

Factors Influencing Satisfaction Towards Premium Coffee Shops in Penang

Journal of Tourism, Hospitality
& Culinary Arts (JTHCA)
2024, Vol. 16 (1) pp 102-121
© The Author(s) 2024
Reprints and permission:
UiTM Press
Submit date: 30th October 2023
Accept date: 21st December 2023
Publish date: 30th April 2024

Nik Mohd Shahril Nik Mohd Nor*

Universiti Teknologi MARA, Cawangan Pulau Pinang
nik.shahril@uitm.edu.my

Mohd Syafiq Othman

Universiti Teknologi MARA, Cawangan Pulau Pinang
syafiqo@uitm.edu.my

Ahmad Nadzlan Abdullah Zawawi

Universiti Teknologi MARA, Cawangan Pulau Pinang
2020862226@student.uitm.edu.my

Nur Anis Syaza Shabani

Universiti Teknologi MARA, Cawangan Pulau Pinang
2021470674@student.uitm.edu.my

Proposed citation:

Nor, N. M. S. N. M., Othman, M. S., Zawawi, A. N. A., & Shabani, N. A. S. (2024). Factors Influencing Satisfaction Towards Premium Coffee Shops in Penang. *Journal of Tourism, Hospitality & Culinary Arts*, 16(1), 102-121.

Abstract

This study examines the factors that affect customer satisfaction in premium coffee shops in Penang, Malaysia's vibrant culinary scene. This descriptive cross-sectional survey surveyed 397 people via questionnaire. Respondents were chosen by convenience sampling. Questionnaires were used to collect quantitative data, which was analyzed using SEM-PLS 4 version 4.0.9.5. The study provides compelling insights into premium coffee shop customer satisfaction. Two factors were significant. First, product quality positively influenced customer satisfaction, indicating that coffee and related product quality is crucial to customer satisfaction. Second, service quality improved customer satisfaction, highlighting the importance of friendly, attentive service. However, the outlet's atmosphere negatively affected customer satisfaction, suggesting that while ambiance is important, it may not be the main driver of satisfaction in premium coffee shops. This study has practical implications for coffee shop owners and F&B stakeholders. The findings highlight the importance of product and service quality in premium coffee shops' customer satisfaction. Businesses should focus on providing high-quality products and services rather than just creating a happy atmosphere to ensure a good customer experience. This study confirms that product quality drives customer satisfaction in premium coffee shops. The coffee shop's ambiance is important, but this study emphasizes product and service quality. It shows coffee shop owners and managers where

to focus their efforts and resources to improve customer satisfaction and loyalty. In conclusion, this study sheds light on Penang premium coffee shop customer satisfaction. Coffee shop owners can build customer loyalty and success in this competitive industry by focusing on product and service quality.

Keywords:

Premium Coffee Shops, Customer Satisfaction, Atmosphere, Service Quality, Product Quality, Penang.

1 Introduction

The food and beverage industry is a large category of businesses that currently offers a variety of services or products, and it is constantly developing in Malaysia, particularly in the coffee business (Samoszuk, 2017). In Malaysia, the food and beverage industry is a significant contributor to the economy. In recent years, the coffee industry in Malaysia has been expanding, which has made it more important than it has ever been for owners of premium coffee shops to understand the factors that attract customers to their establishments. (Joann Thomas, A., Siew Har, Christopher O., and Ramasamy, R., 2021). According to the information provided by the International Coffee Organization outlook (2023), the coffee industry experienced a marginal 0.1% increase in production to 168.2 million bags in 2022/23, with notable shifts between regions. Asia & Oceania and Africa faced declines due to adverse weather, while the Americas saw growth, primarily driven by Brazil. This division was also evident in Arabica and Robusta production, with Arabicas increasing while Robustas decreased. Looking forward to 2023/24, a 5.8% increase to 178.0 million bags is expected, with Arabicas and Robustas forecasted to rise. These trends underscore the dynamic nature of coffee production, influenced by regional conditions and cyclical patterns. Adapting to such changes remains crucial for stakeholders across the coffee supply chain, highlighting the need for sustainable practices and proactive measures to mitigate risks and ensure a resilient coffee industry in the face of evolving challenges.

According to Ravagan (n.d.), the increase in coffee consumption can be attributed to the growing number of people living in urban areas across the nation. According to Lee et al. (2018), internationally recognized brands like Starbucks, The Coffee Bean & Tea Leaf, and San Francisco Coffee as well as locally owned and operated establishments like ZUS Coffee and Richiamo Coffee targeted customers of both younger and older generations. This study will concentrate on high-end coffee shops like Starbucks, The Coffee Bean & Tea Leaf, ZUS Coffee, Richiamo Coffee, and San Francisco Coffee in terms of the atmosphere, service quality, and product quality.

According to research by Lee et al. (2018), customers are more likely to return to a coffee shop if they are pleased with the positive or excellent service or goods they received there. The consumer wants to feel relaxed from their hectic lifestyle, so consumers will return to the outlet if the atmosphere of the outlet, which includes things like good interior design, calm music in the background, and cleanliness of the outlet, is present. In addition, the level of service that the retail location provides to its customers is another factor that contributes to overall satisfaction. This includes aspects such as how effectively the staff takes orders and how quickly the consumer's coffee is

brought to them. Due to the fast pace and hectic nature of modern consumers' lives, prompt service is an absolute necessity in this day and age and is constantly demanded by customers.

In a similar vein, the product quality, such as the aroma of the coffee, the extensive menu options, and so on, also plays an important role in the overall process that somehow or rather will lead to satisfied customers. Therefore, the difficulty that coffee shops are encountering in the modern era is that they are unable to maintain their quality and the satisfaction of their customers as a result of modern technology, which reduces the amount of human touch that is involved in the production of a good and excellent product. Even though the coffee shop has a pleasant ambiance and provides excellent service, if the product quality is poor, it will bring down all of the other factors together.

As the nation's food and beverage sector continues to evolve, understanding the factors that drive customer satisfaction in high-end coffee shops becomes paramount for business owners and stakeholders. By digging into aspects such as atmosphere, service quality, and product quality, this research aims to provide valuable insights for coffee shop proprietors to enhance their offerings and retain customer loyalty. With the growing urban population and increasing demand for quality coffee experiences, the findings of this study can inform strategic decisions regarding resource allocation, marketing initiatives, and operational enhancements. Ultimately, by prioritizing customer satisfaction through meticulous attention to ambiance, service delivery, and product consistency, coffee establishments can position themselves competitively in Malaysia's dynamic coffee market, fostering sustained growth and long-term success.

