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PERSONAL TRAITS SERVICE MARKETING MIX AND CORPORATE IMAGE INFLUENCE THE CUSTOMER SATISFACTION OF SHABU RESTAURANTS IN THAILAND

PICHYADA PHEUNPHA

Abstract:

The research aimed to examine the influence of personal traits, corporate image, and service marketing mix on customer satisfaction of Shabu Restaurants in Ubon Ratchathani province, Thailand. A questionnaire with a reliability coefficient (0.93) at a very high level was used in this study. Cluster sampling collected 400 customers from Shabu restaurants in Ubon Ratchathani province: Shabu Indy, Wan Moo Shabu, Pra Whale Jaidee Shabu, and others. The statistics were descriptive, correlation coefficient, and multiple regression analysis. The results showed that independent variables correlated with customer satisfaction at a high level ($r = 0.782$). The service marketing mix 7Ps and the corporate image can predict customer satisfaction by 59.3% ($r^2 = 0.593$). Three variables affect the satisfaction of customers, which are the regression coefficient of trust ($\beta = 0.30$), corporate reputation ($\beta = 0.20$), and physical evidence ($\beta = 0.15$), respectively. However personal traits of Shabu customers didn't affect their satisfaction with Shabu clients. The research, therefore, recommends Shabu restaurants review and evaluate their customer database to include service marketing mix and corporate image.

Keywords:

Personal Traits, Corporate Image, Service Marketing Mix, Customer Satisfaction, Shabu Restaurant, 7Ps

JEL Classification: M00, M19

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INTRODUCTION¹

In 2019, connected and free full-service restaurants in Thailand produced approximately six billion U.S. dollars in sales. The full-service restaurants' value in Thailand showed some variation over the past years (Statista Research Department, 2020). The restaurant industry for eating out is a popular activity for Thai people. The restaurant industry is always on the rise. It is locals that support restaurant businesses and tourists or foreigners who contribute to the restaurant industry growth. The average spending is 90 U.S. dollars per person in 2017 on full-service restaurants in Thailand, which had also been increasing over the years. In 2020 has COVID-19 pandemic, spending for restaurants will decrease. However, Thai full-service restaurants showed great prospective by making over three billion U.S. dollars in sales in the following year. Thai full-service restaurants showed great prospective by making over three billion U.S. dollars in sales next year.

They were presently consuming public investments and experiment with formal full-service restaurants since they are now more stylish than ever (Reynolds & Biel, 2007). Therefore, they are increasingly frequenting restaurants for the first experience and the second food (Grobbelaar, 2008). Understanding customers' expectations and experiences are crucial for restaurants because satisfying customers is a significant consideration for competitive the growth and achievement of competitive advantage (Khatab, Esmaeel & Othman, 2019). Consumer satisfaction is essential for business because it is essential for business success to bring customer appreciation and return to repurchase product and service. It's genuinely about more than a money-back agreement. Repeat customers get revenue into the business and provide predictability, security, and enjoyment for those involved in the industry (Kivela, Inbakaran & Reece, 2000). One crucial reason for customer satisfaction is maintaining a customer level requires less cost than finding a new customer. Therefore, pulling customers to stay with the business for as long as possible by making the customers satisfied with the products and services is one way to help reduce the company's cost (Pattarawareekun et al., 2006).

Moreover, customer satisfaction indicates that this is an essential measure of quality in products and services. The restaurants should have product quality and variety, design, features, and good services because service is part of the product and is like a built-in feature of a product that is useful in attracting the customers to purchase and good words of mouth. According to Kotler and Armstrong (2016), service should be done periodically to assess consumer's service satisfaction. Despite its constant growth, a high number of entrepreneurs cannot succeed and go out of business. Then before stepping in, it is needed to be careful in choosing a proper place, to focus on quality and service, and to make a difference. More importantly, price and building relationships with customers are the keys to survive the restaurant business in the long run (Syamananda, 2019).

Marketing mix components are management devices that contribute to customer satisfaction in the organization's hands (Puluhulawa et al., 2018). Sudari et al. (2019), in the research of the effect of marketing mix on customer loyalty through customer satisfaction in food and beverage product in Malaysia, showed that product, promotion, place, and price have positive effects on customer satisfaction, and they are given contribution to customer satisfaction about 68.9%. Khatab et al. (2019) also stated that dimensions of service marketing mix included process, physical evidence, people, place, promotion, price, and product, respectively, significantly impacting International Kurdistan Bank's customer satisfaction in Erbil City, Iraq.

