

The Relationships among Food Quality, Service Quality, Physical Environment and Customers' Satisfaction in Thai Dining Restaurant in Malaysia

Parichard Benrit ^[1], Numtip Trakulmaykee ^[1]

Abstract

Due to the increasing competition among restaurant business in Malaysia, there is a critical need to understand the factors that may influence customers' satisfaction. Therefore, the aim of this research is to investigate the relationships among food quality, service quality, physical environment and customer satisfaction in Thai dining restaurant in Malaysia. Data are collected from customers of Thai dining restaurant located in Malaysia via a self-administered questionnaire. A total of 313 completed questionnaires are used in the analysis, which was tested using SPSS. The multiple regression analysis in this study revealed that food quality, service quality and physical environment had a significant role in influencing customer satisfaction. The food quality is the most important factor which impacts on customer's satisfaction followed by physical environment and service quality respectively. The findings of this study provide useful insight for Thai dining restaurant manager to develop effective strategies in order to customers' satisfaction as followed. First, since food quality was found to be the most important factors as a predictor of the customers' satisfaction in Thai dining restaurant. The managers must pay attention to the food quality

^[1] Department of Social Sciences, Faculty of Humanities and Social Sciences, Prince of Songkla University, Pattani, Thailand

^[2] Information and Communication Technology, Faculty of Science, Prince of Songkla University, Songkla, Thailand

which consists of taste, nutritious, fresh food, food presentation and appropriate temperature that can improve customer satisfaction. Second, manager should design appropriate the restaurant's physical surroundings, such as attractive interior design, space for move around easily and cleanness of restaurant. Finally, the findings suggested that Thai restaurant operators also should provide training for the employees to ensure that employees are able to provide good services. Furthermore, the future research ideas also are discussed.

Keywords: Customer satisfaction, Food quality, Service quality, Physical environment, Thai dining restaurant

ศึกษาความสัมพันธ์ระหว่างปัจจัยด้านคุณภาพของอาหารคุณภาพ
การบริการ สภาพแวดล้อมทางกายภาพของร้านอาหาร
และความพึงพอใจของลูกค้าร้านอาหารไทยในประเศมาเลเซีย
ปาริชาติ เบ็ญฤทธิ์^[1], น้ำทิพย์ ตระกูลเมธี^[1]

บทคัดย่อ

ท่ามกลางการแข่งขันของธุรกิจร้านอาหารที่มีความทวีรุนแรงมากยิ่งขึ้นในประเทศมาเลเซีย ทำให้ผู้ประกอบการร้านอาหารต้องกลับมาให้ความสำคัญกับปัจจัยที่มีอิทธิพลต่อความพึงพอใจของผู้บริโภค ซึ่งจะส่งผลต่อผลประสิทธิภาพของการประกอบการ กำไรและความอยู่รอดอย่างยั่งยืนของธุรกิจร้านอาหาร ดังนั้น การศึกษานี้มีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์ของปัจจัยด้านคุณภาพของอาหาร (Food Quality) คุณภาพการบริการ (Service Quality) และสภาพแวดล้อมทางกายภาพของร้านอาหาร (Physical Environment) ต่อความพึงพอใจของลูกค้า (Customer Satisfaction) ในบริบทของร้านอาหารไทยในประเทศมาเลเซีย

