for the intention of online buying

Variables	Coefficients	t-value	Sig	VIF	Tolerance value
eWOM	.076	1.793	.074	.499	2.003
ATT	.216	5.397	.000*	.396	2.528
SN	.246	5.804	.000*	.493	2.028
PBC	.453	11.081	.000*	.534	1.874
R = .797 R ² = .635 SEE = .418 F = 236.688*					

*p value < .05

The results of the path analysis showed three indirect effects on eWOM, ATT, SN and PBC and one direct effect on the intention of online buying (figure 1.2). Table 1.8 shows both the direct and indirect effects among the variables in the path model. As hypothesized, eWOM has direct affect attitude, subjective norms, and perceived behavior control at 69.9, 51.2, 47.3 percent of variance respectively ($\beta = .699$, $\beta = .512$, $\beta = .473$). While attitude, subjective norms, and perceived behavior can explain the intention of online buying at 21.6, 24.6, 45.3 percent of variance respectively ($\beta = .216$, $\beta = .246$, $\beta = .453$). But eWOM was non-significant in predicting the intention of online buying.

For indirect effect, the indirect effect of eWOM on intention of online buying through attitude is significant ($\beta = .150$), indicating that eWOM can explain 15 percent of variance of online buying intention through attitude. The indirect effect of eWOM on intention of online buying through subjective norms is significant ($\beta = .125$), indicating that eWOM can explain 12.5 percent of variance of online buying intention through SN. The indirect effect of eWOM on intention of online buying through perceived behavior control is significant ($\beta = .214$) and most important, indicating that eWOM can explain 21.4 percent of variance of online buying intention through PBC.

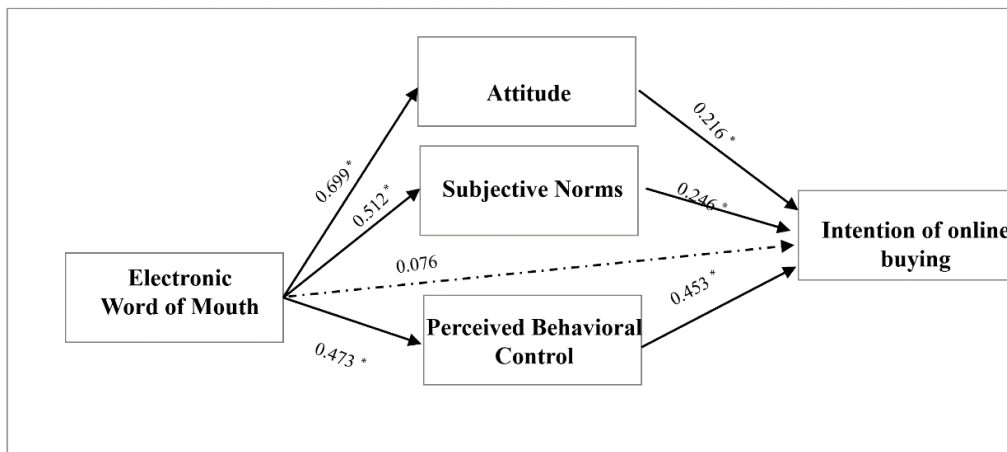
Table 1.8 Results of the causal effect of the predictors on intention of online buying

Paths	Causal effect		
	Direct	Indirect	Total
eWOM → ATT	.699*		.699
eWOM → SN	.512*		.512
eWOM → PBC	.473*		.473
ATT → IN	.216*		.216
SN → IN	.246*		.246
PBC → IN	.453*		.453
eWOM → ATT → IN		.150*	.150

Paths	Causal effect		
	Direct	Indirect	Total
eWOM → SN → IN		.125*	.125
eWOM → PBC → IN		.214*	.214

*p value < .05

Finally, the path analysis for investigating the direct and indirect impact of the independent variables (eWOM, ATT, SN, PBC) on the intention of online buying was performed as illustrated in figure 1.2.



*p value < .05

Figure 1.2 Path model for intention of online buying

The PROCESS macro for SPSS (model 4) developed by Hayes used a bootstrapping resampling method based on the estimation of indirect effects for a bootstrap sample of 5000. This method was used in this study to re-test the mediating effects of attitude, subjective norms, and perceived behavioral control because this method avoids the type I error that may arise from the non-normal distribution of indirect effects (Hayes & Montoya, 2017). In this study, the results were considered significant when the 95% CI did not contain zero.

The parallel mediation model of the relationship between eWOM and online buying intention by attitude, subjective norms, and perceived behavioral control was presented in Table 1.9. The total indirect effect of eWOM on online buying intention through attitude, subjective norms, and perceived behavioral control was 0.5538 (95% CI [0.4571, 0.6520]), from which the indirect effects of eWOM on online buying intention through attitude, subjective norms, and perceived behavioral control were -0.1458 (95% CI [0.0548, 0.2380]) and 0.1490 (95% CI [0.0903, 0.2135]) and 0.2590 (95% CI [0.1906, 0.3378]) respectively. Similarly, this analysis found that the direct effect of eWOM on online buying intention was not significant (95% CI [-0.0089, 0.1938]).

These confidence intervals suggested that there were significant indirect effects between eWOM and online buying intention through both mediators.

Table 1.9 Results of Bootstrap test.

Indirect Effect	Effect Size	Boot SE	Boot 95%CI	
			Lower Limit	Upper Limit
Total	.5538	.0502	.4571	.6520
Attitude	.1458	.0463	.0548	.2380
Subjective Norms	.1490	.0310	.0903	.2135
Perceived Behavioral Control	.2590	.0374	.1906	.3378

As a result from tables 1.4, 1.5, 1.6 and 1.7, coefficients “β₁”, “β₂”, “β₃”, “β₄”, “β₆”, “β₈”, and “β₁₀” could be determined and equations 1.1, 1.2, 1.3, and 1.4 was sequentially transformed to:

$$IN = .322 + .216ATT + .246SN + .453PBC \dots \dots \dots 1. 6$$

$$\begin{array}{l}
 (5.397) \quad (5.804) \quad (11.081) \\
 \text{ATT} = .996 + .699 \text{ eWOM} \dots\dots\dots 1.7 \\
 \quad \quad \quad (20.563) \\
 \text{SN} = .954 + .512 \text{ eWOM} \dots\dots\dots 1.8 \\
 \quad \quad \quad (12.083) \\
 \text{PBC} = 1.376 + .473 \text{ eWOM} \dots\dots\dots 1.9 \\
 \quad \quad \quad (10.856)
 \end{array}$$

To sum up, this study found that ATT, SN and PBC have a significant positive impact on online buying intention, among which PBC has the most impact on online buying intention. At the same time, eWOM significantly positively affected ATT, SN and PBC. However, the direct impact of eWOM on online buying intention is not significant. Thus, ATT, SN, and PBC are considered as full mediators in this study since the eWOM has no direct effect on the intention to buy at all. Furthermore, this study found that HCU students agree that they have a higher intention to online buying with the mean value 4.04 and standard deviation is .69.

