

3. LITERATURE REVIEW

3.1. Introduction of Theoretical Concepts

There will be several concepts used in this thesis. There are ‘restaurant’, ‘communication’, ‘business communication’, ‘customer and customer satisfaction’. These concepts are selected from the problem statement of this thesis in which the writers want to investigate how the application of business communication between Dynasty Restaurant and its customers can affect the customers’ satisfaction.

‘Restaurant’ concept is chosen because it is the location where this research is conducted. By knowing the restaurant well, it can be easier for the writer to do further research in the right direction.

The second concept is communication. Everyday, everyone communicate in many ways. Communication is a process of communicating where information can be spread and responded between each other. *"The meaning of your communication is the response you get."*(Kotelnikov, Vadim, n.d.).

The third concept is business communication. Business communication is one type of communication that is used in creating value in business, whatever business it is, including restaurant business like Dynasty Restaurant.

Customer refers to a potential buyer or user of a product or service. This concept relates to a restaurant as there will be no restaurant without customer. And restaurant will not succeed if its customers do not satisfy with all products and services given. Therefore it is also important to have knowledge about customer satisfaction.

3.2. Relevant Theoretical Concepts

3.2.1. Restaurant

Dynasty Restaurant can be categorized as a fine dining restaurant that provides its customers the best product of food and beverage, goes along with its best service from the employee.

The word ‘restaurant’ in centuries before was only a place to eat, but even

from that time, a restaurant was already a place to eat, a restorative broth. (Spang, 2000, p. 1). And nowadays, the common definition of a restaurant is a retail establishment that prepares and serves food and drink to customers (*Wikipedia*, 2010, August, 3).

Recently, restaurant is not only a place where people can eat and drink, but also a place where people can show their lifestyle and this lifestyle become one of the favorite social activities (Walker, 2008, p. 4).

There are many kinds of restaurant, small scale restaurant until upper scale restaurant. It is ranged from simple dining places restaurant with simple food to be served at low prices, to luxurious restaurant, which provide fine food and wines in a formal setting (*Wikipedia*, 2010, August, 3).

Dynasty restaurant is a luxurious restaurant, which is becoming a place where business, famous, and rich people gather to make their image as a important person and dine in the fine and famous restaurant.

3.2.2. Communication

3.2.2.1. Definition of Communication

- Robert Wandberg in his book, *Communication: Creating Understanding*, says communication is more than just words, listening and speaking is involving in it. There are many languages are used in this world which makes the role of communication becomes very important, remembering communication is not just about words, but also about non-verbal or unspoken communication. People from abroad can use their body language to express their feelings and thoughts with others in different culture and language (Wandberg, 2005, p.5-6).
- According to *Encyclopedia of Public Health*, Communication is producing and exchanging information and meaning by use of signs and symbols. It involves encoding and sending messages, receiving and decoding them, and combining information and meaning. Communication spread all levels of human experience and it is central to understanding human behavior (Finnegan,J.R., 2010)



Figure 3.1. Definition of Communication

- An activity in transferring meaning is important for human everywhere, including in an organization, and can be functioned to control attitude, motivation, emotion and information (Nimran. U, 2004, p.42)

3.2.2.2. Models of Communication Theories (*Communication Theories*, 2007):

- Aristotle's Model of Communication

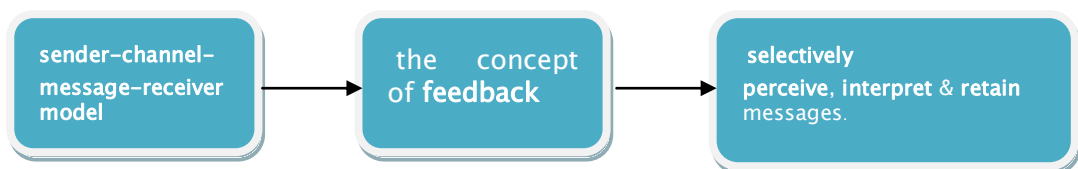


Figure 3.2. Models of Communication Theories

- Lasswell's Model

In this model, Lasswell considers variety of factors to determine the influence of a communication. But the disadvantages of his model is not considering some significant factors such as noise, field of experience, etc that make the receiver may not understand the speaker.

