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INVESTIGATING THE RELATIONSHIPS BETWEEN MANAGER'S COFFEE RESTAURANT DINING EXPERIENCES AND CUSTOMER SATISFACTION

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ABSTRACT

The current study investigates the relationships between various service features influencing customers' satisfaction in the university food service. A research structure consisting of three variables representing dining experiences, namely food quality, service quality, and price are further investigated. Taking Manager's Coffee restaurant at Universiti Utara Malaysia as a case, this study aims to determine the relationships between dining experiences and students' satisfaction based on the university restaurant setting. The study was carried out using a quantitative approach involving 200 university students as respondents. The research findings showed that all three dining experiences variables have significant positive relationships on students' satisfaction. The findings also pointed to improved services and resources particularly to the Manager's Coffee restaurant, which will increase the market position, especially in the university food service business.

Keywords: Dining Experience, Food Quality, Price, Service Quality, Customer Satisfaction, Manager's Coffee Restaurant

INTRODUCTION

The food service industry becomes one of the largest and fastest-growing industry. Malaysia's economy, including the food service industry, grows and rapidly expands (Garg & Kumar, 2017). Due to this, consumers are expected to spend more on consumer food service as their disposable incomes rise over the forecast period, tying them inseparably to the growth of the Malaysian economy (Essay, 2018). Higher education has become a dynamic and global industry. In this competitive environment, university food service operators must respond to changing consumer demands, intensified competition from fast-food segments on and off-campus, and economic developments in volatile markets (Kohli et al., 2020). Mireille Serhan (2019) mentioned that campus is a competitive atmosphere in which customer satisfaction may be a significant component of the overall eating experience on campus. Customer satisfaction is critical for various reasons. It is a leading predictor of consumer repurchase intentions and loyalty and serves as a point of distinction. It eliminates negative word of mouth, and it is less expensive to retain customers than to gain new ones (Copley, 2017). Customer satisfaction is determined by how well a product or service performs compared to the buyer's expectations (Essay, 2018). On the other hand, a previous study highlighted that customer satisfaction could be determined based on price value and fairness (Ahmad, 2015). Hence, there is a need to research further the needs of university students in food service. A higher level of customer satisfaction leads to greater customer loyalty, resulting in better company performance (Kohli et al., 2020). Therefore, this study focuses on three main restaurant dining experience attributes, namely food quality, service quality, and price on Manager's Coffee customers' satisfaction at Universiti Utara Malaysia (UUM).

Manager's Coffee Restaurant UUM

Universiti Utara Malaysia, the Eminent Management University (UUM), officially established on 16 February 1984, is the sixth Malaysian public university (Universiti Utara Malaysia, 2007). Universiti Utara Malaysia (UUM) was established to primarily develop and promote management education in the country. Its academic programmes are especially designed towards providing a

wide range of academic knowledge and intellectual skills in various fields like management, accounting, economics, information technology, public administration, human resource management, entrepreneurship, finance and banking, law, marketing, management of technology, communication, social work, multimedia, education, decision science, international affairs, business management, tourism, muamalat administration, development management, logistics and transportation, hospitality, risk and insurance management, media technology, agribusiness management science, business mathematics, industrial statistics and counselling.