7. DISCUSSION

This study found the most impact of eWOM on attitude, explaining 48.9 percent of the variance in attitude. This is followed by subjective norms, for which eWOM can account for 26.3 percent of the variance. The final one is perceived behavioral control, for which eWOM can account for 22.3 percent of the variance. For consumers, eWOM is the most useful and familiar way for them to learn about a product, so it is very useful in influencing consumers' attitudes (Kunja et al., 2021). Lee and Cranage (2014) also found that negative eWOM can influence consumer attitudes towards restaurants more than positive eWOM. When Thai consumers are exposed to multiple sources of eWOM, the more eWOM they are exposed to and the better the reviews, the more positive their attitude toward online shopping is (Zhou et al., 2021).

At the same time, eWOM has a significant positive effect on subjective norms, with higher consumer ratings of eWOM also implying that consumers pay more attention to what important people think or say about their shopping decisions. The higher their perceived subjective norms, the more frequently consumers are exposed to eWOM, the more social pressure they feel when making shopping decisions, making them believe they should make this buying decision and have a higher intention to shop online (Sahli & Legohérel, 2016).

eWOM has a significant effect on perceived behavioral control, which refers to how easy or difficult an individual perceives it is to perform a particular behavior. It reflects the individual's perception of factors that facilitate or hinder the performance of the behavior. Thus, an individual is motivated to perform a behavior if they believe they have the ability and resources to make decisions based on the information they believe. Thus, eWOM provides consumers with diverse sources of information that make them more motivated to make shopping decisions based on relevant information, which means that they have higher perceived behavioral control (Chen & Lurie, 2013).

Although this study did not find a significant positive effect of eWOM on online buying intention, correlation analysis revealed a significant correlation between eWOM and online buying intention. There is also a large literature showing that eWOM affects online buying intentions (Huete-Alcocer, 2017). However, the impact of eWOM on online buying intention produced contradictory results (Zainal et al., 2017). For example, He and Bond (2015) found that the amount of eWOM communication affects online buying intentions, while Flanagin et al. (2014) found that this relationship was not significant. The different contexts used in the aforementioned studies may be one of the reasons for the contradictory results. On the other hand, the reason for the lack of a significant effect of eWOM on online buying intention in this study may be that the effect of eWOM on online buying intention is indirect, i.e., eWOM indirectly affects consumers' online buying intention by influencing their attitude, subjective norms, and perceived behavioral control. In other words, attitude, subjective norms, and perceived behavioral control all play a role in mediating the relationship between eWOM and online purchasing intent. The last reason may be that the previous studies on the impact of eWOM on online buying intention are more focused on the impact of different types of

eWOM or the characteristics of eWOM (such as credibility) on online buying intention (Muda & Hamzah, 2021). However, this study does not subdivide the specific characteristics of eWOM.

Among the factors influencing online buying intentions, online buying intentions are most influenced by perceived behavioral control, followed by subjective norms and finally by attitude. Previous studies have also found that when consumers have high perceived behavioral control, they have higher buying intentions (Al-Gasawneh et al., 2021). The reason for this is that Thai consumers read eWOM and receive various detailed information about product price, quality, and service, so they feel that their ability to control their online purchasing behavior is enhanced, i.e., perceived behavioral control is increased, which in turn enhances online buying intentions (Sun et al., 2020). Subjective norms affect the intention of online buying, and the more positive subjective norms are, the higher the intention to buy online. Subjective norms are understood as a "personal perception" that is influenced by significant others (including family, friends, colleagues, etc.). Previous research has shown that social influences can have an impact on consumers' buying intentions, specifically, subjective norms as one of the even if they themselves do not like the behavior or its consequences. Thus, eWOM raises the subjective norms of Thai consumers, who have higher intention to shop online with high subjective norms (Bigne et al., 2018). Attitude affects the intention of online buying, the more positive consumers' attitude is, the higher the intention to buy online. Positive reviews also have a positive impact on the attitude of the website. Also, attitude are considered as markers of behavioral intentions and are the most important determinants of online buying intentions (Wu & Wang, 2011). If the respondent's attitude towards behavior is favorable, then buying intention is also high. Further, the higher the consumer's evaluation of eWOM, then a positive attitude is formed, which in turn increases the intention to buy online. determinants of behavioral intentions, consumers can choose to perform a behavior to comply with important instructions.

8. THEORETICAL AND PRACTICAL IMPLICATIONS

This study provides a cross-cultural perspective and has some theoretical implications for further research on Thai consumers' online buying intentions. On the other hand, in the context of diverse media channels on the internet, consumers' buying intentions are a prerequisite for specific buying behavior and a key factor for companies to gain attention, profitability, and social prestige. Therefore, this study points out the factors that influence consumers' intention to buy online, which has important implications for corporate marketing. Online businesses should improve the quality of their products and services and manage reviews well. At the same time, online businesses should provide consumers with diverse review channels, encourage consumers to freely post reviews, and control the quality of reviews so that consumers can learn more about the business through eWOM, thus forming a positive attitude and thus enhancing consumers' buying intentions.

From a practical standpoint, businesses should encourage consumers to participate in reviews in a reasonable way and handle the content of reviews correctly. Faced with a huge amount of information, consumers are good at getting valuable information from it to assist them in their purchasing decisions. Therefore, it is very important to control the content of eWOM. Companies should actively encourage consumers to make reviews and use internet data to select consumers with strong expertise in the product to make reviews and spread the eWOM. Companies can also work directly with consumers who have professional product identification skills (e.g., youtubers, bloggers) to give them new products and ask them to give objective and reliable reviews from a professional point of view based on their own use. At the same time, with multi-channel publicity (YouTube, Tiktok, Blog), consumers will develop positive attitudes, higher subjective norms, and perceived behavioral control towards companies and products, which leads to higher online buying intentions.

9. CONCLUSION

The final hypothesis testing results are shown in table 1.9. The results show that all the hypotheses are verified except hypothesis 1.