- The Westley-MacLean model

The Westley-MacLean model explained for both mass communication and interpersonal communication, together with the relationship between the two of them. This model recommends that in a given situation some of the many signals at any point in time were selected by a promoter.

- Kincaids's Convergence

In this model, communication is defined as a process in which participants make and share some information with one another sequentially to reach a mutual understanding.

- Claude Shannon and Warren Weaver

In 1949, Claude Shannon and Warren Weaver created the first major

model of communication for Bell Laboratories. This model was created to represent the function of radio and telephone technologies. This model involved of three primary parts, there are sender, channel, and receiver.

3.2.2.3. Function of Communication

According to Gorda (2004, p.194), communication has 4 primary functions:

- Controlling, this means communication control the attitude of the employees in a few ways. Example: the subordinates reveal their feeling or complaining about their job to their superior, and the superior will take actions to fulfill their needs. In this case, communication is playing a role to control.
- Motivating. Communication assists company to develop motivation of its employees with explaining what to do, how to do their job well, and what they can do to improve performance under standard.
- Emotional disclosure for employees. The place where the employees work together is the first place for the group of employees to have their social interaction to reveal their feelings, disappointment and satisfaction to each other.
- Informal function. Communication has a role in simplifying decision making. Communication gives information which is needed by individual and group to make decision with files for valuing alternative option.

While function of communication as stated by Umar Nimran (2004, p.32) is:

- Controlling. Communication can be used to control and manage member of organization's behavior in various ways. Organization has authority and rule to be followed by employees when they are asked to report their progress reports or complaints.

- Motivating. Communication is a tool to explain the way employees supposed to work, so they can enhance their capability and performance.
- As an information. Organization needs information in assembling its decision.

3.2.2.4. Elements of Communication

Elements of communication by Gorda are:

- Communicator is the person who plays a role as a speaker who sends news, message, or information to other persons in organization.
- Encoding is converting a message to symbolic shape.
- Message is the end result of the process in making communication.
- Receiver is the person who becomes the target direction of communication.
- Feedback is ensuring how successful the message that is transferred or determining if the message is already received and understood by the receiver.

3.2.2.5. Styles and Types of Communication

There are 4 types of communication in an organization according to Siagian (2003:308), namely:

- Vertically downward communication, is an instrument for management for communicating things to subordinate as a command, instruction, new perception, direction, method of working, advice, and warning.
- Vertically upward communication is a desire from member of organization to transmit many things such as working report, and problems faced both official and private to his superior.
- Horizontal communication. This communication occurs in people who have same level in the organizational hierarchy, yet do different activity.

- Diagonal communication. This type of communication happens between two units of different organizational hierarchy, yet operates the same activity.

And these are three types of communication according to Scott and were quoted by Gorda (2003, p.37), namely:

- Vertical communication. Communication between superior and subordinate reciprocally. For example in Dynasty Restaurant, the manager and subordinate check all the things to be prepared before the restaurant open everyday and communicate it to each other.
- Horizontal communication. Communication which is implemented by employees that have more or less job in an organization.
- External organization communication. This communication is carried out with the external organization, such as suppliers, customers, competitors, government, and human communities.

And these are other kinds of communication based on Wikipedia: (Wikipedia, 2010, August, 5):

- Nonverbal Communication

Nonverbal communication is the process of communicating within sending and receiving wordless messages. The messages can be communicated through gesture, posture, eye contact and facial expression, object communication like clothing, architecture, hairstyles or symbols and info graphics, along with an aggregate of the above, such as behavioral communication.

G. W. Porter divides non-verbal communication into four broad categories:

- Physical: this category is the personal type of communication, which includes facial expressions, sense of touch, and tone of voice, body motions, and sense of smell.