There are 14 student residential halls (INASIS) covering 30670 students, and each residential hall provides its cafeteria, excluding others in the university (Aziz & Udin, 2017). Other than those offered at INASIS, UUM also offers various food outlets around campus, such as Academia Lounge, Mayang Sari Bistro, Rasa-Rasa Food Court, Yasmeen, Alumni Junction, Richiamo Coffee, Varsity Mall Food Court, Hijau Kuning Food Court, and Manager's Coffee Restaurant. Manager's Coffee is a new brand owned by UUM that operates a beverage-based business and sells coffee-based items. Manager's Coffee Restaurant, established on 22 May 2016, is well known among UUM students and visitors and is a great place to get delicious and affordable food. There are various menus from the main course to the fresh brew coffee offered at this restaurant. Manager's Coffee Restaurant serves different type of coffee selection such as, Latte, Macchiato, Expresso and Americano. Besides that, Manager's Coffee Restaurant also serves various pastry and bakery products, such as cakes, tarts, Danish, cinnamon rolls, cream puff and variety of cakes. Other than that this restaurant also offers main course like spaghetti bolognaise, chicken chop, steak, fried noodles, fried rice and Manager's Coffee significant dish which is Butter Rice Chicken Chop. The restaurant operates daily, from 9.00 am and will close at 10.00 pm. Managers Coffee Restaurant is located near with Perpustakaan Sulatanah Bahiyah, Universiti Utara Malaysia (UUM), which is strategic location and as the main spot for student to dine and having refreshment. For this reason, this study focuses on satisfaction factors towards Manager's Coffee, with UUM students as the sample respondents to collect the data. The study will identify several influencing factors, consisting of the respondents' demographic, food and beverage quality, service quality, and price.

Statement of the Problem and Justification

Malaysian food and beverage industry rapid growth can be proven by the new food outlet and the economic growth of the food industry. This research will study the factors influencing customer satisfaction towards Manager's Coffee at UUM, one of the Malaysian food cafés or restaurants contributing to the Malaysian food industry. The food industry should also identify the factors influencing customer satisfaction and not only focusing on good food and taste. The mid-price offered, good food, enjoyable experience, and friendly environment have influenced customers to have meals at casual dining restaurants (Ahmad, 2015). This theory can define why people, especially students, can be satisfied with the price factor. This target market category has a limited income source; thus, most students will manage their spending on food. This factor will be studied to see how far customers are satisfied with the price offered at Manager's Coffee. Generally, this is the most influential factor to customers when having their meal at the restaurant. A study was conducted in Indonesia and Malaysia by Dyana and Norazah (2018) on student satisfaction concerning food service at university cafeterias. The study highlighted four main factors affecting student satisfaction: food quality, service quality, price fairness, and ambience. It is also in line with the study by Garg and Kumar (2017), emphasising these factors that have significance on student satisfaction. Hence, these factors are crucial in determining the satisfaction level, especially in the university food service context.

Furthermore, most research focuses on cafeteria–type food service, whereas in this study, Manager's Coffee offers different concepts and services that can contribute to new values to university foodservice. Service and quality by the café or restaurant are vital to maintaining a good customer perception towards the service and the café or restaurant. It will drive customer loyalty to revisit the café to have their meal when satisfied with its service. It is suggested that improving customer perception in the overall service quality and increasing the perceived value is important to enamour a customer's heart and gain loyalty (Ahmad, 2015; Mireille Serhan, 2019; Kohli et al., 2020). Therefore, the current study examines the relationships between Manager's Coffee dining experience attributes and customers' satisfaction in UUM. The objectives are as follows:

1. To examine the relationship between food quality and customers' satisfaction.

2. To examine the relationship between service quality and customers' satisfaction.

3. To examine the relationship between price and customers' satisfaction.

Literature Review

Customer Satisfaction

Customer satisfaction is the factor that all hospitality management wants. According to Namin (2017), customer satisfaction is one of the most important factors in assessing the effectiveness and productivity of a company. This study employs the customer satisfaction concept provided by the Service Performance (SERVPERF) instrument, which is the understanding of customer value and the importance of value measuring service quality. The Service Quality Model (SERVQUAL) considers a positive gap and a negative gap to indicate satisfaction and dissatisfaction. The Service Performance (SERVPERF)instrument is built based on the Service Quality Model (SERVQUAL) instrument in which service quality is evaluated as the difference between impressions and expectations. On the other hand, based on the previous study by Liu et al. (2020), customer satisfaction is measured by the SERVPERF instrument. It is extracted from the food quality, service quality, and price-value ratio.

