

Analysis of the Cultural Dimensions of Indonesian People on Purchase Decisions: A Case Study of Karen's Diner Restaurant in Indonesia

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ABSTRACT

Keywords: Cultural Dimensions; Purchase Decision; Consumer Behavior.	This study uses a constructivist paradigm and a qualitative approach to analyze six elements of Hofstede's Cultural Dimensions Theory. Data analysis was taken from four viral tweets collected with the keyword Karen's Diner on Twitter from December 15 to 22, 2022. The study results show that six elements of the Cultural Dimensions Theory are inherent in Indonesian consumers, so they oppose the concept of service presented by Karen's Diner. The element of power distance applies where most Indonesian people have been instilled with the idea that "the buyer is the king", so they do not tolerate the slightest bad action done by the seller. Uncertainty avoidance applies when the Indonesian people protest and urge Karen's Diner Indonesia to make clear written regulations and improve the restaurant's service procedures. The element of masculinity or femininity is represented by netizens who think the restaurant's existence will disappear quickly amid competition in the dynamic Indonesian F&B industry. The Long Term vs Short Term Orientation element applies where the public considers the concept of Karen's Diner Indonesia service intolerable and raises concerns about behavioral deviations in the future. The Indulgence vs Restraint element is represented by people who oppose things that can potentially offend Eastern norms, one of which is product marketing.
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Introduction

The increase in consumption outside the home after the pandemic has made the food and beverage industry one of the businesses that has had a significant impact (Mulianto, Wijaya, & Jogi, 2020). Various ways are carried out to develop products, one of which is to form and implement marketing strategies to increase customer satisfaction and become the choice of consumers (Abuhashesh, Alshurideh, Ahmed, Sumadi, & Masa'deh, 2021). A study from an Australian research institute, Roy Morgan, shows that more than 55 million Indonesians buy food at family and fast food restaurants. The data

also includes those who eat at restaurants, buy with a service without getting off (drive-thru), or order and deliver home (Senja, 10AD). This research is very important for a company, including companies in the food and beverages industry, to know what consumers need and want for a product through consumer response and formulate a market strategy so that the company benefits through customer satisfaction that exceeds its expectations (Jufra, 2020).

According to (Kotler & Keller, 2016), consumer purchasing behavior is influenced by several factors, including cultural, social, personal, and psychological factors. Consumers will learn and try to accept product and service innovations if they are by the factors in their guidelines. The process of product acceptance by consumers will be implemented in the form of a buyer's decision. In this study, the author will review one of the important factors, namely cultural factors (Pratesi, Hu, Rialti, Zollo, & Faraoni, 2021).

In the food and beverage industry, service innovation has developed in the last five years. As this business trend develops, potential consumers raise several questions, including "What are the new food and beverage innovations that will be consumed in the future?" and "How will people be served in the food and beverage industry in the future?"

Consumers will invest in memorable food tastes and a satisfying service experience. Cultural factors, such as age and gender, are factors that consumers consider when purchasing food and beverages, visiting a new restaurant, and even making repeat purchases (Hafidz, 2018).

(Kotler & Keller, 2016) emphasized that consumers make a purchase decision when purchasing a product. In making these decisions, consumers consider various perceptions, such as process, people, physical evidence, promotion, location, price, product, culture, technology, politics, and finance.

Karen's Diner is a themed restaurant that was first established in Australia. The restaurant advertises an unpleasant dining experience, and staff are ordered to insult customers during meals. The restaurant's name comes from the internet slang term Karen, which roughly describes an old white woman. Karen's Diner has opened branches in the United Kingdom, the United States, Indonesia, and New Zealand.

The restaurant's initial viral campaign started with a video upload about their rude service to customers. The video received a positive response from people worldwide, including Indonesia, where the service concept presented by Karen's Diner included a unique innovation. As a result, many Indonesian netizens requested Karen's Diner to open a branch. Finally, the request was realized when Karen's Diner opened its first branch in Indonesia, precisely at the Burger Workshop, South Jakarta.