In addition to the product quality, the atmosphere and the level of service quality played significant parts in the overall success of the coffee shops in meeting their goal of delivering exceptional levels of satisfaction to their clientele. In keeping with the idea presented above, the focus of this investigation will be placed more squarely on the aspects of customer satisfaction related to product quality, service quality, and the atmosphere.

2 Literature Review

2.1 Coffee Culture Existence and Consumption by Malaysian

Malaysia is a nation that has historically been known for its love of tea because of British colonization; however, nowadays, there has been a rise in the consumption of coffee due to urbanization and busy lifestyles, particularly among the younger and older generation (Lee, 2014). In 1997, coffee chains like Coffee Bean and Starbucks opened in Malaysia, ushering in a new era of coffee consumption. Since then, the local coffee culture has flourished, with the first steps being the commercialization of "kopitiam" and the brand recognition of Malaysian coffee shops. Followed by the evolution of amenities, in which the focus has shifted from merely selling products to also

considering the implementation of technology as a component of advertising strategies aimed at attracting the youth of today (Joann Thomas et al., 2021).

The term "specialty coffee" is used to describe high-quality beans that were cultivated in optimal conditions and are used to brew coffee. Each type of bean has a distinctive flavor that is unique on its own, formed by the specifics of the soil in which they were grown (Merwe & Maree, 2016; Lee G.W. et al., 2018). As can be seen, henceforth, the coffee culture in Malaysia has begun to evolve into a café idea, with each shop sporting its own trademark. In contrast, to the success of chains like Coffee Bean and Starbucks, many of Malaysia's traditional "kopitiam" have begun rebranding themselves as a "third place," modernizing the interiors and service offerings into an effort to compete. Therefore, ever since Malaysian coffee shops started slowly paste into the hearts of Malaysia coffee enthusiasts towards sustaining local coffee scene.

2.2 Atmosphere

The atmosphere includes simple access, accessible space, a clean and tidy setting, a pleasant interior, and comfortable restrooms. Thus, the physical facilities, equipment, and communication systems information, as well as the style, sound level, heating rate, neatness, odor, bright lighting, color, and entertainment, all demonstrate the service provider's tight adherence to and respect for the consumer (Lee et al., 2015; Löfgren, O., 2015; Devi, 2017; Hussain & Ali, 2015; Abdul Rahim et al., 2018; Effendy, 2019). In addition, the physical environment may provide clients with a positive experience, which may encourage them to make further service requests, suggest the business to their colleagues, continue patronizing the establishment, and spend more money overall than they had previously intended (Rajput, A., Gahfoor, R.Z., 2020). Customers at today's restaurants want not just delicious cuisine but also friendly service and a relaxing atmosphere. Many customers of coffee shops and restaurants are drawn in first by the atmosphere. Therefore, the response of the clients is influenced by the atmosphere (Ha & Jang, 2010; Duman, 2020).

2.3 Service Quality

Service quality, as defined by other academics, is how well a business satisfies its customers' requirements and expectations (Ramya et al, 2019). Customers' perceptions and experiences of a store's service quality are the starting point for any analysis of that service (Mahato & Goet, 2020). In order to improve their service quality, F&B establishments may benefit from a deeper understanding of what makes clients satisfied (Chen, 2016). Because of this, the quality of the service provided is considered a crucial element in establishing repeat business and satisfying customer loyalty (Grewal et al, 2007). Service quality may be defined as the degree to which actual results from service providers depart from what consumers would hope for (Gronroos, 2011; Parasuraman et al, 2005). To put it another way, for a service to be considered "quality," it must meet or surpass its target audiences (Parasuraman et al., 1985). When a service's quality leads to happy consumers, such customers are more likely to buy from you again. The F&B company's presence in the market is bolstered by its employees' awareness of

the importance of reaching or surpassing consumers' expectations. As a result of this comprehension, a variety of service quality models for the F&B industries, and restaurants in particular, have been established, such as SERVQUAL (Parasuraman et al., 1988), SERVPERV (Cronin & Taylor, 1992), SERVICESCAPE (Bitner, 1992), DINESERV (Stevens, Knutson & Patton, 1995), TANGSERV (Raajpoot, 2002) and DINESPACE (Ryu & Jang 2008). All of the models mentioned above have been categorized for the express aim of gauging the quality of service (Ge, Y.; Yuan, Q.; Wang, Y.; Park, K., 2021).

2.4 Product Quality

In today's competitive marketplace, the concept of quality reigns supreme, particularly in the realm of food and beverage services. Lee and Kim (2021) aptly point out that quality encompasses various facets such as temperature, freshness, flavor, and consistency, all of which significantly influence customer satisfaction and loyalty. As Rozekhi, Hussin, and Siddiqe et al. (2016) emphasize, modern consumers place a premium on food quality, demonstrating a willingness to invest in superior products that meet their discerning tastes and preferences. Indeed, the ability of businesses to consistently deliver high-quality offerings has become a pivotal determinant of success in the industry. In this context, the significance of maintaining impeccable food quality cannot be overstated. Ramli, Ahmad Mahmud, and Abas (2022) underscore the crucial role of food quality in shaping consumer behavior, highlighting its direct correlation with customer loyalty and patronage. When businesses prioritize the meticulous maintenance of taste profiles, freshness, and overall excellence in their culinary offerings, they cultivate a sense of trust and satisfaction among their clientele. Consequently, loyal customers are more likely to return and become advocates for the brand, driving sustained revenue growth and market expansion. Moreover, Setya and Soni (2018) assert that identifying and consistently delivering superior products is paramount for businesses seeking to thrive in today's competitive landscape. As consumers become increasingly discerning and willing to pay a premium for quality, businesses must adapt by aligning their operations with the expectations of their target demographic. By investing in robust quality control measures, sourcing the finest ingredients, and prioritizing culinary craftsmanship, businesses can differentiate themselves in a crowded market and command a loyal customer following.

In conclusion, the importance of food quality in the food and beverage industry cannot be overstated. As consumers demand excellence and are willing to invest in superior products, businesses must recognize the pivotal role that quality plays in shaping consumer preferences and driving long-term success. By upholding the highest standards of culinary excellence, businesses can forge meaningful connections with their customers and establish themselves as trusted purveyors of quality in the market.