Therefore, restaurants should arrange service marketing mix well to be able to attract customers and create customer satisfaction. Luo, Roach, & Jiratchot (2015) studied the 7Ps of the marketing mix that affects air freight customer satisfaction and repurchase intention. As a result, product, promotion, physical evidence, participants/people correlated with customer satisfaction. The marketing mix 7Ps affected customer satisfaction and repurchase intention as well.

Over the past decade, Thai people are changing their lifestyles to eat healthy food. Most people, when they think about healthy eating, they should have vegetables and low calories, and it does not make people fat. So, Sukiyaki or Shabu is an excellent choice for health lovers, which is vegetable-based and includes meat such as pork, chicken, tofu, vermicelli, mushrooms, and eggs added into the soup. Shabu eats with a dipping sauce that is beneficial to the body and complete with nutrients. Shabu-shabu was originated in Japan in the 20th century with the opening of the Suehiro restaurant in Osaka, as the same time. The Chinese hot pot instant-boiled mutton is origin as well. Shabu-shabu is most similar to the original Chinese version. Suehiro entered the name as a market in 1955. Together shabu-shabu is a common dish in many parts of Japan, but also in local Japanese neighborhoods (colloquially called "Little Tokyos"). Recently, many countries for example the USA, Canada, Asia, and also Thailand are popular consume Shabu.

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Shabu is an excellent corporate image of healthy food in taste, high-quality ingredients without chemicals, fresh, and clean. Corporate image has been evaluated as an essential antecedent of customer satisfaction and loyalty. It helps companies achieve higher performance, such as sales, and build a long-term and mutually profitable relationship with customers (Tu, Wang, & Chang, 2012). Corporate image is so essential it can be supposed as a mental picture of the restaurant in the consumer psychological association. Some studies show a corporate image is an essential factor in evaluating the company's services (Esmailpour and Barjoei, 2016). Now, Shabu has popular nationwide and quickly to open a business startup. Many new Shabu restaurants are currently open in Ubon Ratchathani province, for example, Shabushi restaurant, Hotpot restaurant, PraWhale Jaidee restaurant, and Shabu Indy restaurant. Turnover of each brand is in a high competition which each shop have to create different strategies to gain competitive advantage and motivate consumers to select the goods and service. This research will study the corporate image and the service marketing mix that influences customers' satisfaction to consume the Shabu restaurant. The results from this research can provide a guideline for the shabu restaurant business to develop service marketing strategies, the corporate image following consumers' expectations. And the study would be necessary to several stakeholders, including the management of companies involved in Shabu, the policymakers, and future researchers and scholars.

RESEARCH OBJECTIVES

- 1) To study the importance level of corporate image, service marketing mix, and customer satisfaction of Shabu Restaurant in Ubon Ratchathani province, Thailand.
- 2) To investigate the influence of corporate image and service marketing mix on customer satisfaction of Shabu Restaurant in Ubon Ratchathani province, Thailand.

Scope of Study

The target group in this study is the consumers who have previously consumed local famous Shabu restaurants and have the highest number of customers of Shabu restaurants in Ubon Ratchathani Province. Include Shabu Indy restaurant, Wanmoo Shabu Shabu restaurant, Prawan Jaidee restaurant, and others. This research survey of all gender and people aged 15 years and over, so a total of 400 samples. The variables include the corporate image, service marketing mix, and customer satisfaction to consume Shabu restaurant in Ubon Ratchathani province, Thailand.

LITERATURE REVIEW

Customer satisfaction, service marketing mix, and corporate image seem to play significant roles in firms since they are highly correlated with profitability. Mohammad (2015) studied 7Ps marketing mix and retail bank customer satisfaction in northeast Nigeria found that product, process, and physical evidence were significantly related to customer satisfaction. Meanwhile, Esmailpour and Barjoei (2016) studied the effect of corporate image on customer satisfaction of the Morghab food industry in Bushehr, Iran, through brand equity. The results found that corporate image has a positive and significant effect on customer satisfaction and brand equity, and brand equity has a significant positive impact on customer satisfaction. Khatab et al. (2019) investigated the relationship between the service marketing mix of banking services and customer satisfaction from the International Kurdistan Bank. The finding found a significant positive impact on customer satisfaction by all the dimensions of the service marketing mix. The study advises physical evidence and process in their service delivery for International Kurdistan Bank to satisfy customers. Thus, the marketing mix components and corporate image are management devices that contribute to customer satisfaction in the organization's hands.