Hence, customer satisfaction is perceived to be a critical factor of performance for customer-oriented companies. Marketers typically aim to generate customer loyalty and satisfaction, and the level of service is the main factor in customer loyalty and satisfaction (Ahamad, 2015; Liu et al., 2020; Zhang et al., 2020). The quality and longevity of each restaurant rely on its outcomes and customers' opinion. This notion is in line with Zhang et al. (2019), revealing that a restaurant or food service business's success is based on customer satisfaction and loyalty. Furthermore, repeat customers intending to buy and expect to repeat their transaction in the future will increase the company's profitability, allowing the business to compete in a competitive market. Thus, the relationship between food quality, service quality, product price, and customer satisfaction is important. All these factors are examined in this study in the campus restaurant context.

Food Quality

Food quality may be a significant factor in the food industry especially determining and influencing student satisfaction. The tangible and intangible aspects of the food, such as taste, freshness, portion size, and colour of food and beverage, play a more significant role in achieving or exceeding consumer loyalty and expectation to return. Boosting the standard of food or product image is likely to increase the desire to be loyal either explicitly or implicitly (Han & Sean, 2017). While some claim that food quality significantly impacts customers' dining experience, others argue that food quality can impact customers' dining satisfaction, which can be gradually reduced or even faded away (Liu et al., 2020). It indicates that food quality has an impact on customer satisfaction. Food service must ensure that all products used are safe and stable to maintain customer loyalty. Food quality and safety are inseparably related to human health and quality of life. Attention to food quality and safety is critical in society (Zhang et al., 2019). Moreover, food and beverage quality is also defined as the degree to which the amount and composition of accessible food meet the nutritional needs of the consumer (Campanyà-llovet et al., 2017).

Furthermore, Medler-liraz (2012) theorised that consumers' moods influence is based on food and service quality. The food quality may affect the overall services as well (Zhang et al., 2019). This notion is also supported by Han & Sean (2017), who found that the food quality attribute is positively associated with service ratings and customer satisfaction. The service-tipping association remains relevant after statistically accounting for food assessments. Besides, Namin (2017) mentioned that food quality and the choice of food served are among the key factors influencing customer service. Based on previous studies (Dyana & Norazah, 2018; Liu et al., 2020; Zhang et al., 2020) food quality measures the consistency of ingredients used and the preparation methods employed by the restaurant, requiring the cleanliness, freshness, and healthiness of the food and the variety of food served. Therefore, this study utilises the quality attributes to reflect on the value of the hygiene factor in food freshness and food presentation affecting customer satisfaction on Manager's Coffee restaurant.

Service Quality

Service quality can be analysed as a process relating to customers' experiences and needs of the given service (Ferraris et al., 2020). According to Neale et al. (2020), service quality has three dimensions: physical consistency, including products such as structures and equipment used; administrative quality, including the organisational identification and attributes; and relational quality, resulting from the relationship between service workers and customers. Service quality has been described as a key factor contributing to higher customer satisfaction, visit intention and improved productivity in the sense of hospitality. In order to stand out in the competition, restaurateurs are making immense efforts to evaluate and improve the standard of service in their businesses (Namin, 2017). Service quality can also be described as the overall gap between customer expectation and consumer perception of service experience. Therefore, it is important to eliminate the difference between customer preference and perception of service quality. Customer perception of service quality is influenced by their perception of dining experience and planned service. The relation between service quality, customer loyalty, and behavioural intentions is prevalent in hospitality research and, more precisely, in the restaurant setting. Service efficiency, for example, is proven to be a good factor in the customer intention to revisit organisational food service (Shin et al., 2019).

With this notion, Namin (2017) agreed that customer satisfaction could be increased by service efficiency, which in turn will pave the way for an indirect change in behavioural intentions in the industry. Nevertheless, currently, many of these same companies have acknowledged the need to be innovative in their service quality and value offered to distinguish themselves from competitors and, as a result, deliver customer perceived value of the goods they sell (Ferraris et al., 2020). On the other hand, numerous studies (Neale et al., 2020; Liu et al., 2020; Zhang et al., 2020) have shown that service quality positively impacts customer satisfaction, confidence, loyalty, and perceived value. In addition, finding from the previous study by Garg and Kumar (2017) shown that the service quality is the significant factors in student satisfaction towards university food services especially on staff responsiveness. This in line with Dyana and Norazah (2018) study on student's satisfaction at university food services in Malaysia and Indonesia revealed that staff