2.5 Customer Satisfaction

In the realm of consumer behavior, the concepts of customer satisfaction and brand loyalty play pivotal roles in shaping the success and longevity of businesses. Minardi and Segoro (2014) and Moron et al. (2022) elucidate that customer satisfaction stems from

an individual's evaluation of the goods and services they have received, encompassing their overall feelings about a product or service (Yap, Ramayah, & Shahidan, 2012; Sofia, Pangaribuan, & Sitinjak, 2019). This sentiment is further delineated by Islam et al. (2021) as the degree to which a product or service meets the needs of its users, relative to both their expectations and actual needs. Kotler (1973) aptly characterizes customer satisfaction as the alignment between a consumer's impressions of product or service performance and their initial expectations. Meanwhile, brand loyalty, as articulated by Saputra, Indarini, and Margaretha (2020), signifies a customer's inclination to repeatedly purchase from a particular company, often demonstrated through their willingness to pay a premium for its offerings and advocate for its products or services. Thus, while customer satisfaction reflects the immediate gratification derived from a single transaction, brand loyalty encapsulates a deeper, ongoing commitment to a brand based on positive experiences and perceived value. In essence, cultivating customer satisfaction lays the groundwork for fostering brand loyalty, as satisfied customers are more likely to exhibit repeat purchase behavior and serve as brand ambassadors, ultimately contributing to sustained business growth and competitive advantage in the marketplace.

3 Methodology

3.1 Research Design

This study involved quantitative research. A field experiment in Pulau Pinang, Malaysia, determined which coffee shop experiences most substantially affected customers' returns. Quantitative surveys allowed the researcher to gather data swiftly. Google Forms created the survey questionnaire, which was sent electronically (including but not limited to WhatsApp, Telegram, and the like). The researcher chose descriptive and hypotheses testing study research because a questionnaire was utilized to gather specific information from respondents and deepen the study.

3.2 Unit of Analysis

Residents of Pulau Pinang, Malaysia made up the bulk of the research population. Through a method of convenience sampling, the researcher looked at what made coffee shops so popular with their regulars.

3.3 Population and Sample

The study surveyed people to learn about the project's audience. Pulau Pinang locals were used to study coffee shop consumer satisfaction. Sampling distributions were probability distributions of a statistic when simple random samples were obtained from a population. The chance of a particular sample mean with a population mean, population standard deviation, and the sample size was determined (Zach, 2020). The population of Pulau Pinang was around 1.8 million people, according to local estimates (Department of Statistics, Malaysia, 2020). However, in this research, the focus was on ages from 15 years old to 64 years old. The population of that age was around 1,285,900

million people (Pejabat Setiausaha Kerajaan Negeri Pulau Pinang, 2019). According to the Roasoft program, after 1,285,900 million was entered into the program, the program calculated about 385 viable samples for this research. Participants were asked for their thoughts on several aspects of customer satisfaction. The survey instrument adopted for this study was from Duman, F. (2020) and consisted of five sections: (1) general demographic profile data; (2) information regarding the coffee shop's ambiance, (3) service quality, and (4) product quality; and (5) questions designed to measure the independent variable of customer satisfaction. The survey instrument adapted by Duman (2020) used a 5-point Likert scale that measured the level of the agreement consisting of 5 sections. Additionally, this questionnaire was adopted from a past research paper which was from Duman, F. (2020) Effects of Coffee Shops' Food Quality, Service Quality, and Ambience Quality on Customer Satisfaction and Loyalty in Batman, Turkey.

3.4 Questionnaire Design

3.4.1 Instrument

An online survey built using Google Forms will be utilised to gather information. The Google Form will accept submissions in both English and Malay. The survey's phrasing was deemed manageable and understandable by the target audience. The clarity of the questions and the reliability of the replies will both improve as a result. The questionnaire will consist of five sections. The first part of this will include the demographic information of the respondents. Four questions in Part B will address independent variables like the store's ambiance, four questions in Part C (service quality), and six questions in Part D (product quality); eight questions in Part E will address dependent variables like customer satisfaction. In this study, Likert scale will be used, running from 1 (strongly disagree) to 5 (strongly agree).

3.4.2 Data Collection

Determining the right sample size for the study is the next step in the sampling procedure. Estimating the optimal sample size is not a straightforward undertaking because it involves numerous variables that must be weighed and accounted for before it can be deemed the most acceptable (Hair et al., 2014; Keegan, 2009; Pallant, 2020). Consequently, it may be necessary to evaluate the estimated precision, the available time, and the researcher's financial resources. There has been a substantial dispute about what makes an acceptable sample size because there is no simple and final criterion defining an acceptable sample size (Flynn and Percy, 2001). Different writers have recommended varying sample sizes as suitable. Consideration is given to the following scholarly arguments when determining the sample size for this study.

Earlier scholars Krejcie and Morgan (1970) stated that a sample size of 385 could be enough regardless of the size of the population to be represented. In contrast, Roscoe (1975) indicated that sample sizes between 30 and 500 are adequate for the majority of

studies. Tabachnick and Fidell (2019) suggested that there must be at least 300 cases for acceptable assessments of reliability (Coefficient Alpha Value) or validity (Factor Analysis), as opposed to a sample size of fewer than 50 cases. Tabachnick and Fidell (2019) recommended that the minimum sample size is five times the number of variables to be examined, while Nunnally (1978) stated that a sufficient sample size would have a ratio of ten to one.

Kumar et al. (2013) noted that identifying the target population and identifying the accessible population are two separate processes. In his work, the author suggests in this situation, the accessible population should take precedence over the intended audience. Unlike other publications, the next step after defining the target population is to identify the accessible population. Because it is impractical to contact all members of a target community, the researcher must determine, based on time and resources, what proportion of the population is accessible (Dattalo, 2008).

Despite this, it is impossible for researchers to approach or survey every coffee enthusiast at every available premium coffee outlet. Salkind (2012) claimed that it is practically impossible to collect data from, test, or examine every single element in a population, especially when the research encompasses hundreds or thousands of elements. According to widespread belief, evaluating a sample rather than the entire population may result in a more reliable conclusion if the selected respondents may provide substantial beneficial insights or data on the investigated subject (Aguinis and Lawal, 2012; Green et al., 2016; Uttley, 2019). The overall replies to the study are graded satisfactory in at least 300 cases, very good in 500 cases, and excellent in 1000 cases (Comrey and Lee, 1992; Tabachnick and Fidell, 2013).

3.4.3 Data Analysis

As mentioned previously, the Structural Equation Modeling - Partial Least Square (SEM-PLS) will be utilized to answer the research objectives, research questions, and hypotheses. SEM-PLS is a sophisticated statistical analysis that examines the complex predictive relationship between the constructs or determines whether there is a connection or influence between the investigated constructs. PLS-SEM was chosen because it can be applied without making any assumptions (non-parametric test), and the accuracy of the prediction model is evaluated using the coefficient of determination (R-square), which is suitable for research involving the development and testing of theories (Hair, Ringle, & Sarstedt, 2011). Scholars now accept PLS-SEM as a more accurate structural model estimation technique (Henseler, Ringle, & Sinkovics, 2009). Consequently, Ramayah et al. (2016) and Hair et al. (2011) argued that SEM-PLS typically deals with two major components: measurement and structural model.