- Aesthetic: this category is about creative expressions, such as playing instrumental music, painting, dancing and sculpturing.
- Signs: this is the mechanical type of communication, including the use of signal flags, horns, and sirens.
- Symbolic: the last category is usually used for religious, status, and symbols.

Visual Communication has other name, namely communication through visual aid. This communication can be categorized as non-verbal communication. This is mainly related with two dimensional images, that include: signs, typography, graphic design, drawing, color, illustration, and electronic resources. It is the form of communication with visual effect. Visual communication discovers some idea that a visual message with text has a greater power to inform, educate or influence a person.

The result of evaluation of a good visual design is based on measuring comprehension by the audience, not on artistic preference. This is some variety of ways to present information visually, like body languages, gestures, TV and video.

3.2.2.6. Conclusion

The writers agree with the theory of communication by Robert Wandberg. He stated that communication is more than just a word and about the languages remembering dynasty restaurant is a famous restaurant which is visited by many domestic and foreign people in Europe. Example: Dynasty restaurant has foreign customers who continuously come dine in Dynasty Restaurant and communication with international language, namely English.

And the theory about styles of communication by Gorda, they are suitable for Dynasty Restaurant which has good communication in horizontal (likes communication between staffs and the apprentices during working time), vertical (likes communication between the manager and the subordinates) and also external communication (with the neighbor restaurant, supplier and government).

The other communication which is being applied in Dynasty Restaurant is non-verbal communication, remembering it trains apprentice from abroad which means the apprentice cannot communicate with people in the restaurant clearly

because of the difference in language. For illustration, the manager wants to explain the way to prepare the lobster for customer, he does it not by word but by showing it in front of the apprentice.

3.2.3. Business Communication

3.2.3.1. Definition of Business Communication

"No manager can be effective in his job unless he is able to communicate. It is the most essential single skill. I hope that managers everywhere will seek to improve their ability, for it is one that can be learned", Sir John Harvey-Jones, former chairman ICI and renowned European 'troubleshooter'.

- Business communication is a communication to promote a product, service, or organization; or deal with legal and similar issues. It is also a means of relying between a supply chain, for example the consumer and manufacturer. In business, the term communication encompasses various channels of communication, including the Internet, Print (Publications), Radio, Television, Ambient media, Outdoor and Word of mouth. (*Wikipedia*, 2010, August, 2).
- Business communication is communication which is used to establish partnership, to advertise an idea, opinion, service, invention or an organization with the objective of generating value of business (Kotelnikov, Vadim, n.d.).
- Business communication is a process of exchange message or information to reach effectiveness and efficiency of working in an organizational hierarchy and organizational system conducive. The given message should be both informative and persuasive, so the receiver willing to accept or do an activity or deed (*Tantangan Kompetensi Komunikasi Bisnis di Masa Depan*, 2007).

3.2.3.2. Method of Business Communication

These are several methods of business communication that can be used, namely web-based communication, e-mails, reports, presentations, telephone, forum boards and face to face meetings.

- Web-based communication: this is a communication with internet that can be used anytime and anywhere around the world.
- E-mail: this is an electric mail, which provides faster way of written communication worldwide.
- Reports: this is a written information, and important for documenting the activities between departments.
- Presentations: this is a very popular method of communication in all types of organizations which usually use audiovisual material, like paper or data prepared in Microsoft Power Point or Adobe Flash.
- Telephone: this tool allows speaker and receiver to communicate for long distance.
- Forum boards: this forum lets people to directly post information at a centralized place.
- Face to face meetings: these meetings are personal communication between two persons.

There are advantages in using business communication effectively:

- At the employee level, it allows to make decisions, provide feedback in an ongoing basis, make agreements.
- At the team level, it allows to build an open communication environment that facilitates the creation of commitment, the creation of breakthrough ideas, the creation of trust, etc.
- At the organizational level, it allows to align the whole company in order to execute its strategy, reach its vision, and fulfill its mission.