friendliness and responsiveness on providing information, helpful service and handling customer complaints has positive impacts on students' satisfaction in university foodservices. Due to this, a service provider that does not prioritise service quality will be abandoned by its customers and can even develop a negative image. Therefore, the need of service quality improvement is necessary for the food service industry. According to Sumaedi and Yarmen (2015), this is significant because it is widely acknowledged that service quality is a nebulous and illusory concept. Thus, one of the fundamental problems that must be addressed is the measurement of restaurant service quality. (Zhang et al., 2020).

Product Price

Numerous studies have shown that product price plays an important factor in predicting and measuring customer satisfaction and loyalty (Han et al., 2019; Zhang et al., 2020; Copley, 2017). For students, staying on campus required some monetary expenses. Most of the students' expenses are spent on food and basic needs. It is worth noting that students have limited financial capital, influencing their choices of food service operations since they are constantly on the lookout for low-cost options. Since students have limited funds, price is an important consideration when selecting a restaurant. Similarly, students will buy their food from off-campus food service operations offering a lower price for the same food items as their main purchase. Namin (2017) and Neale et al. (2020) proposed that university food service providers improve their food and beverage menus with affordable prices. Consequently, employees and students will purchase food and beverage from the university food service provider rather than other food providers. On the other hand, previous studies (Liu et al., 2020; Yang et al., 2009) on menu design and price perception discovered that quality pricing, product style and typography affect customer loyalty and buying behaviour. They also argued that price presentation variations based on location, scale, or use of symbols affect the purchasing behaviour of price-conscious consumers. This also in line with findings from Garg and Kumar (2017) that revealed price is the main key of student's satisfaction of Temptation Restaurant at Taylor's University, Malaysia. Accordance to Garg & Kumar, student are satisfied with the restaurant and choose to purchase food and beverages at cheaper price due to financial restriction. This shown that price play an important key in student's

satisfaction.

METHODOLOGY

Research Approach

The study aims to examine the link between restaurant experiences and customer satisfaction in the university food service segment among UUM students. This study employs a quantitative research strategy, including the distribution of questionnaires and online surveys. The use of structural questions in the respondent options and a large number of populations have been predetermined in the quantitative research. Quantitative data collection includes the various forms of the survey provided to the respondents. The survey questions are distributed through social media and other platforms, such as Facebook pages and WhatsApp links. Quantitative data refers to data that is in numerical forms, such as statistic and percentages. This method helps the researcher interpret the data and determine the relationship between the independent and dependent variables. The population of the respondents are UUM students visiting the restaurants in the campus area. The respondents' demographic is random, with different background, gender, age, semester, and race. Non-probability sampling, which is a convenience sampling method for the respondents, is employed in this study. Convenience sampling is adopted because it may be utilised to intervene and pacify unsatisfied customers.

Sampling Method

One important but frequently overlooked component of probability sampling is its reliance on external selection: inviting and then periodically reminding people to take a survey, which helps assure representativeness. There is no true external selection because there is no follow-up and motivation to do the survey. In such instances, dissatisfied customers are more inclined to participate in such surveys. The survey does allow the researcher to hear from such customers and ask for their contact information. It enables the researcher to take action to increase their satisfaction. The current study's survey instrument is made up of four sections. The first section consists of six questions designed to gather demographic and general information from the

respondents. The second section consists of six items and is designed to assess students' impressions of the quality of food available in the restaurant. The third section, consisting of five items, is structured to assess respondents' perception of the service quality in the restaurant. The final section of the questionnaire, consisting of five items, is structured to explain respondents' perception of food price. The questionnaire's measurement scale for all statements in sections one through five is based on a five-point Likert scale. A score of 1 indicates "strongly disagree", and 5 indicates "strongly agree". It is a self-administered survey in the form of a questionnaire. The questionnaires are distributed manually and using the internet-based platform through the Google form link. Students were approached to participate in the study from the first week of April to the middle of May 2019; 250 questionnaires were distributed, and only 200 questionnaires were returned and been analysed.