Table 1.9 Summary of test results for the hypotheses

Hypothesis NO.	Hypotheses	Outcome
1	eWOM has a positive effect on intention of online buying	Rejected
2	eWOM has a positive effect on attitude	Accepted
3	eWOM has a positive effect on subjective norms	Accepted
4	eWOM has a positive effect on perceived behavioral control	Accepted
5	Attitude has a positive effect on intention of online buying	Accepted
6	Subjective norms have a positive effect on intention of online buying	Accepted
7	Perceived behavioral control has a positive effect on intention of online buying	Accepted

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The Development of an E-marketing Model for Junzhiwei Chinese Local Chain Restaurant

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Abstract

The catering industry in China is one of the most important industries that drives the Chinese economy in this age. With the rapid development of the Chinese society and the popularization of Internet technology, the competition in the catering market is becoming increasingly cruel. In order to occupy a place in this highly competitive market, Chinese local chain restaurants should pay attention to the development of E-marketing. Chinese local chain restaurants also have problems in this regard, such as limited E-marketing types, lack of E-marketing related skills and talents and managers having low awareness of E-marketing. The objective of this research is to analyze the SWOT of Junzhiwei Restaurant in regards to E-marketing and to develop a possible E-marketing model for Junzhiwei Restaurant. This study utilizes qualitative research method. As per our case study, Junzhiwei restaurant uses the SWOT analysis model to carefully analyze its strengths, weaknesses, opportunities and threats. Then, through in-depth interviews 13 employees and assisted by observation method to further assist in problem identification in the development of E-marketing of Chinese local chain restaurants. Then, this study will use a combination of in-depth interview method and observation method for triangulation, thus ensuring the reliability of this study. Moreover, the validity of this study is ensured through qualitative research validity detection steps and triangulation. Lastly, this study ensures that the privacy of the interviewer will not be violated and that the interview will not disclose any private information of any entity. As a guarantee, the research approved by ethical committee of Huachiew Chalermprakiet University.

Keywords : E-marketing; SWOT analysis, Chinese chain restaurant

1. Introduction

Chinese local chain restaurants possess itself as one of the most important parts of Chinese catering industry. At the same time, with the rapid development of society, the competition in the restaurant market has become increasingly brutal. To still occupy a place in this highly competitive restaurant market, innovative development of business concepts and marketing strategies is key. Given the odds, Chinese local chain restaurants should focus on the development of E-marketing. Sheth and Sharma (2005) pointed out in their study that E-marketing is crucial to the development of the business. Although a late start, the proportion of E-marketing revenue of Chinese enterprises in the overall revenue is rising significantly. E-marketing has also provided benefits to these enterprises, namely, reducing costs and enabling rapid expansion of business.

For restaurant industry, the age group of people between 20-45 years old has become the main consumer group in the restaurant industry. Moreover, this group is more inclined to use electronic products in obtaining information and services (Dou, 2018). They are also more focused on the Internet aspect of service and personalized needs (Wang, 2020). Furthermore, this age group also causes the industry to change. Restaurants that do not engage in E-marketing are destined to lose this segment of customers (Zhu, 2015).

The Chinese catering industry generally lacks knowledge of E-marketing. Currently, most Chinese local chain restaurants do not have a deep understanding of marketing via Internet. They also believe that the marketing content and marketing methods are the same as

traditional online marketing without recognizing that online marketing has essentially changed profoundly (Xie, 2017). With the rapid development of mobile Internet, the demand for mobile E-marketing talents in Chinese local chain restaurants has been increasing. Most Chinese local chain restaurants have a relatively one-sided understanding of mobile Internet marketing and do not provide the necessary human, material, and financial support for E-marketing development, which results in a low quality of E-marketing management talent that cannot meet the development needs of Internet marketing management in SMEs (Tingting, 2019). Regarding this case study, the research will use primary research in the form of interviews before conducting the study. During the interview with the general manager of Junzhiwei restaurant, it is known that Junzhiwei have been operating without a deep understanding of E-marketing, and its understanding of E-marketing is only using takeout platform websites and applications to sell dishes and contact customers. With this, an observation has been made. Junzhiwei Restaurant did not realize the status of their capacity, situation, and most importantly the use of E-marketing. Therefore, there is an urgent need to develop E-marketing models that will help them occupy a place in this fierce competition.

This study uses SWOT analysis to analyze the competitive advantages, disadvantages, opportunities and threats of Junzhiwei Restaurant. This study used interviews as the method of data collection. The interactive spiral method was used as the method of data analysis, and the qualitative research validity detection steps and triangulation method will be used to keep the validity of the research. Finally, in order to keep Junzhiwei Restaurant in this competitive environment, and further gain a broader market space, strategies suitable for improving Junzhiwei Restaurant's ability to improve E-marketing is pin-pointed.

2. Objective

- 1) To analyze the SWOT of Junzhiwei Restaurant in regards to E-marketing.
- 2) To develop a possible E-marketing model for Junzhiwei Restaurant.

3. Literature review and theoretical framework

- 1) Literature review

Chinese local chain restaurant

Tingting (2019) believes chain operation of chain restaurants refers to the collection of several enterprises operating similar products through the standardized operation and management mode, and then, realize the large-scale effect. For catering enterprises, chain operation is the only way to become bigger and stronger, which stems from the strong advantages of chain operation market practice. In addition, the researchers believe that the chain operation model of catering industry has the characteristics of converging brand value and enhancing consumer loyalty. Meng (2006) pointed out that chain restaurants have the characteristics of simplification, standardization and specialization. Simplification means the popularization of products, which can be accepted and recognized by general customers (Gu, 2007). Standardization means that all branches have unified management and operation standards (Li, 2004). Specialization means that the restaurant should use professional management ability and ensure that the restaurant becomes a safe, healthy and hygienic catering place (He, 2014). These three characteristics are the principles that must be adhered to by both the decision-making level, management level and general business operators in expanding the scale of the theme, developing the network of chain operation and carrying out daily business activities.

According to the definition in the "notice on regulating the price management of catering chain enterprises" of China's State Planning Commission, the definition of catering

chain operation is defined as “several peer stores operating similar brand varieties and using unified names and logos.” Catering chain is a modern operation mode in organization forms that takes unified procurement, processing, catering and distribution as the core, takes capital and property rights as the link, and or authorization and franchise. As to realize product service standardization, production and processing industrialization, management standardization, and sharing of brand and scale benefits. The target type of restaurants in this study is Chinese local chain restaurants. Local Chinese chain restaurants can be generally classified into two categories. The first type is the Western style where food served is mostly related to Western food. The second Chinese style, where Chinese traditional dishes are served (Li, 2019). Compared with chain restaurants in other countries, Chinese local chain restaurants cannot define the types of restaurants in a simple form of operation, because Chinese local chain restaurants do not only comprise the nature of chain operation, but also family style, leisure style, or high-end restaurant style. Family-style Chinese local restaurants are restaurants serving family-style dishes. They also use their own unique decoration style to make customer feel more welcomed and at-home. Casual Chinese local restaurant are restaurant where customers can both satisfy their appetite and enjoy other cultural activities such as drinking tea or playing mahjong. These restaurants come with designated rooms or areas for those activities as well. Lastly, the high-end Chinese local restaurant is a restaurant that uses expensive food ingredients and luxurious decorations to create a style of cuisine and experience that is more expensive (Liao & Xiao, 2005). This study takes Junzhiwei Restaurant as a case study. Junzhiwei Restaurant is a Chinese local chain restaurant encompassing both family and leisure style Chinese traditional served.