Measuring the relationship between observed and unobserved variables is facilitated by the measurement model, also known as an inner model. Utilizing the questionnaire items developed, a measurement model is used to evaluate the relationship between latent variables. It is also referred to as a CFA model (confirmatory factor analysis model) that permits the researcher to assess the items' psychometric

reliability and validity and to understand the situation or patterns (Hair et al., 2014; Tabachnick & Fidell, 2019). Each latent or variable's loading indicator (reflective model) or weight indicator (formative model) is analyzed to determine the patterns.

A structural model, also known as an outer model, defines the relationship between exogenous and endogenous constructs. A structural model specifies how an exogenous variable influences or causes changes based on the value of an endogenous variable in the model (Ramayah et al., 2016). In this study, the path coefficient analysis is utilized to predict the relationship between the exogenous construct or latent variable X and the endogenous construct or latent variable Y. By measuring a structural model intended to test the research hypotheses, both are evaluated. The Structural Equation Modeling-Partial Least Square (SEM-PLS) will be further discussed.

4 Findings

4.1 Measurement Model Result

The quality of the constructs in the study is assessed based on the evaluation of the measurement model. The assessment of the quality criteria starts with the evaluation of the factors loadings which are followed by establishing the construct reliability and construct validity.

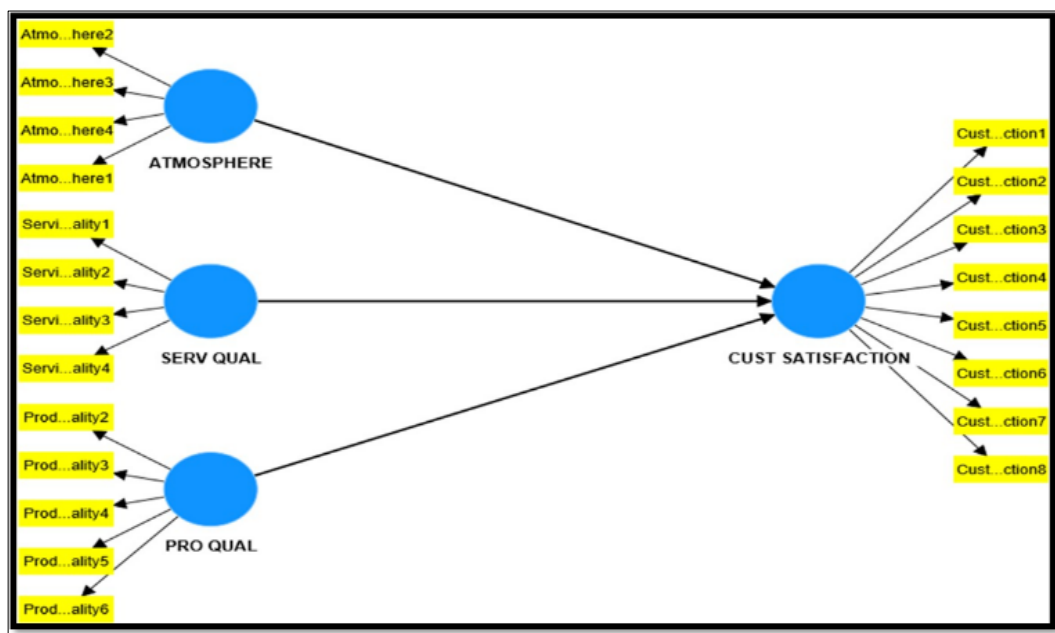


Figure 1: Measurement Model

4.1.1 Indicator Multicollinearity

Variance Inflation Factor (VIF) statistics are utilized to assess multicollinearity in the indicators (Fornell & Bookstein, 1982). According to Hair et al. (2016), multicollinearity

is not a serious issue if the value for VIF is below 5. Figure 2 presents the VIF values for the indicators in the study and reveals that the VIF for each of the indicators is below the recommended threshold.

	VIF		VIF		VIF
Atmosphere 1	2.088	CustomerSatisfaction1	3.519	ProductQuality2	1.992
Atmosphere 2	1.19	CustomerSatisfaction2	6.633	ProductQuality3	2.056
Atmosphere 3	4.031	CustomerSatisfaction3	6.885	ProductQuality4	2.356
Atmosphere 4	4.026	CustomerSatisfaction4	5.117	ProductQuality5	1.534
		CustomerSatisfaction5	7.655	ProductQuality6	2.012
		CustomerSatisfaction6	7.388	ServiceQuality1	3.245
		CustomerSatisfaction7	3.883	ServiceQuality2	4.582
		CustomerSatisfaction8	5.078	ServiceQuality3	3.352
				ServiceQuality4	4.153

Figure 2: Multicollinearity Statistics (VIF) for indicators

4.1.2 Reliability Analysis

According to Mark (1996), reliability is defined as the extent to which a measuring instrument is stable and consistent. The essence of reliability is repeatability. If an instrument is administered over and over again, will it yield the same result? The two most commonly used methods for establishing reliability include Cronbach Alpha and Composite Reliability (CR). The results for both Cronbach alpha and composite reliability results are presented in Figure 3. The Cronbach Alpha ranged from .825 to .971, whereas Composite Reliability statistics ranged from .884 to .975. Both indicators of reliability have reliability statistics over the required threshold of .70 (Hair et al., 2011). Hence, construct reliability is established.

	Cronbach's alpha	Composite reliability
ATMOSPHERE	0.825	0.887
CUST SATISFACTION	0.971	0.975
PRO QUAL	0.837	0.884
SERV QUAL	0.939	0.956

Figure 3: Construct Reliability Analysis (Cronbach Alpha and Composite Reliability)

4.1.3 Convergent Validity

"Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement. The idea is that two or more measures of the same thing should covary highly if they are valid measures of the concepts" (Bagozzi et al., 1991). When the AVE value is greater than or equal to the recommended value of .50, items converge to measure the underlying construct, and hence convergent validity is established (Fornell & Larcker, 1981). Convergent validity results based on the AVE statistics in the current study show that all constructs have AVE values over .50. Hence, convergent validity is not an issue. Figure 4 shows the AVE values for each of the constructs.

	Average variance extracted (AVE)
ATMOSPHERE	0.672
CUST SATISFACTION	0.833
PRO QUAL	0.609
SERV QUAL	0.845

Figure 4: Construct Convergent Validity (AVE)

4.1.4 Heterotrait-Monotrait Ratio (HTMT)

HTMT is based on the estimation of the correlation between the constructs. Discriminant validity is established based on the HTMT ratio. However, the threshold for HTMT has been debated in existing literature: Kline (2011) suggested a threshold of .85 or less, while Teo et al. (2008) recommend a liberal threshold of .90 or less. The HTMT results show (Table 7) that the HTMT ratio is less than the required threshold of .90.