Research Framework

The proposed research framework comprises three independent variables and one dependent variable. The proposed research framework is depicted in Figure 1.
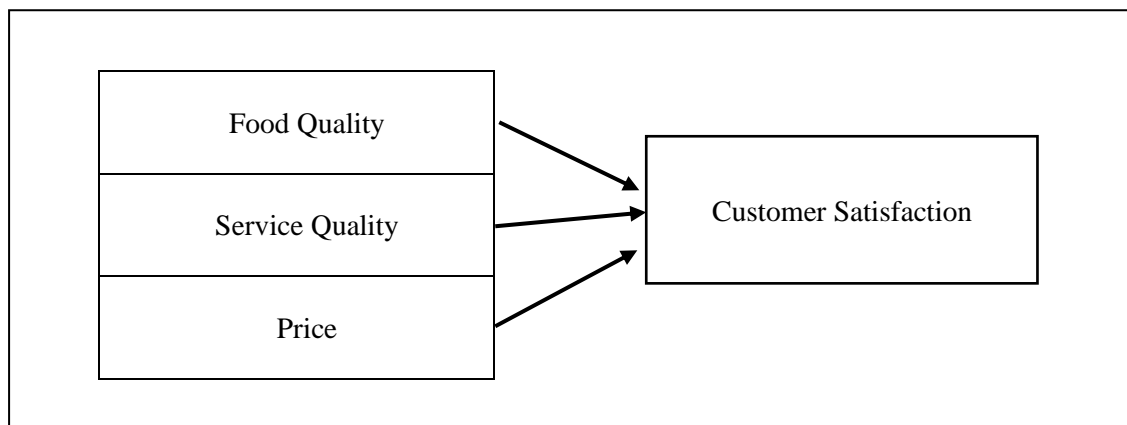
Figure 1

Research Framework

Research Hypotheses

The study derived with three hypotheses to investigate the relationships between dining experiences and customers' satisfaction.

H1: There is a positive relationship between food quality and customer satisfaction.

H2: There is a positive relationship between service quality and customer satisfaction.

H3: There is a positive relationship between price and customer satisfaction.

Data Analysis

The Statistical Package for the Social Sciences (SPSS) version 20 was employed to collect and analyse the data. Reliability analysis, descriptive analysis, and correlation analysis were employed to test the hypotheses. Two statistical measures, frequencies and Pearson correlation coefficients, were employed to achieve the study objectives. First, frequencies were calculated to analyse the respondents' demographic and general information. Second, Pearson correlation coefficients were calculated to determine the existence and strength of significant relationships between variables. Correlation analysis was used in this study to assess the strength of the relationship between two or more variables (Pallant, 2013). The correlation analysis was used for the independent variables 'food quality', 'service quality', and 'product price' towards the dependent variable 'customer satisfaction' to test the hypotheses.

RESULTS

Reliability Analysis

The degree to which a test produces reliable results is referred to as its reliability. Cronbach's alpha is widely used to determine the internal efficiency of a measurement instrument. According to Nunnally (1978) and Schimit (1996), a Cronbach's alpha of 0.70 or higher indicates that the measurement scale used to test a construct is reliable. Table 1 indicates that the sample's overall reliability (internal consistency) has a coefficient alpha of 0.923, which is considered sufficient (Nunnally, 1978; Churchill, 1995). When all variables, such as food quality, service quality, and product price, were tested, they were found to be accurate with a coefficient alpha greater than 0.70 at the aggregate stage, the cut-off point. The high alpha value suggested that the items had strong internal consistency, and the overall scale's high alpha value suggested that convergent validity was met (Parasuraman et al., 1991).