The problem began on the first day of the launch of Karen's Diner in Indonesia, which was expected to get consumer praise but turned out to be the opposite. Consumers heavily criticized the restaurant. One of the most widely expressed criticisms is about the concept of service that deviates from cultural norms in Indonesia. This is what underlies the researcher's research related to the cultural factors in question and the cultural points

used as guidelines by Indonesian consumers in assessing a service in a restaurant; in this context, it is the concept of service presented by Karen's Diner.

Method

Research Paradigm

This research uses a constructivist paradigm, which is a paradigm that views social science as a systematic analysis through direct and detailed observation of the social actors concerned with creating, maintaining, and managing their social world (Hidayat, 2003). Research with a constructivist research paradigm suggests that every way an individual views the world is valid, and respect for that view is needed (Patton, 2002). The constructivist paradigm is used in this study because this research wants to understand the cultural dimensions inherent in Indonesian people in making purchase decisions constructed by tweets and netizens' comments about Karen's Diner restaurants that are thrown out on social media Twitter.

Research Approach

This research is qualitative. Qualitative research is a scientific process intended to understand human problems in a social context by creating a comprehensive and complex picture that is presented and reports detailed views from information sources (Creswell, 1998). This study uses a qualitative research approach to create a comprehensive and complex picture of the analysis of the cultural dimensions of Indonesian people in making purchase decisions at Karen's Diner restaurant.

Research Methods

This study uses content analysis as the research method. Krippendorff (Ahmad, 2018) explained that in using the content analysis method, it is necessary to observe the communication phenomenon by formulating exactly what is being researched. All actions must be based on these objectives. The next step is to select the unit of analysis to be studied and choose the object of the research that is the target of the analysis. If the object of the research is related to verbal data, it is necessary to mention the place, date, and means of communication concerned. However, if the research object is related to the messages in a media, it is necessary to identify the message and the media that delivers it.

Data Collection Techniques

The research object used and the main data in this study is four tweets collected from social media Twitter with the keyword "Karen's Diner". Twitter social media was chosen because the content published on social media contains more comments from the Indonesian people, both positive and negative comments about Karen's Diner. The object of Karen's Diner was also chosen because the restaurant was controversial at its inauguration, so it is interesting to research the controversial causative factors, one of which is the culture brought by Karen's Diner restaurant to the Indonesian market. The tweets taken are from December 15 to December 22, 2022. The reason for choosing this time range is because December 15, 2022, is the first day Karen's Diner opened its store in Indonesia, while December 22, 2022, is the moment one week after the opening of Karen's Diner restaurant in Indonesia. This study will analyze not only the main tweets

but also the comments linked to these tweets. The tweets and comments collected were selected according to the highest likes and comments from December 15 to December 22, 2022.

Then, after collecting data from Twitter's social media, literature studies were also used to collect references regarding research with the concept of cultural dimensions, which is the basis of the method for this research.

The following are the four tweets to be analyzed (See Figure 1, Figure 2, Figure 3).



Picture 1 Tweet 1 by @goodghan

(source: Twitter thread with the keyword Karen's Diner, December 16, 2022)



Figure 2. Tweet 2 by @Askrlfess on the thread

(source: Twitter thread with the keyword Karen's Diner, December 16, 2022)



Figure 3. Tweet 3 by @livyrenata

(source: Twitter thread with the keyword Karen's Diner, December 17, 2022)

Results and Discussion

Tweet Analysis Results 1

The findings of this study are a description of the data collection obtained through content analysis from Indonesian netizens on Twitter from December 15 to 22, 2022, so that the results of the research findings can be presented as follows:

December 15, 2022, is the first day Karen's Diner Indonesia launched its restaurant to the public. Previously, Karen's Diner had announced this to the public, and this received a high response. Therefore, the public began to visit Karen's Diner restaurant to experience the culinary there.