In the communication process all messages and information which is sent will be received with various consideration by the receiver because of background differences, perception, culture and many other reasons. To avoid misunderstanding in communication, there are seven conditions should be applied:

- Completeness
 - A message or information can be said complete if it consists of all materials needed so the receiver can give an expected feedback.
- Conciseness
 - A message can be said concise if this message can reveal the

meaning in minimal number of words without diminish the meaning.

- **Consideration**

In order to distribute the message in the right direction, the sender should have empathy to the receiver about the feeling, condition and any other things that may influence the distribution.

- **Concreteness**

Delivery of message should be submitted with a palpable and clear word.

- **Clarity**

Message should be delivered with understandable word, easy to be interpreted and also has definite meaning.

- **Courtesy**

Good relation in business communication can be reached with courteous tone and style of language.

- **Correctness**

Message should be created carefully, use appropriate grammar, punctuation and spelling.

3.2.3.3. The Importance of Business Communication

The challenges for a manager in the future will be relatively more difficult, which requires the ability to communicate ideas and purposes within the organization's goals and how to deliver its products or services to customers. On the other side, process management, is a communication activity. There are six constraints that may arise when managers communicate the organization's business, that are:

1. **Poor Communication Structure**

Communication structure is the essential factor, which determines the merits of business communications. No matter whether the audience only one person or thousands of people and even in the noisy business environment and marketing, the message must be heard and understood.

2. **A Weak of Submitting**

The process of submitting the message without “a strong touch” will not be able to convince others like people has expected. Although it has been done

with the "touch" which had just turned often, it still needs time to get a response. Therefore, a strong message, cannot be liked the jokes that are not funny. The message that will be delivered must be 'touched' in a strong and soundly, not just stroking or reminded.

3. Usage of the Wrong Media

It needs to be considered who, from which among or which social status and other unique characteristics of the target that somebody wants to go, so that he can choose the right media.

4. The Mixed of Messages

The mixed of messages will only cause confusion or even scorn from the audience. It is like the prohibition to give a presents to clients, but at the same time make exceptions for new clients or VIP customers that potential for company's business.

5. The Wrong Audience

The selected topics should be relevant and suitable to the audience's expectations. For example, in the event such as meeting between representatives of the government and entrepreneurs, but the presentation is presented about the analysis of political situation and governance, while the businessmen, expect a real explanation of how the action or concrete steps taken by the government to create conducive business climate.

6. Disturbing Environmental

Disturbing environment is clearly a problem in communication, so that the message cannot be accepted or heard optimally. It is like the presenter's voice which is not clear enough to be heard by the Audience, loud noise from outside the room, (like ambulance sirens or the voice of traffic), noise from the mobile audience bag, interruption, a tense session talk, and etcetera.

Information is easily and quickly spread almost without any barrier. The increasingly of technological development allows people to communicate through various media. Future challenge is not only just selling products and services of company, but also how to deliver the message that the product or service that people offer can provide the benefits for people of various cultures, backgrounds, and etcetera. The process of delivering the message or information can be done in

one direction, such as through electronic media or printed media and also can be done in two-way (interactive) through the Internet.

3.2.3.4. Business Communication and E – Commerce

Actually trade is an activity that people did since the beginning of human civilization. In order with human development, ways and tools which were used for trade have constantly been changed. New forms of trading that is easier to use now is e-commerce. In general, e-commerce can be defined as any form of trade or commerce transactions of goods and services using electronic media. The popular of electronic media that used is today is internet.

E-commerce is used as a business transaction between a company with other companies, between companies and customers or between companies and institutions engaged in public service. The system of E-commerce can be classified into three types of applications, namely:

1. Electronic Markets (Ems)

Electronic Markets is an inter-organizational information systems that provide facilities for buyers and sellers to exchange information about prices and products offered. The advantage of EMs facility for customers seemed more real and efficient in terms of time, whereas for the seller, he can distribute information about products and services that he offered faster, so it can attract more customers.

2. Electronic Data Interchange (EDI)

Electronic Data Interchange (EDI), is the instrument to make efficiency of data exchange transactions which are repeated regularly in large numbers of commercial organizations. The advantages of using EDI are booking with a short time, reduce costs, reduce errors, response and quick delivery of invoices and accurate, and payment may be made electronically.