Consumer Satisfaction

Customer satisfaction has an essential tool for a successful business. Customer satisfaction defines as the overall evaluation based on the total purchase and experience of consumption with the good or service (Fornell et al., 1996). In marketing, customer satisfaction means the customer's expectation of how the companies facilitate the goods and services. Therefore, actionable information on making customers further satisfied is a crucial outcome (Oliver, 1999). Boshoff and Gray (2004) state that satisfaction is not essential in the product or the services itself: reasonably, satisfaction mainly depends on customer's perceptions of the characteristics of the product or service as they relate to that individual. Hence, different customers will express varying satisfaction levels for the same experience or service chance meeting (Ueltschy et al., 2007). Alafeef (2020) studied the influence of service marketing mix on customer loyalty towards Islamic Banks: evidence from Jordan found that price, place, promotion, process, people, and physical evidence significantly positively affected customer satisfaction and customer loyalty. The results supported the importance of marketing strategies that can affect customer satisfaction and sustain and maintain long-term customer relationships.

The Service Marketing Mix or the 7P's Marketing Mix Model

In 1953, the marketing mix was brought up by Neil Borden in his AMA presidential address, accepting the idea from James Culliton. He first referred to the business executive as consisting of a combination of different fundamentals. The marketing mix is a term that refers to a variety of elements used to track specific market responses (Waterschoot & Van den Bulte, 1992; Alafeef, 2020). Marketing has continuously developed a concept. McCarthy (1960) used this concept to describe marketing mix concepts consisting of 1) products, 2) prices, 3) locations, 4) promotion market as 4Ps. Over time, Booms and Bitner (1981) added three extended 'service mix P's': Participants, Physical evidence and Processes, and later Participants renamed people. Today, 7Ps of the marketing mix consider when reviewing competitive strategies. The examination and insight into the marketing mix elements can enable businesses and organizations to influence their current customers to do business with them. The Shabu restaurant may adopt this approach to desire and influence clients to purchase and re-purchase food and services from them as different from their opponents.

- Product

Product refers to tangible, physical products, services, goods, or utilities for consumers ready to pay. Kotler and Armstrong (2016) define a product as the thing that offer to a market for consideration, purchase, usage, or consumption that might satisfy customer needs. Meanwhile, a consumer product is a product bought by the final consumer for personal consumption. In the realm of Shabu restaurant, the essential product for Shabu is the service of food. Still, the complete service here connects by taste, taste, clean, fresh, healthy, exact time, verity, and other elements such as environment inside the restaurant and helpful and safety tools. So the development of product strategy requires making sure that the product introduced to the customers satisfies them. It also includes the right choice for the brand, packing, grantee services, etc. And, when a customer purchases a product, it also consists of the post-sales relationship with the company (Shabu restaurant) like customer service and warranty (Ling, 2007).

- Price

Price is one of the 7P's in the service marketing mix strategy of a company. It influences whether consumers will purchase them at all or comparing with other company. Mohammad (2015) stated that Winkler defined price as the amount of money sacrificed for obtaining a thing. Price is the quantity of money that intended customers are willing to pay to get a product or service. Price is the most changeable component of the service marketing mix. It can change or be changed rapidly more than others Ps. For the change price of products and services, there are strategic or technics reasons, pricing decisions supposed to make a profit margin, and the right or probable price with taking care of competitors' prices. Pricing includes the price list and discounts, financing, and other options such as leasing (Al Badi, 2015). Price is an essential factor that customers decide to buy Shabu products and services charge suit the quality. It illustrated that customers need a fair price for their food quality to feel like what they pay was worth their whole, healthy, and tasty. Shabu restaurant should clearly show the price list for helping consumer decisions.

- Place

This element represents the decisions and activities of the Shabu restaurant that directed towards making services accessible to customers, and the distribution channel reflects the restaurant-customer relationship. In addition, the Shabu restaurant distribution concept is akin to distributing any general goods/services but with more challenges due to the nature and characteristics of services. Place strategy involves the channel distributions used to deliver the products to the customers on time, and the store chose the sellers. Kotler and Armstrong (2006) define place or distribution as a set of interdependent organizations involved in making a product available for consumption or use by customers. In general, no organization has all the strategy of place and market. Therefore each organization focuses on strategic elements that have rather than others. For example, Shabu using the distribution approach is products by transporting food via cart to the final customer rather than retailers' sellers. And staff take order foods via tablet so that the food lists will correct the order to the customer.

- Promotion

Promotion defines sales promotion, advertising, personal selling, public relations, and direct marketing (Borden, 1984). According to Duncan (2005), an upgrade is significant to the market exchange process that communicates with good and potential stakeholders and the general public. Every store must troupe itself into the role of speaker and supporter. Hakansson and Waluszewski (2005) reports that promotion appears to create the best marketing mix communication tools to get a product's communication and brand from the producer to the customer. Promotion is the method a company communicates what it does and what it can offer customers. It includes branding, advertising, PR, corporate identity, social media outreach, sales management, special offers, selling, sales promotions, public relations, and exhibitions. Promotion must gain attention, be appealing, send a consistent message, and - above all - give the customer a reason to choose Shabu product rather than someone else's. While the other three P's have lost much of their meanings in today's markets, Promotion has become the most important P to focus on (Dibb, Simkin, Pride, & Ferrell, 1994).