General marketing function

The most important function of general marketing is to utilize the marketing mixed strategy, especially the 4Ps (price, product, place, promotion) marketing theory (Belz, 2006). 4Ps marketing theory was put forward by McCarthy in the 1960s. This theory improves the efficiency of sales tactics by four basic strategies: product, price, place, and promotion. These four components are used to guide the sales behavior of enterprises. Furthermore, the strategy also enhances the pertinence and practicability of sales behavior, support the development of enterprises, and continue to provide profound theoretical guidance for enterprise marketing. Booms and Bitner (1982) put forward the 7Ps theory based on the 4Ps theory, adding three elements: people, process, and physical evidence to the original theory. People refers to the company's service personnel and customers. Process refers to the process that customers must go through before obtaining services. And physical evidence refers to the environment, convenient tools and effective guidance, and to make the display of goods and services themselves, even if the promoted things are closer to customers. In addition, Privacy is also an indispensable function in the process of E-marketing (Walrave, 2002). In the process of E-marketing, it is inevitable that the company will involve private information about customers, such as their addresses or identity information. How to protect customers' information from being leaked and affecting the company's own reputation and interests is an important factor that companies must consider in the process of E-marketing (Frost & Strauss, 2016). Thus, in the process of E-marketing, an involvement of customers with Chinese local restaurants is inevitable. While customers participate in the process, their private information should be protected from being leaked. Moreover, this allows the company to better play the role of marketing function; meaning to make better use of the advantages of Chinese local chain restaurants, identifying their own problems, and meet new opportunities and challenges.

E-marketing

The definition of E-marketing has not been made clear. For the emerging discipline of E-marketing, scholars have given different explanations from different angles. Flower (1997),

a famous network economist, believes that E-marketing is a modern marketing method that uses the power of computer network, modern communication, and digital interactive media to achieve sales purposes. At the same time, Chen (2012) also pointed out that E-marketing is a way to carry out marketing based on the Internet and an important component unit of enterprise marketing strategy combination. Yu (2014) also clarified that this component is a series of behaviors to achieve enterprise marketing objectives with Internet users as the main consumer group, market demand as the guide, and network application and E-marketing as the main ways. In addition, many studies believe that the interaction between E-marketing and customers is essential. As a technology-based innovation activity, E-marketing has been regarded as one of the main aspects of marketing practice, which include the use of the Internet and other interactive technologies to create and mediate dialogue between companies and their customers (Coviello, 2001). Generally speaking, E-marketing refers to the use of the Internet as a means to carry out marketing activities. All marketing activities carried out by using the Internet as the main means can be called E-marketing. The main difference between E-marketing and traditional marketing is that E-marketing depends more on the Internet platform, carries out a series of marketing behaviors through the Internet platform, and has a more innovative and close relationship with customers. In general, through E-marketing, Chinese local chain restaurants can achieve interactive communication of information, timely get feedback from users, and enhance the intimacy between consumers and restaurants and brands. The characteristics of multi-dimensional and sub marketing of E-marketing include the organic combination of image, sound and text, and the multi-sensory information transmission mode that enriches customers' experience of goods. The Internet has a great impact on consumer behavior. The development of E-marketing in Chinese local restaurants directly affects the success or failure of the whole marketing strategy

Theoretical framework & research questions

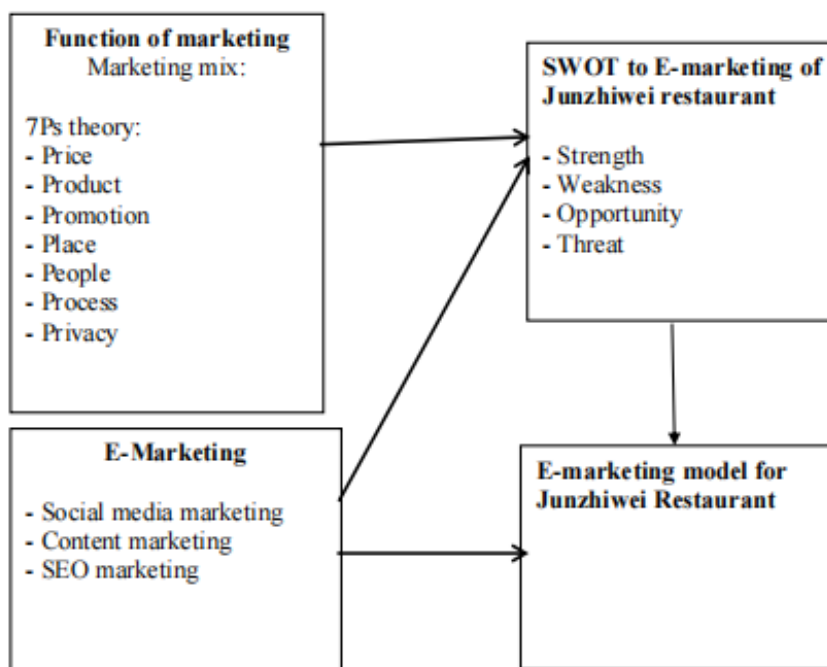


Figure 1 Theoretical framework

Research question

- 1) What are the current SWOT of Junzhiwei Restaurant that is needed to further conduct E-marketing?
- 2) What would the E-marketing model for Junzhiwei Restaurant should be?

4. Research methodology

Research methodology and type

The case study method uses a qualitative method as one of the research methods in this study. Case study is a methodology description of a real management scenario based on what is known about the business operation and a case analysis around business management problems (Yin, 2015). According to the framework of this study, in order to better arrive at answers to the research questions and find suitable strategies to improve E-marketing in local Chinese chain restaurants, the case study method was used in this study. As the case study subject in this study, Junzhiwei chain restaurant was used.