	ATMOSPHERE	CUST SATISFACTION	PRO QUAL
ATMOSPHERE			
CUST SATISFACTION	0.700		
PRO QUAL	0.716	0.816	
SERV QUAL	0.746	0.786	0.759

Figure 5: Discriminant Validity -HTMT

4.2 Structural Model Assessment

Following the assessment of the measurement model, the next step is the evaluation of the structural path for the evaluation of path coefficients (relationships amongst study constructs) and their statistical significance.

H1 evaluates whether the atmosphere of the coffee outlet significantly and positively affects customer satisfaction. The results revealed that the outlet's atmosphere has an insignificant and negative impact on customer satisfaction ($B = .083$, $t = 1.054$, $p = 0.292$). Hence, H1 was not supported. The results are presented in Figure 6.

H2 evaluates whether service quality provided significantly and positively affects customer satisfaction. The results revealed that the service quality provided has a significant and positive impact on customer satisfaction ($B = .332$, $t = 4.126$, $p < 0.001$). Hence, H2 was supported. The results are presented in Figure 6.

H3 evaluates whether product quality significantly and positively affects customer satisfaction. The results revealed that product quality has a significant and positive impact on customer satisfaction ($B = .512$, $t = 6.787$, $p < 0.001$). Hence, H3 was supported. The results are presented in Figure 6.

H4 evaluates whether the factors have more impact on customer satisfaction at the coffee shops. The result revealed that product quality has a significant and positive impact on customer satisfaction at 51.2 percent while atmosphere (H4) and service quality (H5) at 8.3 percent and 33.3 percent respectively.

Hypotheses	Beta Coefficient	Standard deviation	T statistics	P
ATMOSPHERE -> CUST SATISFACTION	0.083	0.079	1.054	0.292
PRO QUAL -> CUST SATISFACTION	0.512	0.075	6.787	< 0.001
SERV QUAL -> CUST SATISFACTION	0.332	0.080	4.126	< 0.001

Figure 6: Direct Relationships

5 Conclusion

5.1 Discussions

Customers of coffee shops tend to prioritize their preferences for fulfilling food and beverages, the ambience of the establishment, and the quality of service provided by the staff in current coffee shops. These three independent variables have demonstrated a positive impact on customer satisfaction. The findings of this study indicate that the store atmosphere variable has a negative and statistically insignificant impact on customer satisfaction (H1; $\beta = .083$, $t = 1.054$, $p = 0.292$). This implies that an improved

store atmosphere will not lead to increased customer satisfaction. Additionally, the study explores the relationship between the store atmosphere variable and customer satisfaction across five specific brands (Starbucks, The Coffee Bean & Tea Leaf, ZUS Coffee, Richiamo Coffee, and San Francisco Coffee) in Penang, Malaysia. The findings of this investigation align with the earlier study conducted by Dhisasmito and Kumar (2020), which suggests that the respondents in this study do not perceive a comfortable atmosphere as the primary determinant of their satisfaction.

The cleanliness of the store atmosphere is the most significant factor in creating a comfortable environment for customers at the coffee outlet in Penang. The ambiance of a shop or cafe plays a crucial role in creating a prominent sensory impact derived from the establishment's design. Consequently, it is imperative for a cafe to carefully cultivate an intentional atmosphere that aligns with its target demographic, thereby encouraging customers to make purchases within the premises. However, they do not align with the propositions proposed by Cox and Paul (2004: 184), positing that the ambiance of a store plays a significant role in shaping its overall image. This ambiance can be understood as the current sensory impact of the store's design, physical attributes, and merchandising initiatives (Effendy et al., 2019). Furthermore, the findings also do not align with prior research conducted by Duman F. (2020), which proposes that the quality of the ambiance in coffee shops initially positively impacts customers' emotions.

The service quality evaluation in coffee shops is primarily based on consumer opinions and expectations. The operating performances of coffee shops are influenced by service quality, which is a significant factor in determining customer satisfaction (Gotlieb et al., 1994; Duman. F, 2020). The results of this study provide evidence to support the hypothesis that the participants placed a significant emphasis on the quality of service. This emphasis had a statistically significant and positive impact on customer satisfaction (H_2 ; $\beta=.332$, $t = 4.126$, $p < 0.001$). This finding aligns with the research conducted by Duman (2020) and the studies conducted by Dhisasmito and Kumar (2020). The primary determinant of service quality is the willingness of the coffee outlet's staff to serve customers. This is attributed to the staff's friendly attitude and ability to fulfil customer orders accurately.

Coffee shops primarily offer food and beverages, focusing on product quality as their primary customer offerings. Therefore, food quality is the primary factor influencing customer satisfaction in coffee shops. In this particular context, the concept of food quality covers various dimensions, namely the nutritional value of the food, the diversity of food options available on the menus, the visual and tactile attributes of the food and beverages, and the overall taste experience. Ultimately, the goal is to ensure customer satisfaction. The references cited in the text include Clark and Wood (1999), Kivela et al. (2000), and Duman. F (2020), and Hidayat et al. (2019). The findings of this study align with the literature cited earlier. Ensuring product quality is a crucial attempt that every company must undertake to enhance their products' competitiveness in the market and effectively cater to the demands and preferences of consumers. To be more precise, the food quality offered in coffee shops has a direct impact of 51.2% on customer satisfaction. Therefore, Hypothesis 3 (H_3) demonstrated a significant positive

relationship between food quality and customer satisfaction. This reflects the extent to which customers are inclined towards food quality. When a consumer expresses satisfaction with a purchased product, it can lead to consumer satisfaction towards that particular purchase. Consequently, the purchaser will engage in future repurchases. Furthermore, it is worth noting that happy customers are likely to engage in word-of-mouth promotion, thereby advocating the product to potential consumers.

Furthermore, the findings of this study align with prior research conducted by Duman F. (2020) and Hidayat et al. (2019), which assert that product quality is a crucial factor for companies seeking to enhance market competitiveness and meet consumer demands. However, these results diverge from the earlier studies conducted by Abdul Rahim, F. et al. (2018) and Zardi et al. (2019), which suggest that the growth of restaurants and the assortment of products offered may vary. Consequently, customers consider various factors when selecting restaurant products for consumption.