จากการเก็บข้อมูลลูกค้าร้านอาหารไทยในประเทศมาเลเซียจำนวน 313 ชุด โดยใช้แบบสอบถาม และนำข้อมูลมาวิเคราะห์เชิงปริมาณ ด้วยสถิติเชิงพรรณนาและการวิเคราะห์การถดถอยพหุคูณด้วยโปรแกรม SPSS พบว่า ปัจจัยด้านคุณภาพของอาหาร ปัจจัยด้านคุณภาพของการบริการและปัจจัยด้านสภาพแวดล้อมทางกายภาพของร้านอาหารทั้งสามปัจจัยมีอิทธิพลอย่างมีนัยสำคัญต่อความพึงพอใจของลูกค้า โดยตัวแปรที่มีอิทธิพลต่อความพึงพอใจของลูกค้ามากที่สุดคือคุณภาพอาหาร รองลงมาได้แก่ สิ่งแวดล้อมทางกายภาพของร้านอาหาร และคุณภาพการบริการตามลำดับ โดยผลการศึกษานี้มีข้อเสนอแนะเพื่อเป็นประโยชน์แก่ผู้ประกอบการร้านอาหารไทยในการพัฒนากลยุทธ์ที่มีประสิทธิภาพ เพื่อที่จะเพิ่มความพึงพอใจของลูกค้าชาวมาเลเซียตามตัวแปรที่ปรากฏจากผลการวิจัยดังนี้ ประการแรกคุณภาพอาหารถูกพบว่ามีผลสำคัญที่สุดต่อระดับความพึงพอใจของผู้บริโภค ดังนั้น ผู้ประกอบการ

[1] ภาควิชาสังคมศาสตร์ คณะมนุษยศาสตร์ และสังคมศาสตร์ มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตปัตตานี

[2] สาขาเทคโนโลยีสารสนเทศและการสื่อสาร คณะวิทยาศาสตร์มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตหาดใหญ่

ธุรกิจร้านอาหารควรให้ความสำคัญกับความต้องการของผู้บริโภคในเรื่องคุณภาพอาหาร อาทิ การผลิตอาหารต้องมีการใส่ใจถึงคุณภาพ คุณค่าทางโภชนาการ ความสดของวัตถุดิบ อาหารมีรสชาติที่อร่อย และการเสิร์ฟอาหารในอุณหภูมิเหมาะสม ประการที่สอง ปัจจัยด้านสภาพแวดล้อมทางกายภาพของร้านอาหารก็เป็นปัจจัยที่สำคัญที่จะสร้างความพึงพอใจแก่ลูกค้า ผู้ประกอบการธุรกิจร้านอาหารควรออกแบบร้านให้มีสิ่งแวดล้อมทางกายภาพที่ดี การจัดร้านอาหารทำให้ลูกค้าเคลื่อนย้ายได้สะดวก และดูแลพื้นที่ในร้านอาหารให้มีความสะอาด ประการสุดท้าย นอกจากปัจจัยด้านคุณภาพของอาหาร และสภาพแวดล้อมทางกายภาพของร้านอาหารแล้ว ผู้ประกอบการร้านอาหารต้องตระหนักแล้ว คุณภาพการบริการก็เป็นปัจจัยหนึ่งที่ส่งผลต่อสร้างความพึงพอใจแก่ลูกค้า ดังนั้น ผู้ประกอบการธุรกิจร้านอาหารควรมีการจัดฝึกอบรมพนักงาน เนื่องจากพนักงานจะติดต่อกับผู้บริโภคโดยตรง และสามารถสร้างความพึงพอใจให้กับผู้บริโภคได้ นอกจากนี้ผู้วิจัยได้มีข้อเสนอแนะสำหรับผู้ที่ต้องการศึกษาวิจัยเพิ่มเติมต่อไปอีกด้วย

คำสำคัญ: ความพึงพอใจของผู้บริโภค, คุณภาพของอาหาร, คุณภาพการบริการ, สภาพแวดล้อมทางกายภาพของร้านอาหาร, ร้านอาหารไทย

Introduction

Ar-Han-Thai or Thai food is the national cuisine of Thailand. It reflects its culture, environment, ingenuity and values. Thai cooking emphasizes on prepared dishes with strong aromatic components and use of ingredients with medicinal benefits, as well as good flavor. It is known for its complex interplay of at least three and up to four or five fundamental taste senses in each dish or the overall meal: sour, sweet, salty, bitter, and spicy. Thai food not only is favorite food of Thai but also it is one of the most popular cuisines in the world. In 2011, seven of Thailand's popular dishes appeared on the list of the World's 50 Most Delicious Foods (Readers' Pick) a worldwide online poll of 35,000 people by CNN Travel. Thailand had more dishes on the list than any other country. They were tom yam goong (4th), Pad Thai (5th), som tam (6th), massaman curry (10th), green curry (19th), Thai fried rice (24th) and moo nam tok (36th) (Cheung, 2011). Meanwhile, the Thai government has a policy to promote Thailand to be the Kitchen of the World. The main strategies as to increase an amount of the Thai restaurants that is the sign of good image to the country including the promotion of the tourist business, more export of raw materials and additional ingredients for Thai recipes as well the export of the food products, and supporting Thai investments abroad, especially in building a network of Thai restaurants and food markets overseas.