One day after the opening of Karen's Diner Indonesia, on December 16, 2022, reviews of the experience of visiting the restaurant were found on various social media channels, including Twitter. However, the majority of reviews review bad experiences with the restaurant. One of the documents is in a thread written by an account with the username @goodghan; it is stated that Karen's Diner's restaurant business in Jakarta will not last long. Although the food served has a good taste, the concept of service is not considered by the culture of the Indonesian people, who are still thick with politeness. The implementation of Karen's Diner Indonesia's service strategy is also considered immature and different from the concept of service in its home country (@goodghan, 2022).

The account also protested against Karen's Diner Indonesia's service because the Karen's Diner service concept crossed the boundaries of norms between servers and customers, unlike the concept of Karen's Diner in other countries, where the waiter responds to customers with an irritated tone but still pays attention to the boundaries. This is evident from the documentation of the angry waitress's behavior and mocking of the customer, which leads to body shaming.



Figure 4 Netizens' Comments on Tweet 1

In addition to these comments, other comments also came from netizens who argued that the concept of Karen's Diner Indonesia should follow the original concept of Karen's Diner Australia, who acted as if she was a maid who was upset about her work, not a maid who was often angry and swearing. Here is one of the contents of the comment: *"NJIRRRR NORAK. Karen's concept is not anger but being annoying and annoying; people who are told to do it must be annoyed, right? That is why they do not want to do it. Lah lu mah kya son of King Kong, gabut tp berserk"*



Figure 5 Netizens' comments on Tweet 1

Tweet Analysis Results 2



In the object of research twit 2, on December 16, 2022, there was a post written by the username @Askrlfess that opened a space for netizens to comment on the presence of Karen's Diner in Indonesia. In the tweet, there was a documentation upload of one of Karen's Diner's servers who swore to one of the customers. The tweet generated 1,704 replies and comments from netizens. The majority of responses from netizens said that the concept of Karen's Diner Indonesia was not based on the culture of the community and had crossed the line by body shaming and talking to customers in the context of SARA.

However, from the majority of these negative responses, there is an account that says positive responses and tends to agree with the marketing strategy carried out by Karen's Diner Indonesia. This account with @curioest and @abriann_n usernames said that Karen's Diner is intended for people with a high taste for dark jokes and are not easily sensitive or paper in Jakarta slang.



Figure 6. Positive Netizens Response on Tweet 2

Also, @ujeudda's user account expressed his disappointment with the concept of Karen's Diner in Indonesia, which differs from the concept of Karen's Diner in his home country. He also explained that at first, he thought the concept of Karen's Diner Indonesia was not embarrassing—or cringeworthy in the slang language of South Jakarta residents. However, after seeing the review videos that went viral on TikTok social media, he felt disappointed because Karen's Diner Indonesia servers carried out body-shaming actions to visiting customers.



Figure 7. Netizens' Comments on Tweet 2

Tweet Analysis Results 3



In tweet 3, an Indonesian influencer, Livy Renata, uploaded a post of her opinion through the Twitter account @livyyrenata. On December 17, 2022, Livy argued that she was very disappointed with the service concept of Karen's Diner Indonesia that she witnessed on the online news, where servers touched food and drinks delivered to customers. The tweet invited a response from netizens who agreed with Livy. The management of Karen's Diner issued a regulation that they do not tolerate employees who commit various acts of bullying and SARA. Netizens also predict that the existence of Karen's Diner in Indonesia will not last long.

The comments contained in tweet 3 found positive comments from an account named @barbut_turut regarding the services provided by Karen's Diner servants. Barbut praised the change in Karen's Diner's service pattern in his tweet. There is a sentence, "According to this cave, it is just Karen's Diner Indo whose speech is funny and not cringe." This sentence shows that there is still a form of praise, consumer satisfaction, and improvisation regarding Karen's Diner service.

After describing the data findings, the research continued by analyzing them using the Cultural Dimensions Theory, which consists of six main elements: Power Distance, Uncertainty Avoidance, Individualism vs. Collectivism, Masculinity or Femininity, Long-Term/Short-Term Orientation, and Indulgence/Restraint (Hofstede, Hofstede, & Minkov, 2005).