Lastly, the factor that has more impact on customer satisfaction is product quality because it has greater value ($\beta=.512$, $f^2=0.260$). This shows that product quality is an important factor in satisfying the customer. Additionally, this aligns with Duman F. (2020) and Lee et al. (2018) as well as Tan and Lo (2008) and Chen and Hu (2010). The attribute of coffee quality holds significant importance. Undoubtedly, coffee is considered the primary offering in specialty coffeehouses, equivalent to how food is considered the principal product in restaurants.

6 Acknowledgement

The authors are much indebted to Profesor Ir. Dr. Hj. Ahmad Rashidy Razali, Rector, Universiti Teknologi MARA, Cawangan Pulau Pinang, and the Executive Committees for their continuous support and advice. Their support, be it in monetary or encouragement is much appreciated and acts as a boost to the authors in providing the best research paper at any conference.

7 About the author

Nik Mohd Shahril Nik Mohd Nor obtained a B. Sc (Hons) in Culinary Arts Management in the year 2009 from the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA. M.Sc in Gastronomy in the year 2014 from the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA. He is now in his final year finishing his Ph.D. in Hotel and Tourism Management at the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA.

Mohd Syafiq Othman obtained a B. Sc (Hons) in Culinary Arts Management in the year 2009 from the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA. M.Sc in Gastronomy in the year 2014 from the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA. He is now currently a Chef Lecturer in Hotel and Tourism Management at the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA.

8 References

- Aaker, D. A., Kumar, V., Leone, R. P., & Day, S. (2019). *Marketing Research*. Wiley India Pvt. Ltd.
- Ab. Wahab, M. (2017). Relationships between religious work values, sustainable work behaviours and sustainable energy consumptions: An empirical analysis using Muslim employees. *Management Decision*, 55(9), 1854–1867. <https://doi.org/10.1108/MD-01-2017-0039>
- Adawiyah, W. R., & Pramuka, B. A. (2016). Scaling the notion of Islamic spirituality in the workplace. 36(7), 2016.
- Ahmad, I., & Zafar, M. A. (2018). Impact of psychological contract fulfillment on organizational citizenship behavior: Mediating role of perceived organizational support. *International Journal of Contemporary Hospitality Management*, 30(2), 1001–1015. <https://doi.org/https://doi.org/10.1108/IJCHM-12-2016-0659>
- Aktar, A., & Pangil, F. (2018). Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist? *International Journal of Sociology and Social Policy*, 38(7–8), 606–636. <https://doi.org/10.1108/IJSSP-08-2017-0097>
- Al Suwaidi, A. A., & Rahman, M. H. (2019). Organizational Culture, Leadership and Performance in Dubai Municipality. *Actions and Insights - Middle East North Africa*, Emerald Publishing Limited, Bingley., 7, 205–220. <https://doi.org/10.1108/s2048-757620190000007011>
- Ali, Z., Sabir, S., & Mehreen, A. (2019). Predicting engagement and performance through firm's internal factors: Evidence from textile sector. *Journal of Advances in Management Research*, 16(5), 763–780. <https://doi.org/10.1108/JAMR-11-2018-0098>
- Ames, D., Seifert, D. L., & Rich, J. (2015). Religious social identity and whistle-blowing. *Research on Professional Responsibility and Ethics in Accounting*, 19, 181–207. <https://doi.org/10.1108/S1574-076520150000019016>
- Amponsah-Tawiah, K., & Dartey-Baah, K. (2011). Corporate Social Responsibility in Ghana Amponsah-Tawiah, K. and Dartey-Baah, K. 2011. 2(17), 2011.
- Arar, K., & Nasra, M. A. (2019). Leadership style, occupational perception and organizational citizenship behavior in the Arab education system in Israel. *Journal of Educational Administration*, 57(1), 85–100. <https://doi.org/https://doi.org/10.1108/JEA-08-2017-0094>
- Ariani, D. W. (2013). Relationship between Employee Engagement, Organizational Citizenship Behavior, and Counterproductive Work Behaviour Dorothea Wahyu Ariani 2013. 4(2), 46–56. <https://doi.org/10.5430/ijba.v4n2p46>
- Awuni, M., & Tanko, M. Z. (2019). Organizational Citizenship Behavior and Religiosity at the Workplace Mathias Awuni, and Mohammed Zaidan Tanko 2019. *Management and Economics*, 10(05), 21501–21514. <https://doi.org/https://doi.org/10.15520/ijcrr.v10i05.698>
- Ayu Putu Widani Sugianingrat, I., Rini Widyawati, S., Alexandra de Jesus da Costa, C., Ximenes, M., Dos Reis Piedade, S., & Gede Sarmawa, W. (2019). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*, 68(2), 319–339. <https://doi.org/10.1108/IJPPM-03-2018-0124>
- B. Gleeson. (2017). Powerful-steps-to-improve-employee-engagement. Forbes. <https://www.forbes.com/>

- Bakar, R. A., Cooke, F. L., & Muenjohn, N. (2018). Religiosity as a source of influence on work engagement: a study of the Malaysian Finance industry. 29(18), 2632–2658.
<https://doi.org/https://doi.org/10.1080/09585192.2016.1254103>
- Bozeman, B., & Murdock, A. (2007). Public managers' religiosity: Impacts on work attitudes and perceptions of co-worker. *International Public Management Journal*, 10(3), 287–306.
<https://doi.org/10.1080/10967490701515507>
- Brenyah, R. S., & Darko, T. O. (2017). Organisational Culture and Employee Engagement within the Ghanaian Public Sector. *Review of Public Administration and Management*, 05(03), 1–7. <https://doi.org/10.4172/2315-7844.1000233>
- Brenyah, R. S., & Obuobisa-darko, T. (2017). Organisational Culture and Employee Engagement within the Ghanaian Public Sector Richard S. Brenyah, and Theresa Obuobisa-Darko 2017. *Review of Public Administration and Management*, 5(3), 1–7.
<https://doi.org/10.4172/2315-7844.1000233>
- Chaudhary, R. (2019). Corporate social responsibility perceptions and employee engagement: role of psychological meaningfulness, safety and availability. *Corporate Governance (Bingley)*, 19(4), 631–647. <https://doi.org/10.1108/CG-06-2018-0207>
- Chong, M. P. M., Shang, Y., Richards, M., & Zhu, X. (2018). Two sides of the same coin? Leadership and organizational culture. *Leadership and Organization Development Journal*, 39(8), 975–994. <https://doi.org/10.1108/LODJ-05-2017-0122>
- Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. SAGE Publication Ltd.
- Dekhil, F., Jridi, H., & Farhat, H. (2017). Effect of religiosity on the decision to participate in a boycott: the moderating effect of brand loyalty - the case of Coca-Cola. 8(2), 2017.
- Denison, D. R., & Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- Freedom, O. of I. R. (2020). 2019 Report on International Religious Freedom: Ghana. <https://www.state.gov/reports/2019-report-on-international-religious-freedom/>
- Gabel-shemueli, R., Westman, M., Chen, S., & Bahamonde, D. (2019). Does cultural intelligence increase work engagement? The role of idiocentrism - allocentrism and organizational culture in MNCs Rachel Gabel-Shemueli, Mina Westman, Shoshi Chen, and Danae Bahamonde 2019. 26, 2019.
- García-Fernández, J., Martelo-Landroguez, S., Vélez-Colon, L. and Cepeda-Carrión, G. (2019). An explanatory and predictive PLS-SEM approach to the relationship between organizational culture, organizational performance and customer loyalty: The case of health clubs. *Journal of Hospitality and Tourism Technology*, 9(3), 438–454.
<https://doi.org/https://doi.org/10.1108/JHTT-09-2017-0100>
- Gotsis, G., & Grimani, K. (2017). The role of spiritual leadership in fostering inclusive workplaces. *Personnel Review*, 46(5), 908–935. <https://doi.org/10.1108/PR-11-2015-0286>
- Gustomo, A., Febriansyah, H., Ginting, H., & Santoso, I. M. (2019). Understanding narrative effects: The impact of direct storytelling intervention on increasing employee engagement among the employees of state-owned enterprise in West Java, Indonesia. *Journal of Workplace Learning*, 31(2), 166–191. <https://doi.org/10.1108/JWL-07-2018-0088>
- H. Deresky. (2017). *International Management; managing across borders and cultures : text and cases*, 7th ed. 139–140.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis (7th edition)*. Pearson Prentice Hall.