In case of Malaysia, Thai food is one of the Malaysian well known cuisines as seen from more than 5,000 Thai restaurants located throughout Malaysia (Kama, 2013). However the increasing competition among restaurant business in Malaysia, There are variety of restaurants such as Western restaurant, Arab restaurant, Japanese restaurant, Chinese restaurant, Indian restaurant, Malay restaurant and Thai restaurant. As the number of restaurants increase, Consumers have many options for

choosing a restaurant. Every business needs to retain its current customers and also to expand customer's base significantly and it is possible only when target customer is fully satisfied from company on some parameters.

Customer satisfaction plays a pivotal role in success of every business whether it is meant for a product or a service. Researchers in marketing generally agree that satisfaction is the fundamental elements in effective service management (Oliver & Rust, 1994). Customer satisfaction is defined as a customer's overall evaluation of his or her purchase and consumption experience of a good or service (Johnson, Anderson & Fornell, 1995). Most research confirmed that customer satisfaction influence to revisit intention and talk to others about their good experiences (Canny, 2013). Furthermore, the satisfied customers will directly related to profitability of organization (Blesic, Tesanovic & Psodorov, 2011; Gagić, Tešanović & Jovičić, 2013). However, there is lack of study looks specifically Thai restaurant. Although the importance of a Thai restaurant has been consistently growing in Malaysia, it has not gained much attention in research. Thus, the purpose of this study is to investigate the factors may influence to customer satisfaction in Thai dining restaurant in Malaysia.

Literature Review

The factors may influence to customer satisfaction

The literature has discussed the factors influence to customer satisfaction. Many previous studies have addressed the important attributes of food quality service quality and physical environment, as well as their influence on customer satisfaction in various types of restaurants from many countries. For example, Vietnam restaurant (Wang, Tran, & Nguyen, 2014), Chinese restaurant in U.S. (Liu and Jang, 2009), Japanese restaurant in U.S. (Lim, 2010), Korean restaurant

in Seoul, Korea (Ryu et al., 2012) and Korean restaurant in U.S. (Ha and Jang, 2009). The detail of each factor was explained as following.

1) Food quality

As the core product of a restaurant, food quality plays a pivotal role in the restaurant experience. Food quality has been generally accepted as a major factor influencing customer satisfaction. For example, Liu and Jang (2009)) reported that taste, menu variety, food safety, food temperature, and food presentation were significantly related to customer satisfaction in Chinese restaurants. Ryu and Han (2010) revealed that customers perceived quality of food, such as delicious, nutritious, and visually attractive, is a significant predictor of customer satisfaction. Also, consisted with findings of Canny (2013) study in Indonesia restaurant context, the resulted revealed that food quality significant predictor of customer satisfaction. In addition, Studying from various type of restaurants such as Japanese restaurant (Lim, 2010), Indonesian restaurant (Canny, 2013), Chinese restaurants (Liu & Jang, 2009) revealed that food attributes such as food taste, food presentation, food temperature and food freshness were significantly related with customers' satisfaction. Based on the literature discussion above, this study proposed food quality which consists of taste, nutritious, variety of menu, fresh food, smell of the food, food presentation and appropriate temperature as a predictor of customer satisfaction.