3. Internet Commerce

Internet Commerce is the use of internet-based information and communication technology for trading activities, such as advertisement for sale of products and services. The using of the internet as a media for marketing and sales channels proved to provide benefits, such as:

- For certain products are more suitable to be offered through the Internet;

- The price is more cheaper considering a site on the internet has cheaper costs compared to open retail outlets in various places;
- Internet is a medium enterprise promotion and the most appropriate product with the prices are relatively cheap;
- Purchase through the internet will always be followed by delivery service to the place of customer.

Many people assume that e-commerce and e-business are the same. The term e-commerce and e-business are almost the same, but technically they are different in fact. E-business occurs when companies or individuals communicate with clients or customers by e-mail, marketing through the internet, selling products or services over the Internet to promote products and services, and so on, while E-commerce refers to the use of the Internet for shopping on line, such as purchases of products or services through the Internet. Another sample is when individuals or companies to pay some money through the internet.

Business in the era of globalization will be held in full support of a working team that has the ability to integrate:

1. Perseverance negotiate with insight (vision)
2. Patience and perseverance (tenacity)
3. Flexibility with a focus

In this era of globalization, business is facing on the competitive environment that tends to increasingly turbulent. The role of business communication becomes very important, that is the ability to read, analyze reports and information from the environment, besides the ability to convey ideas, both orally and in writing systematically. In an era of globalization, cross-cultural skills become demands and requirements, the ability to interact with various cultures, management styles / other people's business, and teamwork, both internally and in a strategic alliance with business partners.

3.2.3.5. Conclusion

The writers agree about the theory of business communication by Wikipedia. It is true that Dynasty has applied this theory because it conducts promotion by internet and word of mouth. And also the second statement from Vadim Kotelnikov which is stated about establishing opinion and partnership

within business communication.

Dynasty Restaurant is using several kinds of the methods of business communication, such as web-based communication (from the website of Dynasty), e-mail (people can ask and reserve to dine-in in Dynasty by e-mail which will be confirmed by telephone), reports (this reports are made to communicate with other departments, example from accounting to marketing, and marketing to service departments), and telephone (this method is always used everyday in operational days).

3.2.4. Customer

3.2.4.1. Definition of Customer

- Customer is a potential buyer or user of the products of services of an individual or organization, called supplier, seller or vendor. (*Wikipedia*, 2010, July, 26)
- Customer is an individual or organization which becomes a member of commercial activities that is approved by a member card with or without paying the membership.
- Customer in terms of volume of purchases is a person who does purchase continuously.
- Customer in a broad and narrow meaning. In a broad meaning, customer is all parties that have relation with a business or production process, such as material suppliers, funding (investors, company's owner, creditors, etc), distributors, employees, competitors and consumers as end-user. In a narrow meaning, customer is buyers of products and services without considering the quantities of buying.

3.2.4.2. Customer Segmentation

- Quantity (including woman and man)

In general, the opportunity to find woman as a customer is bigger than man. This is because the quantity of woman customer is larger than man, diverse necessity, easy to be convinced by promotion.

- Level of education

Level of education includes kindergarten, elementary school, junior high school, senior high school, and college.

- Income level

Income level consists of high income level, medium income level, and low income level.

- Mobility

This type of customer has a habit of travelling a lot.

- Level of sophistication

Technology which always changes and this condition create an opportunity to get more customers especially those who care about new innovation in technology.

- Life style

This life style depends on the environment where they live, friendship and family. Every person has different life style even though they live in the same house.

- Purchase period

Purchase period can be in the morning, afternoon, evening, weekly, monthly and annual. Every person, family or organization has different purchase period, depend on the income level, its needs and busyness.

- Religion

There are many religions in this world which are believed by people who become the customers of an individual or organization who serves their needs related with their religion.

- Time of life

Differential in product needs become different in every age levels. Adults need bigger cloths than a child. A baby needs more milk than teenager.