Table 1

Reliability Test

Variables	Cronbach's Alpha	Number of Items
Food Quality	0.923	6
Service Quality	0.872	5
Product Price	0.922	5

Descriptive Analysis

Two hundred respondents involved in this study were UUM students. Four questions were asked under the respondents' demographic section, such as gender, college, semester, and race. Table 2 depicts the gender distribution of respondents in this study. The majority of respondents are females, while the minority of respondents are males. The College of Law, Government, and International Studies (COLGIS) has the most respondents (42.5%). It is followed by the College of Business (COB), comprising 32.5% respondents. Next, 25% respondents are from the College of Arts and Science (CAS). The analysis shows that respondents from semester two to semester four are 12%. Moreover, for semester four to semester six, it consists of 30.5% respondents. Finally, respondents from semester six to semester eight are 57.5%. The highest population of respondents for this study is Malay, followed by Chinese, Indian and other races.

Table 2

Details of Respondents' Demographic (N=200)

Respondent's Profile	Frequency	Percentage
Gender		
Male	59	29.5
Female	141	70.5
College		
COLGIS	85	42.5
CAS	50	25.0
COB	65	32.5
Semester		
2-4	24	12.0
4-6	61	30.5

6-8	115	57.5
Race		
Malay	132	66.0
Chinese	31	15.5
Indian	9	4.5
Other	28	14.0

Two questions asked under the respondents' general information section consisted of "how often do you visit Manager's Coffee" and "on average, how much do you spend per visit to Manager's Coffee in Universiti Utara Malaysia". Based on Table 3, the analysis shows that most respondents visit Manager's Coffee one time a week, which is 75.5%. It is followed by two to five times a week, consisting of 18%. Respondents visiting Manager's Coffee more than five times a week comprises 6.5%. The analysis also shows that 72% of respondents spend less than RM15 when visiting Manager's Coffee. It is followed by respondents spending RM15 to RM20 (20.5%) respondents spending RM21 to RM30 (3.5%), and respondents spending RM31 and above (4%).

Table 3

General Information of Respondent (N=200)

Questions	Frequency	Percentage
How often do you visit Manager's Coffee?		
One time a week	151	75.5
Two to five times a week	36	18.0
More than five times a week	13	6.5
On average, how much do you spend per visit to Manager's Coffee?		
Less than RM15	144	72.0
RM15 – RM20	41	20.5
RM21 – RM30	7	3.5
RM31 and above	8	4.0

Food Quality

Table 4 shows the descriptive analysis of food quality. Based on the result, "the food is served at the right temperature (hot food/drink is served hot and cold drink is served cold)" has the highest mean value of 4.49. It is followed by "the menu has a good variety of items offered" and "the products offered are tasty and flavourful", with the same mean value of 4.38. Next, "the product quality meets my expectation" and "the product/portion size is appropriate for my expectation" have the mean value of 4.37 and 4.35, respectively. Meanwhile, "the product's taste is consistent" has the lowest mean value of 4.32. It shows that the respondents have different views on the food quality at Manager's Coffee.

Table 4

Food Quality (N=200)

Items	Mean	Std. Deviation
The menu has a good variety of items offered.	4.38	.677
The food is served at the right temperature (hot food/drink is served hot and cold drink is served cold).	4.49	.626
The product quality meets my expectation.	4.37	621
The product/portion size is appropriate for my expectation.	4.35	.662
The products offered are tasty and flavourful.	4.38	.606
The product's taste is consistent.	4.32	.671

Service Quality

Table 5 shows the analysis of service quality at Manager's Coffee. According to the result obtained from the respondents, the highest mean value is at 4.50, representing "the employees serve my food and beverage exactly as I ordered". It is followed by "the employees are well-dressed and appear neat" and "the employees are always helpful", with the same mean value of 4.49. The analysis also shows that "the employees provide prompt service" and "the employees give full attention to me when I place an order" obtained the mean value of 4.47 and 4.44, respectively. Next, the lowest mean value is 4.37, representing if visible, "the employees are

sympathetic and reassuring if something goes wrong". It shows that most respondents have high expectation of the service quality at Manager's Coffee.