- People

People in a company or firm, or store are an element of the marketing mix. Employees play a role in causing and marketing the service, representing a particular work function to improve the store or restaurant. Generally speaking, restaurant service customers need to be presented with an intellectual image to form their opinions. The people component defines persons in delivering goods or services that can affect customer opinions (Kukanja et al., 2016). From Booms and Bitner's 7Ps services marketing mix, companies are needful on the people who run them from front line Trades staff to the Managing Director. The right people in the company are essential because they are as much a business portion of services or products people contribute. Interaction employees contribute to service quality by generating a favorable image for the store and providing better service. Service providers in Shabu restaurant are waiters, waitresses, cashiers, managers, and so forth are involved in the service's real-time product. They are the "service." The service quality (having a meal at the Shabu restaurant) can vary from service workers and customers, among many other factors. As the delivery of food services in Shabu restaurant occurs during the interaction between contact Shabu employees and customers, the staff's attitudes and behaviors can significantly affect customers' service perceptions. The employee is essential because customers' perceptions of service quality and its value can influence customer satisfaction and obtain intentions.

- Processes

One of the fundamental marketing mix elements in Shabu restaurant is the process. Alafeef (2020) stated that processes are a must, and because services have an intangible nature, processes are crucial for establishing standards. Mapping processes can provide quality services to the target segment. Processes refer to procedures, including the activities flow that brings about the services/goods/food provision and the steps to deliver service to the customers. The process provides a set of evidence suitable for controlling/dealing with the offered good/service, and it a guide to the customer concerning the same. The delivery of your service is usually part of what the consumer is buying. Amal al-eisa & Alhemoud (2009) classify the most salient attributes that influence customer satisfaction with retail banks in Kuwait and determine the level of the bank's overall satisfaction. They found fast service and availability of self-banking services among the crucial attributes. Therefore, procedure management ensures availability and sustainable/proper quality of service (Yasanallah & Vahid, 2012).

- Physical Evidence

The final component to the three additional features to the essential marketing mix is physical evidence (Booms & Bitner, 1981), even if most of what the consumer is paying for is intangible. For example, Shabu restaurant would provide their clients with completely clean, natural, good food and beneficial, good taste, environment, and equipment. The atmosphere is where a business operates, for example, parking area, furnishings, color, noise level, air conditioning system, etc. Duncan and Elliott (2004) maintain that a service environment increases customer satisfaction. Within the service environment, customers can be exposed to numerous stimuli that potentially affect how they act, buy, and the level of satisfaction they derive from the service experience. Gan et al. (2011) analyzed New Zealand customer satisfaction and found physical evidence significantly affects overall bank service quality.

Corporate Image

The final component to the three additional features to the essential the corporate image can support a mental picture of the store in customer mental association (Esmaeilpour & Barjoei, 2016). However, it is still questioned whether there is a direct relationship between corporate image and customer behavior or whether this correlation results from customer satisfaction and the quality of services (Aydin & Ozer, 2005). Jaicharnsukkit (2015) defined the corporate image as a process that occurs to create an impression. It is coming out positively and negatively as well. Corporate image is a vital factor affecting the success of the organization, which positive corporate image is one of the responsibilities of public relations as it deals with the development of and maintenance of good relationships with different publics (Braciniková and Matušinská, 2018). It also assists the organization in being successful. Therefore, organizations should focus on creating a positive image for the organization for the organization's success. A positive and well corporate image can increase customer satisfaction and loyalty to a company (Tarus and Rabach, 2013). In this regard, there is another study which has been carried out by Andreassen and Lindestad (1998) called customer loyalty and services and surveyed the effects of corporate image on quality, customer satisfaction, and customer loyalty for several customers with different specialization. Kotler and Barich (1991) describe a corporate image as a set of ideas, beliefs, and theories of individuals about a company. In this study, the corporate image elements consist of confidence in the brand, service quality, trust, and reputation.