2) Service quality

Service quality in restaurant industry is derived from the customer's evaluation of the restaurant service quality after comparing between their expectation and actual experience during their visitation in restaurant (Chow et al., 2007). Restaurants are not only emphasizing food as the main product, but also sell the service delivery of the employees as well

(Canny, 2013). Service quality and customer satisfaction are inseparable factors in marketing factors, particularly in restaurant industry. Quality of service has been shown as one of the core attributes that lead to customer satisfaction and customer consider when deciding on a restaurant. For instance, Canny (2013) reported that service quality has positively influence on customer satisfaction. Also, Ryu and Han (2010) found that quality of service increases customers' satisfaction level. Thus, this study suggested quality of service as factor that may influence customer satisfaction. Service quality which includes: employees served food exactly as customer ordered it, employees provided prompt and quick service, employees are always willing to help customer, employees made customer feel comfortable in dealing with them and employees are neat and well dressed.

3) Physical environment

Besides food quality and service quality, physical environment could be another factor that influences customer satisfaction. The importance of physical surroundings to create an image and to influence customer behaviour is particularly pertinent in the restaurant industry (Ryu & Jang, 2008). For instance, Heung and Gu, (2012) revealed that restaurant atmospherics, namely: facility aesthetics, ambience, spatial layout, employee factors, and the view from the window have a significant influence on dining satisfaction and customers' behavioural intentions. Similarly, Ryu and Han (2010) found that physical environment including attractive interior design, pleasant music colour and lighting is a significant predictor of customer satisfaction. Based on the literature discussion above, this study also proposed physical environment which consists of attractive interior design, pleasant music, lighting, cleanness of dining area and facility layout as a predictor of customer satisfaction.

A Conceptual Framework and Hypothesis

Based to prior literatures, the following propositions are put forward. The proposed conceptual framework in Figure 1, framed a study to investigate the influence of food quality and service quality on customer satisfaction in the context of Thai dining restaurant in Malaysia followed by hypothesis of this research.

1) Conceptual framework of the research

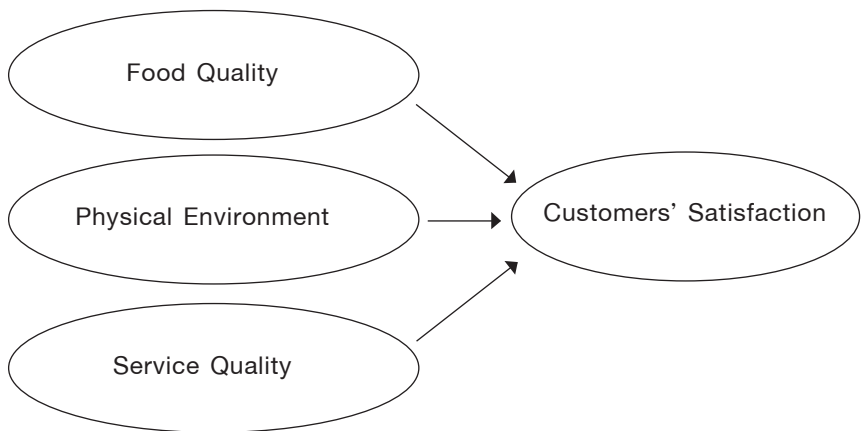


Figure 1 The conceptual framework of the research

2) Hypothesis of the research

H 1: Food quality positively influences on customer satisfaction in Thai dining restaurant.

H 2: Service quality positively influences on customers' satisfaction in Thai dining restaurant.

H 3: Physical environment positively influences on customers' satisfaction in Thai dining restaurant.

Research Methodology

1) Data collection

Quantitative research in the form of a questionnaire survey was conducted to meet the research objectives. The data were collected from Thai restaurant customer in a Penang state in the Malaysia, who had visited Thai dining restaurant within the last 6 weeks. According to Hair, Black, Babin, and Anderson (2010), a correct and an acceptable sample size of the study are very important to obtain a direct impact on the appropriateness and the statistical reliability for further analysis. Hair et al. (2010) suggested that the minimum requirement for sample size is at least five respondents per variable/item; however the more acceptable sample size is to ten per variable/item. The total number of items to measure all of the items in this study is 19. Hence, by employing the guideline as recommended by Hair et al. (2010), the acceptable sample size is ten times (i.e., number of respondents) times 19 items, which is equal to 190 respondents. Finally, a total 313 questionnaires were completed and used analysis in this study