- Location

The execution of purchase can be everywhere, such as in the huge mall, or in the traditional market, or in the small store that has its own group of buyer.

William B. Martin determines in his book *Providing Quality Service* that customers come in two varieties namely external and internal.

- External customers

Definitions for external customers are individuals who work and live outside, or apart from the service providing organization. They can be distinguished in many shapes, sizes, and varieties. These customers have two characteristics in common:

1. They are the final targeted recipients of the service.
2. They are doing business with you because they have chosen.

Each organization has its own set of external customers with differing service needs, wants, and expectations. Developing a customer-service perspective requires that you are able to identify and deliver what it is that your customers expect.

- Internal customers

The second variety of customer is internal customer. Internal customers are the people inside the organization who are helped or otherwise impacted by the work of others within the organization. Internal customers, different with external ones, may have little or no choice when it comes to receiving services.

In working environment, everybody's works impact one another from the top position until lower position of organization. All hospitality and service provider managers need to understand who their internal customers are, both individuals and groups inside the organization to which service is provided.

Because of the necessity to serve internal as well as external customers, customers' service has got to be everyone's job in a hospitality organization. There is a chain of mutual influence between the way management manages customer service and the way service providers distribute it. (Martin, 2001).

3.2.4.3. Conclusion

The writers think that the proper theory about customers for Dynasty Restaurant is the theory that includes all parties such as supplier, competitors,

employees, owner, and guest as end-user.

Dynasty also segment its customers by income level (middle up income level), level of education (mostly the customer is high educated people), life style (it has already been a life style for people for dining out of home), and purchase period (in the evening).

External customers for Dynasty Restaurant are the entire suppliers for their raw food, finished food, wines, equipment and so on. External customers for Dynasty are the entire employees who get involved in the operational activities of the restaurant.

3.2.5. Customers Satisfaction

3.2.5.1. Definition of Customers Satisfaction

- Is a measure of how products and services can be supplied by a company meet or surpass customer expectation. It is considered as a key performance indicator within business and increasingly has become a key element of business strategy. (*Wikipedia*, 2010, July, 23).
- The customer satisfaction and dissatisfaction is the customer response toward the evaluation of discrepancy and disconfirmation which is perceived between other performance norm and actual performance from product or service used.
- Is an evaluation of purchasing when alternative that is chosen gives the equal impact or over the customer expectation, meanwhile the dissatisfaction occurs when the result which is received does not fulfill customer expectation.
- Customer Satisfaction can mean virtually anything and involves many variables namely price, lead time, conformance, responsiveness, professionalism, reliability and convenience. And the largest contributor is the customer's perceptions. (Cochran, 2003, p.1)
- Can be defined as an attitude-like judgment following a purchase act of customer-product interactions. (Gronroos,2001, p.120)

3.2.5.2. Ways for Keeping the Customer Satisfied

- Always treat the customers courteously and full of respect even though we are working under pressure
- Having a willing to help them and make them feel important.
- Be careful with the behavior likes chatting instead of serving in front of customers, and moaning instead of smiling, because this will reflect directly to the company image.
- Keep the company's standard at all the times.
- Make sure all of the brochures, price lists, forms and stationeries available are up-to-date.
- Don't let the customers disappointed with making sure all of the equipment is in good working.
- Take a good attention of the customers if they need help and improve the relationship with them.
- Do not ever blame the company or other staff if we cannot find the information, goods or service that customer needs.
- Always perform ourselves and the company positively, both in dealing with an existing / potential customer or another member of staff. (Frazer and Robinson, 1999, p.11)

3.2.5.3. Measurement of Customer Satisfaction

Clause 8.2.1 in ISO9000: 2000 states:

"As one of the measurements of the performance of the Quality Management System, the organizations shall monitor information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information shall be determined"

A new significant addition to the new ISO9000 : 2000 standard is measurement of customer satisfaction. Organization authorized this standard is a must which this standard can indentify parameters that cause the customer satisfaction or dissatisfaction and measure them.