Research site and respondents

As per the case of this researcher's study, in order to gain an in-depth understanding in a limited time, this study chooses a single case study. Junzhiwei chain restaurant is selected as the case study object. Junzhiwei Restaurant is located in Jining City, Shandong Province, China. It is a Chinese local chain restaurant that has been operating for nearly 10 years. Junzhiwei Restaurant's main dishes are Chinese local dishes. Moreover, its business model and concept also contain Chinese cultural heritage. Similar to other Chinese local chain restaurants, Junzhiwei restaurant did not utilize E-marketing, as well as make use of their capacity and situation. Therefore, there is an urgent need to develop E-marketing models that will help them occupy a place in the fierce competition.

For the selection of participants, the researcher carefully studied the organization chart of Junzhiwei restaurant and concluded that the main managers of the restaurants were most suitable for the study. The organization chart of Junzhiwei restaurant is shown in Figure 2.

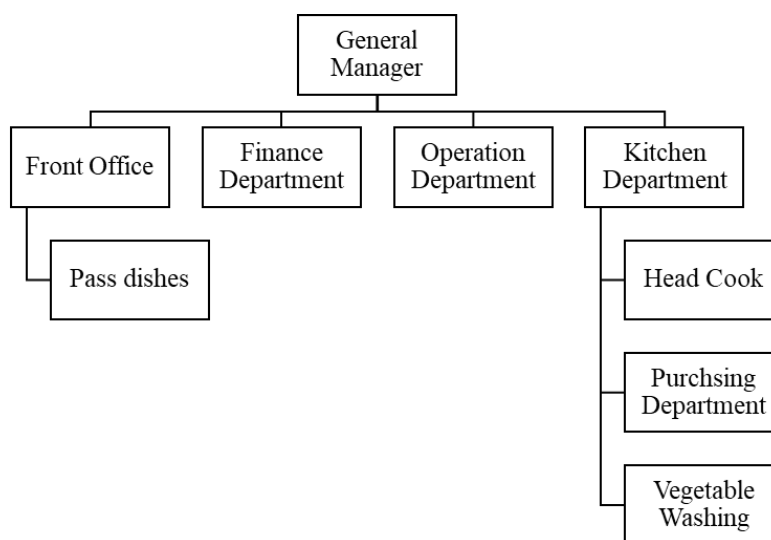


Figure 2 Junzhiwei restaurant organization structure

Junzhiwei restaurant has one general manager, under which there are four departments. Each department has a competent manager. There are a total of 50 staff members, which are allocated along each task as follows: 20 members for the Front Office Department, 5 members for the Finance Department, 10 members for the Operation Department, 15 members for the Kitchen Department.

As for this study, the purposive sampling method is used. The advantage of purposive sampling method is its simplicity. However, in this study, the method could not be fully utilized due to the constituent organization structure and small available sample size of the restaurant. To be precise, the total sample size for this study at the time of study was 13,

consisting of the following: 1 general manager, 4 department managers, and 8 staff members, two members for each department.

Data gathering method

In-depth interview method or depth interview method, is an unstructured, direct, and personalized interview method, also known as unstructured or freestyle interview (Guion, Diehl & McDonald, 2011). This interview method has strong flexibility and can give full play to the initiative and creativity of the interviewer and the interviewee (Evers and De, 2012). The method will be conducted using voice telephone interview via electronic equipment for communication and discussion with interviewees on the topic of E-marketing of Junzhiwei Restaurant with voice recording.

The second data collection method used in this study is observation. Observation refers to the direct and targeted collection of required data by researchers through their own perceptual organs and other helpful tools under natural conditions (Baker, 2006). In this study, the researcher used direct observation method to observe e-services offered by Junzhiwei Restaurant through its website. This is done to perceive the current stage of E-marketing in the restaurant as well as identify any problems that arise.

Data analysis and quality of research

Qualitative data is a source of logical, rich descriptions, and explanations of processes that occur throughout the local settings. With qualitative data, researchers can retain chronological order, assess the cause-and-effect relationships of events, and derive productive explanations. Qualitative data can help researchers move beyond initial preconceptions and frameworks (Sgier, 2012). The data analysis method used in this study is derived from the Interactive Spiral Model (Dey, 1993), which is a common data analysis method for qualitative research. The first step in this model is to conduct data collection by interviewing respondents and then obtaining their responses to the questions. The second step is data reduction, where the respondents' responses are simplified and important information is extracted. The third step is data classification. Important data and data with similarity are categorized in order to observe the correlation processes that link these data to each other. The fourth step is data connection. The categorized data are matched with factors involved in the study to facilitate the next step of the study, in order to draw conclusions. Finally, a compilation of the results is created.

5. Results and Discussion

Junzhiwei Chain Restaurant

Junzhiwei Restaurant is a chain of Chinese restaurants in Jining City. Junzhiwei Restaurant is a Chinese local chain restaurant encompassing both family and leisure style Chinese traditional served. Junzhiwei restaurant's cuisine is based on the Lu cuisine of the Qilu region of China, and is best known for its wide variety of flour dishes and special dumplings. Many honors have been won in the local area as well as in Shandong Province and even in China. The interior of the restaurant is also full of Chinese cultural elements. The restaurant's interior is also full of Chinese cultural elements, with an ordering counter built on the roof of a traditional Chinese building and a retro interior. In addition, there are public bicycle parking spaces next to the restaurant, and public transportation is very developed. Since the establishment of the restaurant head office has been as long as 6 years, the domestic economic situation in China did not take the convenience of private car parking as an important factor when selecting the site, so the number of parking lots and parking spaces near the head office was extremely limited. Therefore, this factor was taken into account when selecting the branch office. Although the branch office was also located in Jining City,

the location was located in the new urban area of Jining City. The 2 branches have chosen to be established near the newly built community in the new urban area and near the shopping mall. Another company chose to sign a contract with Jining First People's Hospital and built it inside the hospital canteen.

Junzhiwei restaurant company was founded on February 23, 2016, with registered capital: 5 million (yuan). Registered office is located in Jining City, Shandong Province, Rengcheng District, Hongxing Middle Road No. 8 pedestrian street. Operating range includes general projects: take-away delivery services; property management; business management; hotel management. The licensing projects: catering services. This study takes the catering service of Junzhiwei restaurant as the main research goal

7ps in general marketing

1) Product

Type of Cuisines

In terms of products, Junzhiwei restaurant's cuisine is mainly based on Lu cuisine, followed by Szechuan cuisine, as these two cuisines best suits the palette of the locals. Therefore, it can be seen that the dishes of Junzhiwei Restaurant are mainly Shandong cuisine, which is the main local cuisine, followed by Sichuan cuisine. Moreover, a variety of Chinese specialty noodles are also important dishes of the restaurant.