Before the questionnaire was nalized, the pilot study aimed to collect feedback on the validity and reliability of the survey instrument from a sample with the same background as the target respondents. All aspects of questionnaire should be tested, the question content, the wording, the sequence, the form and layout, difficulty level, including the instructions (Malhotra, Hall, Shaw, & Oppenheim, 2006). Malhotra et al. (2006) suggested that ordinarily, the pilot test sample of 15 to 30 respondents would be considered as sufficient to conduct an effective pilot study. The pilot study was administered to 50 respondents who met the criteria of the present study. To test the respondents understanding and the flow of the questions, no item in this questionnaire was changed.

2) Measurements

This study used the structured questionnaire, which comprise three sections: (1) Section A was screening questions. The respondents were asked the question for screening the target respondents of the study. This section was to ensure that the respondents who answered the questionnaire have met the two criteria set. First, they are Malaysian. Second, they are Thai dining restaurant customers within the last 6 weeks. (2) Section B, was designed to capture respondents' personal information and customer behaviour regarding their gender, age, marital status, ethnicity, monthly income, dining companion, frequency dine at a Thai restaurant, cost for a meal and their favourite food. (3) Section C was designed to examine of food quality, service quality, physical environment and customer satisfaction. Food quality was measured using seven items. Service quality measure consisted of five items and physical environment measure consisted of four items. The items were adopted from prior studies in the restaurant of Ryu, Lee and Kim (2012) and Canny (2013). Meanwhile, customer satisfaction was measured using three items, which the items were also adopted based on study from Ryu et al. (2012) to properly fit with the restaurant situations. All items were measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The statistical analysis through multiple regressions was conducted in this study, in order to investigate the direct effect of food quality, service quality and physical environment on customers' satisfaction. Validity and reliability measures were prepared before multiple regression analysis is conducted to ensure the measurement items had a high internal consistency through analysis of its Cronbach's alpha coefficients. Reliability was concerned with stability and consistency which the instrument needs to be measured the concept and helps to assess the goodness of measurement (Sekaran & Bougie, 2010). The most popular

test of inter-item consistency reliability is the Cronbach's Alpha. So, the higher the Cronbach's coefficient alpha is, the better measuring of instrument becomes. The closer Cronbach's Alpha value is to 1, the higher level of the internal consistency and reliability performs. The Cronbach's Alpha values could be elucidated in various levels. Zikmund, Babin, Carr & Griffin, (2013) stated that a coefficient at level of 0.80 to 0.95 is generally considered as very good reliability, 0.70 to 0.80 as good reliability, 0.60 to 0.70 as fair reliability and below than 0.60 as poor reliability.

The data collection process began on April 2015 through a structured questionnaire among 313 customers of Thai dining restaurant located in Penang state in Malaysia. Table 1 presented the result of the reliability analysis. The internal consistency reliability analysis was conducted for each of the variables. All scales displayed a satisfactory level of reliability with Cronbach's Alpha more than 0.80 was an indication ensured that the reliability of measurement of each variable was acceptable and reliable.

Table 1 Reliability analysis on variables of the study

	Cronbach's alpha	Number of items
Food Quality	.862	7
Service Quality	.837	5
Physical Environment	.813	4
Customers' Satisfaction	.897	3

Results

1) Demographic profile of respondents

Table 2 showed the demographic profile of the respondents. The total numbers of respondents were 313. The analysis of the respondents'

information indicated that more than half of the respondents were female (74.40%) and the others were male. The majority of the respondents' age were ranged from 21 to 30 years old (65.50%), followed by aged less than 20 years old (26.20%), aged group of 31 to 40 years old (4.20%) and were divided into aged group 41 to 50 years old (3.5%) respectively. Meanwhile there were only 0.60% of the respondents categorized in age of 51 to 60 years old. Regarding to their marital status, most of the respondents were single (86.30%), followed by married (12.50%) and other (1.30%). Personal income approximately 40% of the respondents indicated their monthly income less than RM 1,500 (70.90%); followed by between RM 6,001-7,500 (12.8%) and RM 1,501-3,000 (11.5%) respectively. In terms of ethnicity, most of respondents is Malay (65%) followed by Chinese (24.0%) and Indian (7.7%) respectively.