Conceptual Framework and Research Hypothesis Development

In reviewing the above literature, the researcher developed the conceptual research framework of the service marketing mix and corporate image that influence the customers’ satisfaction of Shabu restaurant. Therefore, the two research hypotheses were developed as follows:

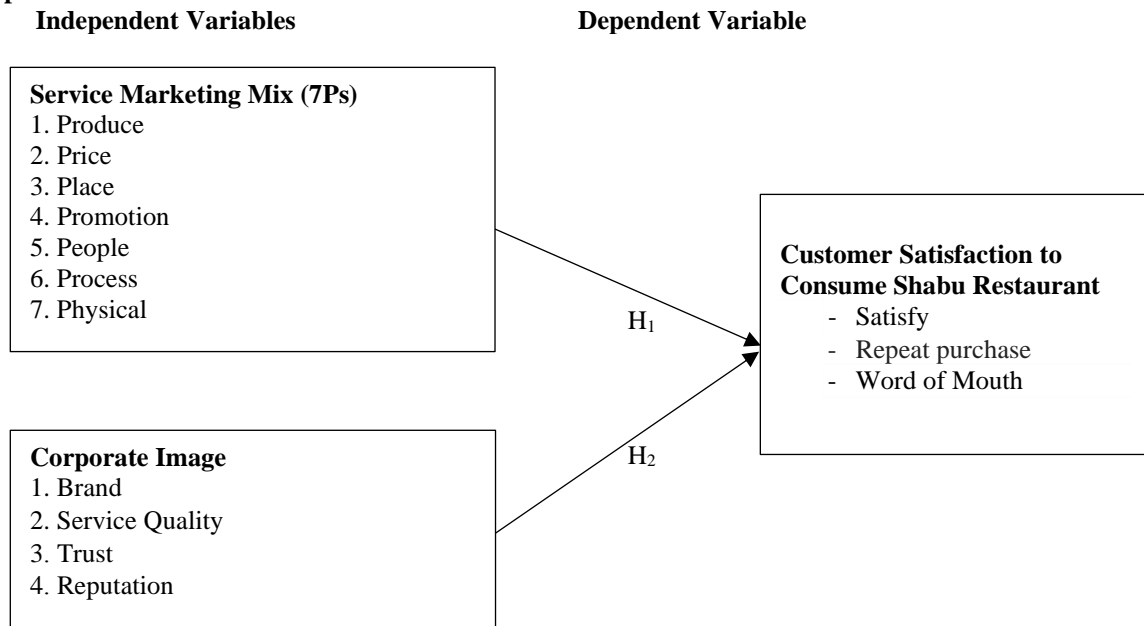
Hypothesis Testing

H₁ : Service marketing mix influences the customers’ satisfaction of Shabu restaurant in Ubon Ratchathani province.

H₂ : Corporate image influences the customers’ satisfaction of Shabu restaurant in Ubon Ratchathani Province.

From the concepts derived from the above literature review, this study used them to define the research framework as follows:

Conceptual Framework



RESEARCH METHODOLOGY

This research was quantitative research, with the population being consumers who consumed Shabu restaurant in Ubon Ratchathani province and collected data from the sample group in May 2021. The population of Shabu customers did not know the exact amount, but the size is enormous, with the number of more than 100,000 people. The sample size of more than 100,000 was calculated from the formula of Kanchanawasri et al. (2008) by determining the 95% confidence level and the 10% tolerance level of the standard deviation. So, 400 people are the sample group. Cluster sampling was used in this study, according to the Shabu restaurants in Ubon Ratchathani Province. Shabu restaurants namely Shabu Indy, Wanmoo Shabu Shabu, Pra Whale Jaidee restaurant, and others. The researcher distributed questionnaires to a total of 400 samples as follows:

Table 1: shows the percentage of the number of samples per restaurant.

Shabu Restaurants	Number of Samples	Percentage (%)
1. Shabu Indy Restaurant	251	62.75
2. Wanmoo Shabu Shabu	64	16
3. Pra Whale Jaidee Shabu	66	16.5
4. Others	19	4.75
Total	400	100

The questionnaires provided by the researcher were used to gather data. Questions were designed based on scales selected from the constructs, including price, product/service, distribution channel, promotion, people,

process, physical, corporate image, customer traits, and customer satisfaction. They were adopted from many the study show in the literature review part. The items included 51 closed questions using Likert is five-scales include strongly agree, agree, neutral, disagree, and strongly disagree.

Quality of Research Instrument

For questionnaire validity, five experts in marketing, business administration, and research methods and statistics had to verify the structural content of each variable that the IOC value every item was between 0.67-1.00, which pass the criteria which are higher than 0.50. The questionnaire was used to test with the groups of 30 consumers who used to consume Shabu restaurants that were similar to the sample. Analyzed data for reliability by using Alpha Cronbach coefficient which the reliability value of the whole questionnaire was 0.957 with values at an acceptable level of significance for Alpha being 0.70 (Vanichbancha, 2008) So, the questionnaire can conclude that the final survey is reliable for information see them in table 2.