Quality of Product

Junzhiwei has strict management and control over the selection of ingredients. To inform transparency to its customers, Junzhiwei has a special display at the front desk to show customers ingredients and seasonings that is in use in the day. Furthermore, Mr. Yu, who works in parent company front office, also mentioned that many of Junzhiwei's dishes are award-winning and trustworthy. As for the quality of the dishes, Mr. Zhou, who works in parent company operation department, mentioned that a special vegetable and meat supplier will deliver the freshest vegetables and meat ingredients to the restaurant every day before opening. Junzhiwei will have a quality inspector check the quality of raw materials every day. Moreover, the restaurant also passes all the inspections administered by the food and Drug Administration.

Product of E-marketing

There are some differences between Junzhiwei restaurant's take-out menu and offline menu. Mr. Zhao, who works in parent company kitchen department, mentioned that this is for younger people who may order a take-out for lunch at work. Regarding special taste requirements, consumers are allowed to customize their food to their own liking by directly contacting with the restaurant through both offline and online channels. Lastly, online customers are presented with an online communication channel where they can make contact with the restaurant for after-sales service if any problems arise.

2) Place

Offline Channels

According to the answer of Junzhiwei Restaurant's staff, Junzhiwei restaurant currently has two marketing channels, offline and online. Offline channels include the parent company restaurant and its branch restaurants. Customers who live near the perimeter may choose to travel on foot or by electric bicycle, while those who live far away will travel through private cars or public transportation. Therefore, customers that choose to dine at the main restaurant are suggested to refer to light or public transportation.

The Junzhiwei Restaurant also has private rooms which can accommodate larger group of about 8-12 people. General manager of head office, Mr. Heng, mentioned that the 800 RMB set menu includes seafood dishes, such as braised sea cucumber and steamed sea shrimp. Unfortunately, due to the restaurant's location in inland China, the price of seafood is higher due to the high transportation cost.

Online Channels

The online channel used by Junzhiwei Restaurant at this current stage focuses on its partnership with Meituan, a take-out application, for sales. However, Mrs. Ma mentioned that the restaurant has not paid attention to the ranking in the application. Customers can search and access several restaurant's homepage using its name. Moreover, an option for distance search is also available, where restaurant closest to customers will be pushed to the homepage of their Meituan application. Luo (2018) mentioned that there are generally three online sales channels in China's catering industry, namely takeaway applications, group buying platforms, and location service platforms. Therefore, this also means that Junzhiwei Restaurant is not taking full advantage of all online sales channels.

3) Price

Price set up

The parent company is responsible for all the pricing strategy, while branches implement those strategies and apply identical prices. From the Interviewees statement and findings, we can conclude that Junzhiwei Restaurant along with its branches, has identical price and unified managements of dishes regardless of the company or the head office. And pricing is also well related to its cost.

Offline Price

The prices of dishes at Junzhiwei are roughly the same as those of other local chain restaurants, which is generally accepted by local customers. Mr. Zhang, who works in the subsidiary, mentioned that the price of vegetarian dishes in Junzhiwei Restaurant is about 25-35 RMB, while the price of meat dishes is about 40-55 RMB. Moreover, in addition to individual dishes, set menus are also presented for customers to choose from. Set menus are available in two options, 600 RMB and 800 RMB. Although the number of dishes for both options are identical, 12 meat dishes and 4 vegetarian dishes, but what separate them is the available content. Comparing to the single dishes' menu, the set menu is about 50-80 RMB cheaper.

Online Price

Since there is only a single point of sales via the take-out application, the price will be reflected taken into consideration only that channel. Junzhiwei Restaurant price itself identically in both offline and online channels. Mrs. Ma, from the parent company's finance department, mentioned that Junzhiwei Restaurant need to incorporate more prices in the takeaway application.

4) Promotion

Branding

The brand promotion method of Junzhiwei restaurant uses traditional methods. Mr. Wu, who works in parent company kitchen department manager, mentioned that Junzhiwei restaurant's branding strategy utilizes traditional newspapers and WeChat. The restaurant uses traditional newspapers, such as the local food and health newspaper, which often publishes the restaurant's new dishes and awards. Junzhiwei also uses WeChat to promote the

restaurant, posting articles and content about food and health, as well as recent events and competitions that the restaurant has participated in.

Discount promotions

The promotions given by Junzhiwei Restaurant are mainly discounts. Promotional activities are mainly based on offline stores. All consumers who go to the store and spend a one-time purchase of 1,000 RMB will receive a discount of 200 RMB. Apart from discounts, free dishes are also used as incentive for promotional purposes. For example, on the night of Chinese New Year, if a customer spends more than 200 RMB, a free vegetarian dumpling will be given.

Membership card system

In addition to other promotional strategies, the restaurant also offers a membership card system. Mr. Zhao mentioned that to meet the requirements, a member must spend a one-time purchase of 300 RMB. When the requirement is met, the cashier will ask customers if they want to apply for a membership card and clearly states that points generated can be used to subsidize cash. It can be seen that the membership card system of provide beneficial discounts for customers who become members. It is also proved to be very convenient for customers to use, taking care of user experience for different age groups.

E-marketing of Promotion

E-marketing of Junzhiwei restaurant promotional strategy is generally based on the issuance of coupons, mainly on the take-out app system. As an example, the take-out software app will issue coupons ranging from 2 to 20 RMB. Moreover, Junzhiwei Restaurants will also give discounts to dishes on the take-out app during the holiday season.

5) Process

Service Delivery Process

Junzhiwei Restaurant's offline restaurant provide direct face-to-face service. According to the restaurant staff's answer, they regard the customers as gods. Junzhiwei Restaurant takes meticulous care for guests from the moment they step into the restaurant. For example, when guests walk in, they should shout "Welcome", and when guests leave, they should shout "Thank you for coming, and welcome to us visit next time." In addition, the interior of the restaurant is also sterilized every day to prevent insects and mice attracted by the fragrance and food. The interior of the restaurant is also inspected and cleaned every day. The minimum large-scale cleaning is twice a day. The door is also never left opened. If there is little customer traffic in the between the day, the front desk staff will clean it in time. Mr. Zhao believes that the service provision shown in traditional marketing emphasizes face-to-face interaction so that customers can feel that they are being served, as well as a sense respect for them. For example, when customers dine in the restaurant, complementary tea will be provided. When the customer finishes a cup, the restaurant waiter will fill up the water cup and teapot in time and refill the new tea. However, the restaurant cannot directly provide this kind of service on the takeaway software, so the service of the restaurant needs to be more reflected in the quality and after-sales, such as the quality of the tableware, tissue, packaging boxes and bags provided to customers, and the after-sales service of the restaurant, speed, customer satisfaction, etc.