Table 5

Service Quality (N=200)

Items	Mean	Std. Deviation
The employees are well-dressed and appear neat.	4.49	.567
The employees give full attention to me when I place an order.	4.44	.677
The employees serve my food and beverage exactly as I ordered.	4.50	.610
The employees are sympathetic and reassuring if something goes wrong.	4.37	.666
The employees provide prompt service.	4.47	.633
The employees are always helpful.	4.49	.576

Product Price

From Table 6, the highest mean value according to the analysis, is "price is the most important factor when deciding to purchase at Manager's Coffee", which is 4.60. The second highest mean value is "when there is a promotion at Manager's Coffee, I will purchase more", which is 4.47. Meanwhile, "I will purchase products from Manager's Coffee if the price is the lowest among competitors" and "I buy Manager's Coffee products because the price is reasonable" obtained the mean value of 4.40 and 4.39, respectively. Lastly, the lowest mean value from the analysis is "the premium price of the food product is because of the high-quality ingredient used", which is 4.33.

Table 6

Product Price (N=200)

Items	Mean	Std. Deviation
Price is the most important factor when deciding to purchase at Manager's Coffee.	4.60	.549

When there is a promotion at Manager's Coffee, I will purchase more.	4.47	. 649
I buy Manager's Coffee products because the price is reasonable.	4.39	.687
The premium price of the food product is because of the high-quality ingredient used.	4.33	.658
I will purchase products from Manager's Coffee if the price is the lowest among competitors.	4.40	.757

Customer Satisfaction

Table 7 shows the analysis of customer satisfaction towards Manager's Coffee at UUM. The highest mean value of 4.43 represented by "I enjoyed myself at Manager's Coffee", followed by the second-highest value of 4.41, which is "I am pleased to dine in at Manager's Coffee again". Meanwhile, "I will recommend Manager's Coffee to my friends" and "Overall, I am satisfied with Manager's Coffee" have the same mean value, which is 4.38. The lowest mean value is 4.32, representing "I am pleased to become a regular customer of Manager's Coffee".

Table 7

Customer Satisfaction (N=200)

Items	Mean	Std. Deviation
I am pleased to become a regular customer of Manager's Coffee.	4.32	.693
I enjoyed myself at Manager's Coffee.	4.43	.605
I am pleased to dine in at Manager's Coffee again.	4.41	.643
I will recommend Manager's Coffee to my friends.	4.38	.631
Overall, I am satisfied with Manager's Coffee.	4.38	.581

Correlation Analysis

H1: There is a positive relationship between food quality and customer satisfaction

Table 8 shows the correlation between food quality and customer satisfaction towards Manager's

Coffee, the value of $r = 0.563$, $p = .000$, and $N = 200$. The table shows $r = 0.563$, indicating a positive relationship between food quality and customer satisfaction towards Manager's Coffee. When food quality increases, customer satisfaction towards Manager's Coffee also increases. Therefore, the p-value is .000, which is less than 0.01, indicating a significant positive relationship between food quality and customer satisfaction.

Table 8

Result of Hypothesis 1

Food Quality	Pearson Correlation	1	.563**
	Sig. (2-tailed)		.000
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

H2: There is a positive relationship between service quality and customer satisfaction

Table 9 shows the correlation between service quality and customer satisfaction towards Manager's Coffee, the value of $r = 0.412$, $p = .000$, and $N = 200$. The table shows $r = 0.412$, indicating a positive relationship between service quality and customer satisfaction towards Manager's Coffee. When service quality increases, customer satisfaction towards Manager's Coffee also increases. Therefore, the p-value is .000, which is less than 0.01, indicating a significant positive relationship between service quality and customer satisfaction.

Table 9

Result of Hypothesis 2

Service Quality	Pearson Correlation	1	.412**
	Sig. (2-tailed)		.000
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

H3: There is a positive relationship between price and customer satisfaction

Table 10 shows the correlation between price and customer satisfaction towards Manager's Coffee, the value of $r = 0.683$, $p = .000$, and $N = 200$. The table shows $r = 0.683$, indicating a positive relationship between price and customer satisfaction towards Manager's Coffee. When the respondents' acceptable price increases, customer satisfaction towards Manager's Coffee also increases. The *p*-value is .000, which is less than 0.01, indicating a significant positive relationship between price and customer satisfaction.