Before creating tools to measure satisfaction, it is significant to develop a well-defined understanding of the customer wants and what our customers expect

from the products and services provide.

Customer expectation is the attribute of the product or service that must meet or exceed to achieve customer satisfaction.

These are two types of customer expectations:

- Expressed customer expectations: this expectation is written down in the contract and agreed by both parties.
- Implied customer expectations: this expectation is not written or spoken but is the ones the customer would expect to meet.

Customer expectation is likely to change by the time, because of process improvement, advent of new technology, changes in customer's priorities, improved quality of service provided by competitors and others relevant reason.

Major attributes of customer satisfaction can be summarized as:

- Product Quality
- Product Packaging
- Keeping delivery commitments
- Price
- Responsiveness and ability to resolve complaints and reject reports
- Overall communication, accessibility and attitude

Customer expectations can be identified using various methods such as:

- Periodic Contract Reviews
- Market research
- Telephonic Interviews
- Personal visits
- Warranty records
- Informal discussions
- Satisfaction Surveys

(Bhave, A., n.d.)

"The gulf between satisfied customers and completely satisfied customers can swallow a business."--Harvard Business Review,

November/December 1995.

There are five tools that can help organization for collecting data about

their customer perception.

- Call reports. The very simple method and use an existing customer communication system such as telephone order. This tool needs less time for doing it but it is very burdening the customers.
- Field reports. This tool is implemented in the customer's place by organization representative who can explore more things from the customer than use the telephone. And using this tool means that the scheduling and logistics must be planned in advance.
- Comment cards. By using this tool it can provide a quick and convenient way for customer to gain their feedback. The information given usually timely and this system require daily management so it can be effective.
- Complaint systems. Complaints can be seen as positive experiences if the organization responds properly.
- Quantitative customer surveys. This survey becomes a complex tool to build an understanding of what customers think about the organization's performance. This tool include question and/or statements relating to performance, and each of them followed by a scale the customers' uses to write down their perceptions. (Cochran, 2003,p.3)

3.2.5.4. Conclusion

The writers agree the theory of customer satisfaction by Cohran which is said customer satisfaction can mean virtually anything and involves many variables namely price, lead time, conformance, responsiveness, professionalism, reliability and convenience, completed by theory from Ashish Bhawe about types of customer expectations.

Cohran defines customer satisfaction completely, including all variables needed. And prior to this project, the writers agree with the implied customer satisfaction instead of expressing customer expectation which can make customers more satisfied if more attention is intended for them and know what they need before they ask.

And it is said that customer expectation is dynamic which is meant it always changes. That is the reason a restaurant should keep updating its

knowledge of customer satisfaction, so the bigger chance to reach the highest level of customer satisfaction can be gotten.

There are many ways to define the customer satisfaction and the writers agree with one of Cohran's methods, quantitative customer surveys. This survey can be conducted by giving questionnaires to the customers of Dynasty Restaurant so the actual and real answer of the customers can be gained.

3.3. Association Between Concepts

Dynasty restaurant, as a fine dining restaurant that sells their products and services needs a good communication between company and employees, and also between company and its customers. To know how to make the customer satisfied, the company should use a good business communication. And to know how to make a good business communication, the company should know the method of business communication and the importance of business communication.

To know what is needed to be maintained, remove the barriers and improve the necessity of customer satisfaction, the company needs to know the major attributes of customer satisfaction, such as: product quality, product packaging, price, responsiveness and ability to resolve complaints and reject reports, overall communication, accessibility and attitude. From those major attributes of customer satisfaction, the writers could measure the business communication can affect customer satisfaction.

The writers use several theories from internet and books to help answering the problem of this research, which is: "How can the application of business communication between the Dynasty Restaurant in Amsterdam and its customers affect the customer satisfaction?"

From several theories that the writers have already used in this chapter, the writers will be able to know the application of business communication in the dynasty restaurant than can affect the customer satisfaction, which is shown by the customers' willingness to come back to Dynasty Restaurant and promote it to other people.