Customer's Decision Process

For the customer's purchase decision process, Mrs. Ma, who works in parent company finance department, believes that the first step is the problem identification stage, which is to identify the consumer's needs for the restaurant. Initially, she felt that customers' need are

quality and delicious food. But after the introduction of the Internet, other factors such as deliver time came into picture. Restaurants need to consider this change in demand. Second, regarding information gathering, she believes that consumers must gather information from multiple sources according to their needs. For offline, there may be recommendations from friends or relatives, but in e-marketing, consumers are exposed to more channels, which may come from several sources, such as but not limiting to, online promotions, or recommendations from unfamiliar online friends. With the provided information, customers are free to compare and think about the products and services of each restaurant. Third, she believes that consumers will then formulate a purchase plan on how to receive products and services offered by the restaurant. After that, a purchase decision is made, forming from purchase intentions and preferences, such as which dish they want to try. The last stage is the post-purchase behavior. Customers evaluate the products and services offered by the restaurant and take into consideration if the experience is meaningful enough for another visit.

6) People

Junzhiwei restaurant employees generally believe that staffing strategy is very important. Junzhiwei restaurant recruitment is the responsibility of the parent company, if the subsidiary company has staff changes is to tell the parent company in the first time, the subsidiary company can introduce employees to the parent company interview, will send personal resume to the parent company for review. In addition, Junzhiwei restaurant also attaches great importance to staff training. Restaurant staff whether front or back kitchen department are to be trained and then on the job, the front of the staff dressing, must pay attention to hygiene and neatness. For the back of the kitchen department, chefs as well as cooks are also to be clean and tidy, chef uniforms and hats must be worn, and the use of spices must be fresh and hygienic. Mr. Zhao stressed that the restaurant will open a short training session every day before the restaurant opens, emphasizing the work content and the problems found by the department managers in yesterday's operation and service. The restaurant also encourages its staff to attend further training sessions. Besides, the restaurant also encourages staff to participate in further major restaurant exchanges or competitions to encourage them to enrich themselves.

7) Privacy

In e-marketing Junzhiwei restaurants use take-out software has a special treaty is to protect the privacy of customers will not be leaked, for example, the take-out clerk can only call the consumer through the take-out app, will not see the consumer's real phone number to prevent harassment of them. In addition to this the delivery staff in the process of delivery can only see the consumer's address through the current order, this order will be destroyed after the completion of the consumer's address. In the process of online marketing, restaurants inevitably involve customers' private information, such as their address or identity information. How to protect customer information from being leaked, affecting the reputation and interests of the company itself, is an important factor that companies must consider in the process of online marketing (Frost & Strauss, 2016).

5.2 SWOT of Junzhiwei restaurant

Table 1 Junzhiwei restaurant SWOT analyze table

7ps	Strength	Weakness	Opportunity	Threat
Product	Special dishes loved by customers.	_____	Using e-marketing to open up new markets	_____

7ps	Strength	Weakness	Opportunity	Threat
Place	Superior geographical location, close to customer base.	Fewer e-marketing channels were used. Only takeaway applications are used for sales while WeChat public accounts are used for promotion.	create new services. Several e-marketing channels were available to choose from.	e-Channel conflict; Many competitors use the same channel.
Price	The prices are affordable and transparent with the supervision of the Price Bureau.	—	—	—
Promotion	Brand culture is combined with local culture and traditional culture.	Promotion channels are limited. And currently offline promotion, which is the mainstay	Utilize e-marketing to attract potential partners.	—
Process	—	Lack of communication with customers.	—	—
People	—	Lack of links to e-marketing in recruitment and training.	—	Inaccessibility concerns for customers who are not proficient with e-marketing.
Privacy	Strict punishment system for staff members. Privacy protocols and regulations to protect customer privacy.	—	—	—

5.3 E-marketing

1) Current E-marketing of Junzhiwei chain restaurant

Junzhiwei restaurants are using only two kinds of online marketing methods at this stage. The first is the takeaway app, the takeaway platform used by Junzhiwei Restaurant is

Meituan takeaway platform, Junzhiwei Restaurant has their individual dishes on the takeaway app, in addition to adding a single set menu for office workers, Mr. Zhao mentioned that this is for young people who may order a takeaway for lunch at work. For example, the shredded fish and pork over rice and the kung pao chicken over rice, which consists of rice and rice dishes. The single set menu also includes soup, and consumers can choose whether they want soup or drinks. Our soup is seaweed and egg soup, and drinks include cola, yogurt, herbal tea, juice, etc. Consumers can choose by themselves. In addition, Mr. Heng mentioned that Junzhiwei restaurant not only uses takeaway software for sales, but also has a WeChat public number to help it promote. The public WeChat number usually publishes articles about food and health, but is rarely updated.

2) Suggestion of E-marketing model for Junzhiwei Restaurant

Through interviews with the employees of Junzhiwei Restaurant, it can be seen that the e-marketing services used by Junzhiwei Restaurant is only for need recognition and facilitating customers' purchasing decision. The only purpose of having a takeaway application is for sales purposes, with WeChat acting as a supporting promotional method. Therefore, it is evident that Junzhiwei Restaurant has not deeply integrate e-marketing with its operation processes. This study combines Junzhiwei Restaurant customer decision-making process with e-marketing, and proposes a five-step e-marketing recommendations as follow: customer's need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior.

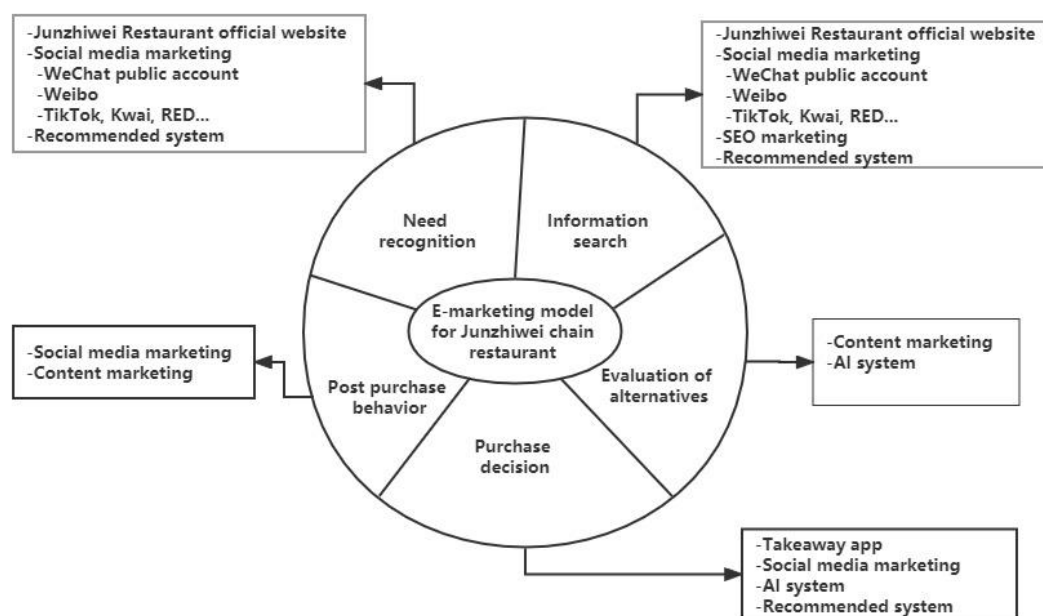


Figure 3 E-marketing model for Junzhiwei restaurant

1) Need Recognition

First, Junzhiwei Restaurant should build their own official website with added details and contact information of the restaurant along with their corporate introductions, including corporate brand culture and vision. More importantly, detailed menus and presentation must also be presented on the website.