Table 2: Cronbach's Alpha Coefficient Results

Variables	Cronbach's Alpha (α)
Service Marketing mix has 30 items	0.933
Corporate image has 13 items	0.899
Customer Satisfaction has 8 items	0.813
Questionnaire has 51 items	0.957

Data Collection

This research distributed questionnaires to consumer groups who used to consume Shabu restaurant in Ubon Ratchathani Province. Surveyed 400 samples by sample size for studying population mean a 95% confidence level and a 10% tolerance level of standard deviation (Kanchanawasri et al., 2008). The questionnaire had checked the accuracy and completeness before the sample answered. The data from the questionnaires were completed and analyzed for research objectives by using the SPSS program.

Data Analysis

Data analysis used descriptive statistics consisting of frequency, percentage, average, standard deviation, correlation, and multiple regression analysis to test the hypotheses.

RESEARCH RESULTS

The Description Results

There were a total of 400 respondents, 138 males (34.5%), and 262 females (65.5%) mostly 19-22 years old (80.8%). Single status 94.3%, bachelor's degree 85.3%, average monthly income was less than or equal to 10,000 baht (74.5%). Most of them are students (88%). Shabu Indy is the Shabu restaurant that customers use the most 62.7%, the second was Pha Waan Jaidee 16.5%, the third was Waan Moo Shabu 16% and the last was others 4.5%. The average of frequency to consume Shabu restaurant of customers equal 11.22 times per year or around 1 time per month. The overall of service marketing mix opinion level was at a high level with an average value of 3.93 and a SD of 0.51. The results of each service marketing mix found that every trait was at a high level. Which arranged in descending order as follows: product average has 4.05, and SD was 0.56. The process had 4.01, and the SD of 0.65. Later people had an average of 4.00 and a SD of 0.68. Price had an average of 3.91 and a SD of 0.65. Then the promotion was an average of 3.82 and a standard deviation of 0.74. And the last place had an average of 3.75 and a SD of 0.71, respectively.

The result of the total of corporate image found that corporate image was at a high level, with the mean value of 4.00, and the S.D. equal 0.54. When analyzing each sub-factors in descending order, the brand and frame had an average of 4.07 and a SD of 0.67 and 0.66, respectively, which had the highest mean. The second was trust, the mean was 3.99, and the SD was 0.67 and the average of service quality was 3.86, and the SD was 0.67, respectively.

The results of mean total of the customers' satisfaction in Shabu restaurant, found that the overall was at a high level with score 3.94 (8 items) and a standard deviation of 0.61.

The Correlation Results

Table 3 shown that the correlation analysis between service marketing mix and customer satisfaction found that all of the independent variables were related to customer satisfaction with statistically significant at the level of 0.01. By descending relationship size order, customer satisfaction was associated with the physical environment ($r = .628$) significantly at the high level. Customer satisfaction was the positive associated with the

product at a moderate level ($r = .549$), and customer satisfaction was the positive related significant to the process at the medium level ($r = .549$). Next, customer satisfaction was associated with the personnel at an average level ($r = .519$).

Customer satisfaction was related to the distribution channel, price, promotion at a moderate level ($r = .509, .502, r = .472$ respectively) with statistically significant at a level of 0.01. Meanwhile, the sub-service marketing mix variables were correlated with others at the moderate-high level with significantly positively at the 0.01 level. And the correlation values were between 0.413 - 0.647 <0.80. Therefore there was no problem with the independent variables correlated other's predictors at a very high level. They don't have multicollinearity, so; the 7ps variables are suitable for further analysis in multiple linear regression equations.

Table 3: Correlation Results between 7Ps Variables and Customer Satisfaction

Correlations							
7Ps (Xs)	Product	Price	Place	Promotion	People	Process	Physical
Price	.550**						
Place	.512**	.554**					
Promotion	.413**	.486**	.626**				
People	.512**	.565**	.446**	.419**			
Process	.488**	.520**	.444**	.439**	.647**		
Physical evidence	.589**	.535**	.577**	.478**	.645**	.621**	
Satisfaction (Y)	.549**	.502**	.509**	.472**	.519**	.549**	.628**

* $p < 0.05$ level, ** $p < 0.01$ level

Table 4, the results of the correlation analysis between corporate image and customer satisfaction found that all of the independent variables were related to customer satisfaction with statistically significant at the level of 0.01. By descending relationship size order, customer satisfaction was associated a high level with trust ($r = .679$), corporate reputation ($r = .639$), service quality ($r = .608$) significantly at a level of 0.01. And finally, customer satisfaction was related to the brand. At the moderate level ($r = .461$) was statistically significant at the level of 0.01. Meanwhile, the sub-corporate image variables were correlated with sub-corporate image others at the moderate-high with significantly positively at the 0.01 level.