Power Distance

The concept of power distance, referred to from Cultural Dimensions Theory, is related to honor and power. A country with a large power gap shows that subordinates greatly respect and depend on superiors. However, in countries with a small power gap, subordinates and superiors have an interdependent relationship (ZHU & LI, 2019).

The results of the analysis show that Indonesians have a high concept of power distance. The concept that subordinates must respect superiors is not limited to the relationship between restaurant servers and customers, where servers play the role of subordinates and customers as superiors. Most Indonesian people have been instilled with the idea that "the buyer is the king", so they do not tolerate the slightest bad action done by the seller, in this case, Karen's Diner Indonesia employees.

Karen's Diner presents an unusual concept by providing service in a more "rough" way to visitors. Of course, the service concept applied by Karen's Diner, such as speaking rudely, doing body shaming, and touching consumer food and beverages, shows that this concept is unacceptable and not by the principle of "the buyer is king". This is evidenced by the data findings, namely comments from netizens on December 16, 2022, the second day that Karen's Diner has been operating in Indonesia. Many of these criticisms show that this concept is not in the culture of the Indonesian people and is considered too excessive.

Uncertainty Avoidance

The element of uncertainty avoidance or uncertainty avoidance culture tries to minimize the possibility of such a situation with strict codes of behavior, laws, and rules, disagreement with distorted opinions, and belief in absolute truth.

The analysis results show that the culture embraced by the majority of Indonesian people is high uncertainty avoidance, where they greatly avoid things that indicate uncertainty and minimize the possibility of uncertainty by applying laws, rules, and disagreements to certain situations. Continuing with this element, the concept of Karen's Diner Indonesia service is not based on the daily life of Indonesian people, where netizens expressed this through criticism and comments on social media Twitter. Karen's Diner Indonesia is considered to have damaged the original concept from Australia by creating a service concept that does body shaming to visitors, where the concept is not in the daily life of Indonesian people who are usually served with hospitality. Indirectly, the Indonesian people urge Karen's Diner Indonesia to make clear written regulations and improve the restaurant's service procedures.

Individualism vs Collectivism

In the individualist dimension, we can find a culture that depicts the bond between individuals as everyone is expected to care for himself and his or her immediate family. However, in collectivists, we find a culture in which people are integrated into a strong and cohesive group (such as having a large family member) from birth and will continue to protect sincerely.

From this concept, Indonesian society is included in collectivists, emphasizing group harmony and fighting for group honor. This culture is one of the things that applies in criticizing something. When an individual expresses his opinion, other like-minded individuals will support and express the same opinion. The results of the analysis found that the negative comments that came from one netizen were approved by thousands of other netizens, who even held the same opinion that the existence of Karen's Diner in Indonesia would not last long because the concept of service was not by the prevailing cultural teachings in Indonesian society. Netizens jointly emphasized the group's opinions, fought for the group's honor, and criticized it so that it would be heard by the management of Karen's Diner Indonesia.

Masculinity or Femininity

The meaning of this dimension is that masculinity is emphasized in a society or organization, and it is more driven by competition, achievement, and success. In contrast to masculinity, femininity emphasizes that the values of life are more dominated by caring for others.

In Indonesian society, which tends to adhere to the culture of masculinity, where people tend to pursue success and competition, in the context of Karen's Diner Indonesia, netizens consider that the restaurant's existence will disappear in a short time amid the dynamic competition of the Indonesian food and beverages industry. Criticism and input without an evaluation process from the restaurant will make the business survive temporarily and not reach its point of success.

Long Term vs Short Term Orientation

Confucian teachings influence this dimension, which measures the extent to which society tolerates pending material, emotional, and social demands (ZHU & LI, 2019). The analysis results show that Indonesians tend to adhere to the culture of long-term

orientation, which is very concerned about the future impact of every action taken. In the case of Karen's Diner service in Indonesia, the community considers this concept intolerable. The majority think they will be carried away by emotions when faced with a service that they consider bad. In addition, the community also assesses that the concept of Karen's Diner service in Indonesia will not last long and raises concerns about behavioral deviations in the future.