- Harrison, T., & Bazzy, J. D. (2017). Aligning organizational culture and strategic human resource management. *Journal of Management Development*, 36(10), 1260–1269. <https://doi.org/10.1108/JMD-12-2016-0335>
- Harter, J., & Mann, A. (2017). Right-culture-not-employee-satisfaction. Gallup. <https://www.gallup.com/>.
- Holdcroft, B. B. (2006). What is Religiosity. *Journal of Catholic Education*, 10(1), 15365. <https://doi.org/10.15365/joce.1001082013>
- Iddagoda, Y. A., & Opatha, H. H. D. N. P. (2017). Religiosity: Towards A Conceptualization and An Operationalization. *Sri Lankan Journal of Human Resource Management*, 7(1), 59. <https://doi.org/10.4038/sljhmr.v7i1.5637>
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*, 68(3), 506–523. <https://doi.org/10.1108/IJPPM-02-2018-0052>
- Jabeen, F., & Isakovic, A. A. (2018). Examining the impact of organizational culture on trust and career satisfaction in the UAE public sector: A competing values perspective. *Employee Relations*, 40(6), 1036–1053. <https://doi.org/10.1108/ER-02-2017-0038>
- Jena, L. K., & Pradhan, S. (2018). Workplace spirituality and employee commitment: the role of emotional intelligence and organisational citizenship behavior in Indian organisations. *Journal of Enterprise Information Management*, 31(3), 380–404. <https://doi.org/https://doi.org/10.1108/JEIM-10-2017-0144>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
- Kamil, N. M., Sulaiman, M., Osman-Gani, A. M., & Ahmad, K. (2014). Investigating the dimensionality of organisational citizenship behaviour from Islamic perspective (OCBIP): Empirical analysis of business organisations in southeast Asia. *Asian Academy of Management Journal*, 19(1), 17–46.
- Karatepe, O. M., Ozturk, A., & Kim, T. T. (2019). The effects of nonwork and personal resources on frontline bank employees' work engagement and critical job outcomes Osman M. Karatepe, Anastasia Ozturk, and Taegoo Terry Kim 2019. 37(3), 2019.
- Kartolo, A. B., & Kwantes, C. T. (2019). Organizational culture, perceived societal and organizational discrimination. *Equality, Diversity and Inclusion*, 38(6), 602–618. <https://doi.org/10.1108/EDI-10-2018-0191>
- Kashif, M., Zarkada, A., & Thurasamy, R. (2017). The moderating effect of religiosity on ethical behavioural intentions: An application of the extended theory of planned behaviour to Pakistani bank employees. *Personnel Review*, 46(2), 429–448. <https://doi.org/10.1108/PR-10-2015-0256>
- Kasinathan, S., & Rajee, M. (2016). Impact of Employee Engagement on Organizational Citizenship Behaviour (OCB) through Engagement drivers. *Indo-Global Journal of Applied Management Science*, 4(3), 44–47.
- Kissi, E., Asare, O. A., Agyekum, K., Yamoah Agyemang, D., & Labaran, M. (2019). Ascertain the interaction effects among organisational citizenship behaviour, work overload and employees' performance in the Ghanaian construction industry. *International Journal of Productivity and Performance Management*, 68(7), 1235–1249. <https://doi.org/10.1108/IJPPM-07-2018-0262>
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). Employee Engagement: A Literature Review Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane, and Katie Truss 2008.