And the correlation values were between 0.458 - 0.631 <0.80. Therefore there was no problem with the independent variables correlated other's predictors at a very high level. They don't have multicollinearity, so; the corporate images are suitable for further analysis in multiple linear regression equations.

Table 4: Correlation Results between Corporate Image Variables and Customer Satisfaction

Correlations				
Corporate Image	Brand	Service Quality	Trust	Corporate reputation
Service Quality	.568**			
Trust	.458**	.606**		
Corporate reputation	.460**	.574**	.631**	
Customer Satisfaction	.461**	.608**	.679**	.639**

Multiple Linear Regression Results

The results of multiple linear regression analysis by enter method from table 5 showed that the test of variance analysis of the combined model found that the values of $F = 33.271$, $sig = 0.00 < 0.01$ that the predictive variables can explain the variance of customer satisfaction to consume Shabu restaurant with statistical significance at the level of 0.01.

Table 5 : Results of Variance Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	87.779	18	4.877	33.271	0.000**
Residual	55.845	381	.147		
Total	143.624	399			

From table 6, the results of multiple linear regression analysis found that the value of $R = 0.782$ means that the various correlations between the independent variables and customer's satisfaction for the consumption of Shabu, were related to a high level. The adjusted prediction coefficient R^2 (adjusted) was equal to 0.593, indicating that the independent variables can jointly explain the variance of customer satisfaction in the consumption of Shabu by 59.3 % and the other 40.7 % as an influence from other variables. Both primary variables had a tolerance higher than 0.19 and a VIF value of less than 5.3 (Wiratchai, 2012), which pass the criteria that the independent variable must not be related to one another at a very high level. Interpret the regression coefficient from high to small impact as follows:

Trust with the regression coefficient (Beta) equals 0.30 means that if customers of Shabu restaurant had trust attitude increase by one standard unit. The satisfaction of customers to consume Shabu increased by 0.30 standard units where other independent variables were constant values.

Reputation had a regression coefficient (Beta) equal to 0.20, which means that Shabu restaurant has a reputation on goods and services increase by one standard unit. The satisfaction of customers to consume Shabu increased by 0.20 standard units where other independent variables were constant values.

The physical evidence had a regression coefficient (Beta) equal to 0.15 means that if customers of Shabu had an attitude about physical increase by one standard unit. Therefore, the satisfaction of customers to consume Shabu increased by 0.15 standard units where other independent variables were constant values.

Table 6 : Regression Analysis Results

Variables		B	S.E.	Beta	t	Sig.	Tol.	VIF
Service Marketing Mix	Constant	0.59	0.22		2.68	0.008**		
	Product	0.06	0.05	0.05	1.19	0.23	0.50	2.00
	Price	0.01	0.04	0.02	0.33	0.75	0.48	2.07
	Place	0.07	0.04	0.08	1.59	0.11	0.45	2.25
	Promotion	0.05	0.04	0.06	1.48	0.14	0.55	1.83
	People	0.02	0.04	0.02	0.34	0.74	0.43	2.35
	Process	0.03	0.04	0.04	0.75	0.45	0.44	2.27
	Physical	0.14	0.05	0.15	2.75	0.006**	0.36	2.82
Corporate Image	Brand	-0.02	0.04	-0.02	-0.40	0.69	0.54	1.85
	Service Quality	0.08	0.05	0.09	1.65	0.10	0.38	2.61
	Trust	0.27	0.04	0.30	6.52	0.00**	0.47	2.12
	Reputation	0.18	0.04	0.20	4.32	0.00**	0.47	2.14
R = 0.782, Adjusted R square = 0.593 *Sig. at 0.05 level, ** Sig. at 0.01 level								

The equations to predict customer satisfaction can show as follow:

Raw Score Equation (B):

$$\text{Customer Satisfaction} = 0.54 (\text{Constant}) + 0.27^{**} (\text{Trust}) + 0.18^{**} (\text{Reputation}) + 0.14^{**} (\text{Physical Evidence})$$

Standardized Score Equations (β or Beta):

$$\text{Customer Satisfaction} = 0.30^{**} (\text{Trust}) + 0.20^{**} (\text{Reputation}) + 0.15^{**} (\text{Physical Evidence})$$

The summary of research hypothesis testing are shown in table 7.