Apart from the consumer side, the study also analyses an element of short-term orientation culture applied by Karen's Diner management, where the short-term orientation is centered on the past and present by emphasizing current interests and social responsibility. This is shown by the opening of branches in Indonesia, where investors see that the market welcomes the concept of Karen's Diner in other countries, so the decision to expand to the Asian market, especially Indonesia, occurs quickly. In addition, because it attaches importance to the interests of the present and also the interests of profit, Karen's Diner Indonesia implements different marketing activities, namely rude service, to attract visitors. The results of its implementation received negative feedback from Indonesian consumers.

Indulgence vs Restraint

Indulgence is an abbreviation for a society that allows relatively free satisfaction from basic and natural human desires related to the desire to enjoy life and have fun. Meanwhile, Restraint means restraint on society that controls the satisfaction of needs and regulates them with strict social norms.

The results of the analysis stated that the concept of restraint is inherent in the culture of Indonesian society, where there is a perception that actions should not be taken because they are hindered by the norms that apply in society. The service concept created by Karen's Diner is not by Indonesian society, which tends to adhere to the stress dimension. There are rules and social norms that apply in Indonesia, such as being friendly and having a culture of small talk with others. This moral deviation is exacerbated by deviations from the professional side, where there is an action of a waiter touching the customer's food or drink. The Indonesian market is not ready for this kind of innovation. Things that can potentially offend oriental norms inherent in Indonesian culture are not factors that can be used as innovation by business people who want to expand the market to Indonesia.

On the other hand, Karen's Diner refers more to the Indulgence dimension because it tends to provide innovation with a service concept that is considered unusual to consumers.

Conclusion

Cultural factors analyzed using the Cultural Dimensions Theory influence Indonesian consumers' decision to visit Karen's Diner restaurant. Based on the findings and analysis, it can be concluded that six cultural elements are guidelines for Indonesian people to assess the services marketed by Karen's Diner Indonesia restaurants. The six

cultural elements are power distance, uncertainty avoidance, Individualism vs Collectivism, Masculinity or Femininity, Long Term vs Short Term Orientation, and Indulgence vs Restraint. The element of power distance applies where most Indonesian people have been instilled with the idea that "the buyer is the king", so they do not tolerate the slightest bad action done by the seller. Uncertainty avoidance applies when the Indonesian people protest and urge Karen's Diner Indonesia to make clear written regulations and improve the restaurant's service procedures. The elements of Individualism vs Collectivism are represented by netizens who together emphasize group opinions, fight for group honor, and criticize so that they are heard by the management of Karen's Diner Indonesia. The element of masculinity or femininity is represented by netizens who think the restaurant's existence will disappear quickly amid competition in the dynamic Indonesian F&B industry. The Long Term vs Short Term Orientation element applies where the public considers the concept of Karen's Diner Indonesia service intolerable and raises concerns about behavioral deviations in the future. The Indulgence vs Restraint element is represented by people who oppose things that can potentially offend Eastern norms, one of which is product marketing. These six cultural elements are firmly attached to the thinking of the Indonesian people, where people bring the culture to carry out activities and opinions on something, including in decision-making activities to buy products and services.

This research has academic significance in the study of communication science, especially in providing academic or theoretical input related to the six elements of Cultural Dimensions Theory, which are guidelines for Indonesian society in building communication and interacting with the environment. Related to its practical significance, this study is expected to be a consideration for business entrepreneurs in the food and beverage industry who want to market their business in the Indonesian market to pay more attention to the cultural variables of potential consumers in planning restaurant marketing strategies in the Indonesian market. So, in the future, the innovations issued can increase the potential of potential consumers to buy products and increase the number of repeats in buying marketed products.

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