In addition, Junzhiwei should also make full use of social media marketing. The WeChat public account of the restaurant should be improved. The task of the account should involve updating articles related to restaurants along with its publicity in a timely manner. The account also should be presentable with exquisite page layout and page decoration to

attract the attention of consumers to leave a deep impression. Junzhiwei Restaurant should also develop other types of social media marketing. For example, utilize short video platforms such as TikTok or Kwai to publish short humorous videos related to restaurants to achieve the results of self-promotion. Junzhiwei Restaurants should also use social websites, such as Weibo for publicity reasons. Junzhiwei Restaurant should build its own Weibo account and publish the latest news and activities of the restaurant on the Weibo account in a timely manner. Posts could also include the restaurant's signature dishes and today's recommended dishes to give customers latest news and updates on other promotional approaches.

Junzhiwei Restaurant can also work alongside the delivery platform in incorporating their recommendation system together with the existing system provided by the platform to create a more effective system. The operation could also leverage big data generated throughout their customer's journey to ensure that customers will be aware of the restaurant upon using the application. Moreover, the restaurant should work alongside Meituan and make paid promotional strategy in bringing customers closer to the restaurant.

2) Information Search

The second step in the buyer decision process is to conduct information search. Junzhiwei Restaurant should fully utilize search engine optimization (SEO) marketing and works in cooperation with well-known Chinese search engine companies.

Upon entering keywords on these search engine sites, any keywords related to the restaurant must display information related to the restaurant. Moreover, relevant information such as official websites and posts from the restaurant must be presented at the top of the list. To tackle this goal, a close cooperation must be developed with these search engine operators, namely Baidu.

As a marketing method, SEO marketing takes advantage of people's dependence and usage habits on search engines. Inputted keywords are used to retrieve information and delivered them to users. With the information presented, users can enter the restaurant's official site to receive details of any subject matter with ease. The interaction created by SEO marketing allows direct contact of users and restaurant to happen real-time, which could potentially lead to transaction.

In addition, media and websites are used by younger generations to explore their interests. Applications such as TikTok and Kwai has played an important role in the past few years in facilitating these new lifestyles. RED for example, are used by female adolescents to explore their livings through places and food. Reviews of the place is also proved to be crucial for their experience as they would lean more towards landmarks with positive reviews. Therefore, Junzhiwei Restaurant should make full use of the role of social media marketing. The restaurant should give serious attention to creating its own WeChat and Weibo accounts for reaching out to customers as well as publishing its own content as mentioned in this report. The context of the account should cater to the taste of younger generation as well for better feedbacks and exposures. Media sharing platforms should also be used. Short video sites such as TikTok and RED will prove to be a very important tools in reaching out to these people. Junzhiwei could work together with RED influencers who have their follower base located around the restaurant area to further promote the restaurant. They also should be encouraged by the restaurant to give positive reviews and detailed notes of the experience to further attract these younger generation.

3) Evaluation of Alternatives

The focus of content marketing is to turn the entity's own media into a portal for users, attracting users with content and allowing them to enter the company's own platform. Content marketing is inseparable from products. The focus of content marketing is the combination of content and brand. The importance of content marketing is reflected through the brand itself.

Junzhiwei Restaurant should make full use of social media channels when conducting content marketing. The restaurant should conduct cross-media platform marketing by publishing media content to all their platforms. Like other forms of online marketing, the content should revolve around the available dishes and the culture behind each product.

Result evaluations for social marketing are also heavily dependent of each social platform. However, the restaurant will have no play in the results, and it is up to the social platform to help the company carry out further publicity.

Apart from the use and cooperation of partnerships and platforms, Junzhiwei should implement AI into their customer service. This allows real-time communication to happen within the website. Communication details on the feature could be based on user's question. Active recommendations by the restaurant could also be made according to the keywords inputted by the customers. In the long run, the operation will be able to save cost and facilitates the decision-making process, making transaction happen more efficiently.

4) Purchase Decision

The fourth step in the buyer decision process starts when customer decides to buy. Regarding the takeaway application, the restaurant should maintain clear classification of dishes within their homepage to reduce time spent for customers.

In addition, apart from sharing articles as its main content, the restaurant should schedule frequent content updates on its WeChat account. Promotional articles such as recommendations and available purchase channels are also very important in facilitating the decision-buying process.

To further develop its online presence, an official web must be created. Information within the website should reflect the restaurant. Dish information, menus, payment methods, and purchasing links must be clearly stated. The design must also be user-centric, allowing for a convenient experience.

Apart from that, a social media presence should also be created. Platform such as Weibo is crucial in attending to this role. Information within the account should be like what of other platforms to achieve the same result.

Lastly, package recommendations and coupons generation could also be done during customer service chat by the integration of AI to further strengthen customers' purchase decision.

5) Post-Purchase Behavior

Post-purchase behavior of purchased customers heavily influenced the coming of new potential customers. Junzhiwei Restaurants should combine content marketing and social media marketing to encourage customers to post positive comments on various social media platforms after the meal. Activities could also be created to increase traffic and engagements on Weibo. There should be an active encouragement and incentive for customers to post short videos on TikTok about their dining experience. Other review platforms such as RED could also be use in this stage to provide real life images and experience notes to positively attract new customers.

6. Conclusion

Through interviews with the staff of Junzhiwei Restaurant, this paper sorts out the existing marketing mix (7ps) and the current situation of E-marketing, and puts forward deeper construction suggestions for the shortcomings of Junzhiwei Restaurant's network marketing. The researchers hope that Junzhiwei will have a place in the fierce competition in the catering industry. It is hoped that this research will provide a theoretical basis for future researches related to the E-marketing of Chinese local hotel chains.

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