Table 2 Demographic characteristics of the participants

		Number (n = 313)	Percentage (%)
Gender:	Male	79	25.2
	Female	233	74.4
	NA.	1	0.3
Age:	less than 20 years	82	26.2
	21 to 30 years	205	65.5
	31 to 40 years	13	4.2
	41 to 50 years	11	3.5
	51 to 60 years	2	0.6
Marital Status:	Single	270	86.30
	Married	39	12.50

Table 2 Demographic characteristics of the participants

		Number (n = 313)	Percentage (%)
	Other (Divorce, Widow)	4	1.30
Ethnicity:	Malay	206	65.80
	Chinese	75	24.00
	Indian	24	7.70
	Other (Iban, Bajau, Siamese)	8	2.6
Monthly income:	Below RM 1,500	222	70.90
	RM 1,501- RM 3,000	36	11.50
	RM 3,001- RM 4,500	10	3.20
	RM 4,501- RM 6,000	5	1.60
	RM 6,001- RM 7,500	40	12.80

2) Descriptive analysis results

Table 3 presented the means and standard deviations of variables in this study. The brief results showed that food quality (mean = 3.91, standard deviation = .52) is the highest score followed by customers' satisfaction (mean = 3.77, standard deviation = .66), service quality (mean = 3.76, standard deviation = .59) and physical environment (mean = 3.53, standard deviation = .66) respectively. All variables/items of the study were measured with a five-point Likert scale anchored by 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

Table 3 Mean and standard deviation of the studied variables

	Mean	Standard deviation
Food Quality	3.91	.52
Service Quality	3.76	.59
Physical Environment	3.53	.67
Customers' Satisfaction	3.77	.66

Means and standard deviations were used to identify the levels of customers' perceived food quality, physical environment quality and service quality towards Thai dining restaurant in Malaysia. The results showed that the mean scores of food quality, physical environment quality and service quality varied from 3.53 to 3.91 and the standard deviation ranged from .52 to .67. Looking into the given five-point Likert scales ranging from 1 = strongly disagree to 5 = strongly agree, it could be concluded that the overall mean score were higher than the average level. The highest score was food quality followed by service quality and physical environment quality respectively. It indicated that majority of the respondents agreed that Thai dining restaurants in Malaysia as a whole did well in terms of food quality, service quality and physical environment quality respectively. Meanwhile, the mean score of the overall food quality was 3.77 and standard deviation as .66, indicates that most of the respondents had feeling of satisfaction about Thai dining restaurants in Malaysia.

3) Hypotheses testing

Multiple regression analysis is a statistical technique that can be used to analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables (Hair et al., 2010). The assumptions of multiple regression analysis were test and met in the

current study that included linearity, reliability of measurement, normality, no outliers, no multicollinearity and no problem of heteroscedasticity in the data. Thus, multiple regression analysis was performed to test the impact of food quality and service quality on customer satisfaction. The results of multiple regression analysis were presented in Table 4.

Table 4 Regression analysis results

	IV	DV	β	t-value	p-value	R^2
H1	Food quality	Customer satisfaction	.337	6.240	.001	.498
H2	Service quality	Customer satisfaction	.240	3.896	.001	
H3	Physical environment	Customer satisfaction	.251	4.757	.001	

As can be seen in Table 4, the regression equation indicated that food quality service quality and physical environment could explained 49.8 percent of the total variance of customer satisfaction ($R^2 = .498$) as indicated by the F value ($F \text{ Change} = 101.656, p < .001$) where the remaining 0.502 (50.2%) of changes were identified by other factors, which not mentioned in this study. The result of food quality analysis reported that it had a positive and significant relationship with customer satisfaction at $p < .001$, $\beta = .337$. This meant that higher food quality was, the higher customer satisfaction became. Therefore, hypothesis 1 was supported. Result of this study also consistent with the previous studies in several restaurant industries, which stated that food quality influence to customer satisfaction (Canny, 2013; Liu & Jang, 2009; Tan, Oriade & Fallon, 2014).