Table 10

Result of Hypothesis 3

Price	Pearson Correlation	1	.683**
	Sig. (2-tailed)		.000
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

CONCLUSION

This study aims to identify the relationship between food quality, service quality, and price with the dependent variable, customer satisfaction. This discussion focuses on the Pearson correlation analysis between the independent and dependent variables of this research. Based on the study's findings, there is a significant relationship between food quality and customer satisfaction. According to Pearson correlation analysis, a positive value of $r = .563$ indicates food quality as having a significant impact on student satisfaction of food services at Manager's Coffee at UUM. Therefore, the quality of food provided affects customer satisfaction; food should be served at the appropriate temperature, have menu options to customers, and food should be appropriate and tasty. In addition, Garg and Kumar (2017) revealed that food quality and the variety of foods offered are among the important elements of customer satisfaction, consistent with the present study. However, a study by Dyana and Norazah (2018), comparing student satisfaction between two university cafeterias at Universiti Malaysia Sabah (UMS) and Mercu Buana University

(MBU), showed that food quality as having a significant impact on student satisfaction of food services at UMS but not at MBU. This finding is consistent with Lie et al. (2020), indicating that food quality can impact customer dining satisfaction, which can be gradually reduced or even faded away. Thus, the management of Manager's Coffee must strive to increase their food quality. Students will be more likely to use food services if the university cafeteria offers special meals and frequent promotions with high-quality cuisine in terms of flavour and appearance.

Concerning the Pearson correlation analysis between service quality and customer satisfaction, the *r* value is 0.412, indicating a significant relationship between service quality and customer satisfaction towards Manager's Coffee. This quality service includes the café staff serving and focusing on food as requested by customers, and the cafe staff must also dress appropriately and neatly to ensure the satisfaction of customers visiting the cafe. This finding was supported by the aspect of service quality by Manager's Coffee towards their customers or respondents. According to Namin (2017), customer satisfaction can be increased by service efficiency, which will pave the way for an indirect change in behavioural intentions in the industry. No companies will thrive unless it can attract and maintain a decent number of satisfied clients. Furthermore, it is significant because service quality is widely acknowledged to be an elusive and abstract concept. A service company's inability to measure service quality accurately will result in a discrepancy between its perception of service quality and the perception of its customers' perceived service quality (Sumaedi & Yarmen, 2015).

The Pearson correlation analysis finding also shows a positive relationship between the price of products offered at Manager's Coffee. It can be proven by the value of r = .683, indicating a positive value. Price is an important factor for customers visiting this cafe; customers will be more attracted to low and reasonable prices to ensure customer satisfaction. This finding was supported by product price influencing customer satisfaction towards Manager's Coffee. Namin (2017) confirmed that the price could make the restaurant reach higher customer satisfaction levels, resulting in better behavioural intentions and more success in the market. Besides, Liu et al. (2020) agreed that food experiential efficiency on dining satisfaction depends on the contextual price factor. As a result of this study, it is clear that Manager's Coffee and university management must

work hard to boost student satisfaction towards food service at their university cafeteria and restaurant. Food quality, service quality, and price offered are potential areas for improvement to raise student satisfaction towards food and service quality in most university cafeterias and restaurants. In addition, this study has important implications for practitioners, especially the on-campus foodservice administration, in preparing and designing new strategies to ensure they give proper service to their customers.

Limitation and Recommendation for Future Studies

This study's limitations and suggestions for future studies should be noted. Most significantly, the sample size in this study was small. As a result, the smaller sample size is unlikely to be extrapolated to the larger population. Future research may broaden the sample to include more groups, such as university academics and administrative workers, to provide more representative results and boost sample generalisability. Furthermore, the variables of this study only tested on food quality, service quality, and product price, which unlikely to emphasise the overall restaurant experience. Future research may look into other aspects of restaurant experiences, such as ambient and the variety of the food.

CONFLICT OF INTEREST

The authors declare no conflict of interest.

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