- Kumar, R. (2019). *Research Methodology, A Step-by-Step Guide for Beginners*. SAGE Publication Ltd.
- Lee, C. J., Wang, Y. C., & Cai, D. C. (2015). Physical factors to evaluate the servicescape of theme restaurants. *Journal of Asian Architecture and Building Engineering*, 14(1), 97-104.
- Luu, T. T. (2019). Impact of Employee Engagement on Organizational Citizenship Behaviour (OCB) through Engagement drivers. *International Journal of Contemporary Hospitality Management*, 31(1), 406–426. <https://doi.org/https://doi.org/10.1108/IJCHM-07-2017-0425>
- Maamari, B. E., & Saheb, A. (2018). How organizational culture and leadership style affect employees' performance of genders. *International Journal of Organizational Analysis*, 26(4), 630–651. <https://doi.org/10.1108/IJOA-04-2017-1151>
- Marca, C. (2018). What is employee engagement and does it matter? <https://www.glassdoor.com/>: <https://www.glassdoor.com>
- Mccormack, M., Brinkley-rubinstein, L., & Craven, K. L. (2014). Leadership religiosity: a critical analysis Mark McCormack, Lauren Brinkley-Rubinstein, and Krista L. Craven 2014. 35(7), 2014.
- Mekpor, B., & Dartey-Baah, K. (2019). Voluntary workplace behaviors among employees of high and low-performing banks: A comparative study of selected banks in Ghana's Club 100. *International Journal of Organizational Analysis*, 27(1), 2–18. <https://doi.org/10.1108/IJOA-06-2017-1179>
- Mensah, H. K., Asiamah, N., & Azinga, S. A. (2019). The association between nurses' religiousness and job satisfaction: Does materialism account for a moderation effect? *International Journal of Ethics and Systems*, 35(3), 426–443. <https://doi.org/10.1108/IJOES-04-2018-0061>
- Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. *Journal of Indian Business Research*, 5(2), 76–100. <https://doi.org/10.1108/17554191311320764>
- Mohammad, J., Quoquab, F., Makhbul, Z. M., & Ramayah, T. (2016). Bridging the gap between justice and citizenship behavior in Asian culture. *Cross Cultural and Strategic Management*, 23(4), 633–656. <https://doi.org/10.1108/CCSM-08-2015-0097>
- N., Ramya & Kowsalya, A. & Dharanipriya, K. (2019). *Service Quality and Its Dimensions*. 4. 39-41.
- Naidoo, P., & Martins, N. (2014). Investigating the relationship between organizational culture and work engagement. *Problems and Perspectives in Management*, 12(4), 432–444.
- Nazli, N. N. N. N., & Khairudin, S. M. H. S. (2018). The factors that influence transfer of training and its effect on organizational citizenship behaviour: evidence from Malaysia civil defence force. *Journal of Workplace Learning*, 30(2), 121–146. <https://doi.org/https://doi.org/10.1108/JWL-09-2017-0080>
- Ning, W., & Alikaj, A. (2019). The influence of age on the job resources-engagement relationship. *Journal of Organizational Effectiveness*, 6(1), 19–38. <https://doi.org/10.1108/JOEPP-06-2018-0034>
- Ogbeibu, S., Senadjki, A., & Peng, T. L. (2018). Examining the impact of organizational culture on trust and career satisfaction in the UAE public sector: A competing values perspective. *Employee Relations*, 40(6), 1036–1053. <https://doi.org/10.1108/ER-02-2017-0038>
- Organ, D. W. (1988). *Organizational Citizenship Behavior-The Good Soldier Syndrome* (1st Ed.). Heath and Company, Lexington.
- Organ, D. W. (1997). Organizational Citizenship Behavior: It's Construct Clean-Up Time. *Human Performance*, 10(2), 85–97.

- Panicker, A., Agrawal, R. K., & Khandelwal, U. (2018). Inclusive workplace and organizational citizenship behavior: study of a higher education institution, India. *Equality, Diversity and Inclusion*, 37(6), 530–550. <https://doi.org/https://doi.org/10.1108/EDI-03-2017-0054>
- Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005). ES-QUAL: A multiple-item scale for assessing electronic service quality. *Journal of service research*, 7(3), 213–233.
- Park, S., Johnson, K. R., & Chaudhuri, S. (2019). Promoting work engagement in the hotel sector: review and analysis. *Management Research Review*, 42(8), 971–990. <https://doi.org/10.1108/MRR-03-2018-0126>
- Pawirosumarto, S., Sarjana, P.K. and Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/https://doi.org/10.1108/IJLMA-10-2016-0085>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563. <https://doi.org/10.1177/014920630002600307>
- Porta, M. A. (2008). *Dictionary of Epidemiology*. Oxford University Press.
- Pratono, A. H. (2019). Linking religiosity to citizenship behaviour under materialism attitude: Empirical evidence from Indonesia. *International Journal of Ethics and Systems*, 35(1), 75–89. <https://doi.org/10.1108/IJOES-07-2018-0104>
- Punch, K. F. (2003). *Survey Research - The Basics*. SAGE Publications Ltd.
- Rajput, A., Gahfoor, R.Z. (2020) Satisfaction and revisit intentions at fast food restaurants. *Futur Bus J* 6, 13. <https://doi.org/10.1186/s43093-020-00021-0>
- Rekha, S. S., & Sasmita, M. (2019). Impact of Employee Engagement on Organizational Citizenship Behavior: An Overview. 40(7), 17–23.
- Rottig, D. (2017). Meta-analyses of culture’s consequences for acquisition performance: An examination of statistical artifacts, methodological moderators and the context of emerging markets. *International Journal of Emerging Markets*, 12(1), 8–37. <https://doi.org/10.1108/IJoEM-01-2015-0003>
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness*, 6(1), 19–38. <https://doi.org/10.1108/JOEPP-06-2018-0034>
- Sav, A., Harris, N., & Sebar, B. (2013). Work-life conflict and facilitation among Australian Muslim men. *Equality, Diversity and Inclusion*, 32(7), 671–687. <https://doi.org/10.1108/EDI-07-2012-0058>
- Sholikhah, Z., Wang, X., & Li, W. (2019). The role of spiritual leadership in fostering discretionary behaviors: The mediating effect of organization based self-esteem and workplace spirituality. *International Journal of Law and Management*, 61(1), 232–249. <https://doi.org/10.1108/IJLMA-04-2018-0081>
- Sileyew, K. J. (2019). *Research Design and Methodology*. Intechopen.
- Success, E. for. (2021). *What is Employee Engagement? Engage for Success*, 2021. <http://engagementforsuccess.org/what-is-employee-engagement>
- Tan, B. S. (2019). In search of the link between organizational culture and performance: A review from the conclusion validity perspective. *Leadership and Organization Development Journal*, 40(3), 356–368. <https://doi.org/10.1108/LODJ-06-2018-0238>
- Tennakoon, W., & WJAJM, L. (2018). Religiosity and engagement: Clarifying the relationship. *International Journal of Commerce and Management Research*, 4(1), 52–57.

- The Ghana Chamber of Mines. (2020). Performance of the mining industry in 2019, Annual Report. 38. <https://ghanachamberofmines.org/wp-content/uploads/2020/05/Performance-of-the-Mining-Industry-in-2019.pdf>
- Wolonciej, M. T. (2018). Do jobs matter more than nations? Cultural constraints on organizational performance. *Journal of Organizational Change Management*, 31(3), 494–511. <https://doi.org/10.1108/JOCM-04-2017-0137>
- Australia. Department of Health and Aged Care. (2000). *National youth suicide prevention strategy*. Retrieved from <http://www.health.gov.au/hsdd/mentalhe/sp/nysps/about.htm>
- Milnes, G. M. (1998). *Adolescent depression: The use of generative instruction to increase rational beliefs and decrease irrational beliefs and depressed mood*. Unpublished M.Appl.Psy. thesis, Murdoch University, Perth, Western Australia.
- Devlin, H. (2010, January 28). Neuron breakthrough offers hope on Alzheimers and Parkinsons. *The Times*. Retrieved from <http://www.timesonline.co.uk/tol/news/science/medicine/article7005401.ece>
- Kyratsis, A. (2004). Talk and interaction among children and the co-construction of peer groups and peer culture. *Annual Review of Anthropology*, 33(4), 231-247.