The result of service quality also showed that service quality had a positive and significant relationship with customer satisfaction ($p < .001$, $\beta = .240$). This meant that the quality of service to be higher, the higher customer satisfaction was. This result supported hypothesis 2. The result of this study was in line with previous studies in restaurant industries, which stated that service quality influence to customer satisfaction (Canny, 2013; Ryu & Han, 2010). In term of physical environment, the result showed that physical environment had a positive and significant relationship with customer satisfaction ($p < .001$, $\beta = .251$). This meant that when customers feel that the physical environment reflects quality, such as attractive interior design, cleanness area, pleasant music and lighting, their satisfaction level increases. This result supported hypothesis 3. This finding is consistent with previous studies which stated that physical environment influence to customer satisfaction (Heung & Gu, 2012; Liu & Jang, 2009). In addition, these findings revealed that food quality was the most important factor, which has the strongest positive influence on customer's satisfaction followed by physical environment and service quality respectively.

Conclusions and Disussion

This study aimed to identify the relationships among food quality, service quality and physical environment on customer satisfaction in Thai dining restaurant in Malaysia. The findings of this study can be summarized as all three factors were found significantly influence on customers satisfaction in Thai dining restaurant. Food quality was reported the most important factor, which positively influence on customers satisfaction followed by physical environment and service quality respectively.

This study provides contributions for researchers and especially for Thai dining restaurant managers below:

For researchers, the results help researchers understand the relationships among food quality, physical environment and service quality on customer satisfaction in the restaurant industry. In term of Thai dining restaurant managers, the finding of this study revealed that food quality, physical environment and service quality were significant predictor of customer's satisfaction, which involved customers' willingness to revisit and recommend restaurant to others. The finding of this study can help them design appropriate strategies via each of the significant factors highlighted.

First, in order to increase customers' satisfaction, the findings suggested that Thai dining restaurant managers should understand their customers' needs about the food or the quality of food. Since food quality was found to be the most important factors as a predictor of the customers' satisfaction in Thai dining restaurant. Managers must pay attention to the food quality which consists of taste, nutritious, variety of menu, fresh food, smell of the food, food presentation and appropriate temperature that can improve customer satisfaction.

Second, manager should design a good the restaurant's physical surroundings, such as attractive interior design, space for move around easily, lightning create a comfortable atmosphere, music and cleanness of restaurant.

Finally, the findings suggested that Thai restaurant operators also should provide training for the employees to ensure that employees are able to provide good services. Which employees prompt and quick service, served food exactly as customer ordered it, always willing to help customer, made customer feel comfortable in dealing with them and employees are neat and well dressed.

Limitations and Further Research

In interpreting the results of this study, one must consider a number of limitations. First, the main limitation of the study is lies in the data collected. Data from the current study were gathered from respondents Penang states. However, the results may have different relationships among the studied construct. Thus, further studies could capture the respondents from other region or states in Malaysia. Second, this study only focused on food quality, service quality and physical environment that predicted the customer satisfaction. Future research is recommended to replicate this study with examine other factors that predict customer satisfaction. Lastly, this study focuses on overall Malay customer. However, there are many ethnicity in Malaysia such as Malay, Chinese, Indian. Therefore, for furthering the understanding of Malay customers, future research should look into the segments of these customers by dividing customer based on their ethnicity.