Table 7 : Summary of Research Hypothesis Testing

Hypothesis	Test Results
H ₁ : Trust and Reputation (Corporate image) influence consumer satisfaction to consume Shabu restaurant in Ubon Ratchathani province	Accepted
H ₂ : Physical evidence (Service marketing mix) influences consumer satisfaction to consume Shabu restaurant in Ubon Ratchathani province	Accepted

CONCLUSIONS AND DISCUSSIONS

The results of this study found that the predictive variables can explain the variance of customer satisfaction in consumption Shabu with statistical significance at the level of 0.01. The value of $R = 0.782$ means that the various correlations between the independent variables and the customer's satisfaction for Shabu's consumption were related to a high level. The adjusted prediction coefficient R^2 (adjusted) was equal to 0.593. The main three variables include trust, reputation, and physical evidence can jointly explain the variance of customer satisfaction to consume Shabu by 59.3 % and the other 41.7 % as an influence from other variables. The corporate image brand of Shabu restaurants especially trust and reputation are a direct significantly effect on customer satisfaction.

The study indicates that trust in the corporate image has a strongest significant positive impact on consumer satisfaction that means Ubon Ratchathani consumers are satisfied to buy Shabu with confidence because it is an important business and asset for Shabu restaurant management, especially in relationships with customers, clients, employees, and stakeholders. Shabu restaurant in Ubon Ratchathani, Thailand, operates because people trust and support it. The restaurant must earn trusts, such as clean, fresh, good food, guarantee, and a good environment. All interactions are a chance to build relationships and encourage confidence. When customers are believable, customers trust that restaurants have their best interest and experience in mind and are finally satisfied. The results related to Hart and Johnson (1999) have asserted that the condition beyond satisfaction that ensures true customer loyalty is total trust. They argue that the presence of faith reflects a more substantial relationship commitment than satisfaction.

The second result, the corporate reputation has a significant positive impact on consumer satisfaction that means Shabu restaurant reputation in Ubon Ratchathani province is vital since it attracts customers and keeps them coming back to the restaurant—or not. Businesses with solid reputations also manage to stay ahead of their competitors. The market value of a restaurant depends significantly on its reputation, among other things. Reputation management is the method of checking and determining the public's observation of the Shabu restaurant brand. The way of managing a restaurant's reputation requires a lot of patience and work. Suppose Shabu restaurant can build a corporate reputation so it can make consumers trust and be satisfied finally. It was related to Ali (2011), significant positive associations of corporate reputation on consumer satisfaction and consumer loyalty because corporate reputation conveys significantly important messages to several stakeholders, facilitating decision-making regarding various transactions about corporations. Reputation management is about building a restaurant brand's image. It aims to maintain the excellent reputation that the restaurant made and improving correctly from an unfortunate incident or PR confusion. Businesses that fail to spend on reputation management suffer immensely from misleading information, hateful claims, and critical reviews. The sad truth is, even if firms have the best products or services to offer, their brand is only as good as their reputation (Business Matter, 2019).

Last but not least, physical evidence has a significant positive impact on Shabu restaurant consumer satisfaction that means physical evidence is the ability and environment in the Shabu restaurant in which the services and foods are delivered to customers. Both tangible goods such as fresh and new products, clean, and good taste helps to communicate and perform the services, the intangible experience of the existing customers, and the business's ability to relay that customer satisfaction to prospective customers. Physical evidence is the component of the service marketing mix, which allows the customer again to make judgments on the Shabu restaurant in Ubon Ratchathani province, Thailand. Consumers will make opinions based on their eyesight of the service delivery, which will impact the restaurant's perceptual plan of the service. E.g., If the customer moves into a Shabu restaurant, his expectations are of a clean, friendly environment, besides high-quality food, which is the core service of the restaurant.

Suggestions

Suggestions from this research

1) From the research findings, corporate image is a factor that affects the customer's satisfaction to consume Shabu restaurants. There are two sub-variables, which are trust and corporate reputation. Therefore, Shabu restaurant's corporate image for trust and corporate reputation influences customer satisfaction in consumption. Thus, the company should maintain various qualities to keep their confidence in food quality or make people

believe in the Shabu restaurant quality. As a result, they make customer satisfaction, attracting more attention to customers who want to use the service. Moreover, the trust and reputation of customers persuade them to come back to the restaurant again. It is also the right way of word of mouth to tell others as a customer as well.

2) From the results, the marketing mix factors have one sub-variables that significantly influence the satisfaction of the customers to consume Shabu restaurants, namely physical evidence. Therefore, Shabu restaurant can use the knowledge from this research to plan for making good products, services, and an excellent environment to make the customer satisfied. It is essential to make decisions of Ubon Ratchathani's customers to select for future consume.

Suggestions for Future Research

For future research, the studies should include some variables such as anxiety to consume Shabu in the COVID-19 pandemic or assistant from the government to customers or entrepreneurs will affect satisfaction or not. Because nowadays COVID-19 situation in Thailand is still expanding and affects all people and organizations.

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