References

- Blesic, I., Tesanovic, D., & Psodorov, D. (2011). Consumer Satisfaction and Quality Management in the Hospitality Industry in South - East Europe. **African Journal of Business Management**, 5(4), 1388 - 1396.
- Canny, I. U. (2013). The Role of Food Quality, Service Quality, and Physical Environment on Customer Satisfaction and Future Behavioral Intentions in Casual Dining Restaurant. **Konferensi Nasional Riset Manajemen VII , Palembang.**
- Cheung, T. (2011). Your pick: World's 50 best foods. **CNN travel**. from <http://travel.cnn.com/explorations/eat/readers-choice-worlds-50-most-delicious-foods-012321/> Retrieved May 25, 2016.

- Chow, I. H. S., Lau, V. P., Lo, T. W. C., Sha, Z. and Yun, H., (2007). Service Quality in Restaurant Operations in China: Decision or Experiential-Oriented Perspectives. **International Journal of Hospitality Management**, 26(3), 698 - 710.
- Gagić, S., Tešanović, D., & Jovičić, A. (2013). The Vital Components of Restaurant Quality that Affect Guest Satisfaction. **TURIZAM**, 17(4), 166 - 176.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). **Multivariate Data Analysis (7th ed.)**. Upper Saddle River: NJ: Prentice Hall.
- Heung, V. C., & Gu, T. (2012). Influence of Restaurant Atmospherics on Patron Satisfaction and Behavioral Intentions. **International Journal of Hospitality Management**, 31(4), 1167 - 1177.
- Kama, Abdulroha (2013). Thai restaurant boom in Malaysia. Bangkok: Thansettakit news 7 - 10 April 2013, 33(2, 833).
- Johnson, M. D., Anderson, E. W., & Fornell, C. (1995). Rational and Adaptive Performance Expectations in a Customer Satisfaction Framework. **Journal of Consumer Research**, 695 - 707.
- Lim, H. (2010). Understanding American Customer Perceptions on Japanese Food and Services in the U.S. UNLV Theses/Dissertations/Professional Papers/Capstones. Paper 654.
- Liu, Y., & Jang, S. S. (2009). Perceptions of Chinese Restaurants in the US: What Affects Customer Satisfaction and Behavioral Intentions? **International Journal of Hospitality Management**, 28(3), 338 - 348.
- Malhotra, N., Hall, J., Shaw, M., & Oppenheim, P. (2006). **Marketing research: An applied orientation**: Pearson Education Australia.
- Oliver, R., & Rust, R. (1994). **Service quality: Insights and managerial implication from the frontier**: New York: Sage Publications.

- Ryu, K., & Han, H. (2010). Influence of the Quality of Food, Service, and Physical Environment on Customer Satisfaction and Behavioral Intention in Quick-Casual Restaurants: Moderating Role of Perceived Price. **Journal of Hospitality & Tourism Research**, 34(3), 310 - 329.
- Ryu, K., & Jang, S. (2008). DINESCAPE: A Scale for Customers' Perception of Dining Environments. **Journal of Foodservice Business Research**, 11(1), 2 - 22.
- Ryu, K., Lee, H.-R., & Kim, W. G. (2012). The Influence of the Quality of the Physical Environment, Food, and Service on Restaurant Image, Customer Perceived Value, Customer Satisfaction, and Behavioral Intentions. **International Journal of Contemporary Hospitality Management**, 24(2), 200 - 223.
- Sekaran, U., & Bougie, R. (2010). **Research Methods for Business: A Skill Building Approach (5th ed.)**. India: John Wiley & Sons Ltd.
- Tan, Q., Oriade, A., & Fallon, P. (2014). Service Quality and Customer Satisfaction in Chinese Fast Food Sector: A Proposal for CFFRSERV. **AHTR**, 2(1), 30 - 53.
- Wang, L. W., Tran, T. T., & Nguyen, N. T. (2014). Analyzing Factors to Improve Service Quality of Local Specialties Restaurants: A Comparison with Fast Food Restaurants in Southern Vietnam. **Asian Economic and Financial Review**, 4(11), 1592.
- Zikmund, W.G., Babin, B.J., Carr, J.C. & Grifn, M. (2013). **Business research methods (9th ed.)**. Canada: South-Western, Cengage Learning.

