

Customer Satisfaction of Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan: An Assessment Based on Herzberg's Two-Factor Theory as the Basis for a Business Performance Enhancement Plan

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Abstract. Customer satisfaction has become an essential indicator of organizational success and sustainability in the hospitality industry as increasing competition and evolving customer expectations require cafés to provide quality products, efficient services, and memorable dining experiences. Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan, has gained popularity through its unique "Magkape Tayo" ("Let's Have Coffee") concept, scenic rural setting, and social media visibility. However, despite its growing customer base, no formal assessment had been conducted to determine customers' satisfaction across key operational and experiential dimensions and identify opportunities for continuous business improvement. Guided by Herzberg's Two-Factor Theory, this study assessed customer satisfaction based on hygiene factors (service quality, cleanliness, accessibility, and operational efficiency) and motivator factors (product quality, ambiance, attraction, and dining experience) as the basis for developing a Business Performance Enhancement Plan. A quantitative descriptive research design was employed using a researcher-developed and validated survey questionnaire administered to 95 targeted customers selected through simple random sampling. Of the 95 questionnaires collected, 82 valid responses from eligible participants aged 18 years and above were included in the final analysis. Data were analyzed using frequency, percentage, ranking, and weighted mean. The findings showed generally favorable evaluations across the assessed dimensions. Attraction and ambiance obtained the highest ratings, highlighting the café's distinctive farm-view environment and relaxing atmosphere as major contributors to customer satisfaction. Accessibility and operational efficiency received comparatively lower ratings, indicating areas for improvement, particularly in parking availability, order processing, and service efficiency. The findings were consistent with Herzberg's Two-Factor Theory, with hygiene dimensions reflecting basic service conditions and motivator dimensions reflecting experiential attributes associated with customer satisfaction. Based on the findings, a Business Performance Enhancement Plan was proposed to strengthen operational practices, improve customer satisfaction, and support the continuous improvement, competitiveness, and sustainability of Ag.Kapi.Ta Café Farm View.

Keywords: Ag.Kapi.Ta Café Farm View; Business performance enhancement; Customer satisfaction; Herzberg's Two-Factor Theory; Hospitality management

Introduction

The hospitality industry continues to play a significant role in economic development by generating employment, supporting tourism, and stimulating local entrepreneurship. Within this industry, cafés have evolved beyond their traditional role as food and beverage establishments into experiential destinations where customers seek relaxation, social interaction, and memorable dining experiences. As consumer expectations continue to evolve and competition among hospitality businesses becomes increasingly intense, customer satisfaction has become one of the most important determinants of organizational success and long-term sustainability. Hospitality establishments that consistently deliver high-quality products, efficient service, and positive customer experiences are more likely to maintain customer satisfaction and remain

competitive in a dynamic market. Recent hospitality research likewise emphasizes that service quality and customer experience remain fundamental drivers of customer satisfaction and managerial decision-making.

In the Philippines, the café industry has experienced remarkable growth due to changing consumer lifestyles, increased domestic tourism, and the growing influence of digital media on consumers' dining preferences. Customers no longer visit cafés solely for food and beverages but also for the unique experiences, relaxing ambiance, and aesthetically pleasing environments they offer. Consequently, many entrepreneurs have introduced farm-view, garden-themed, and nature-inspired cafés to meet the increasing demand for experiential dining. These businesses have become popular destinations because they combine hospitality services with leisure and tourism experiences.

One of these emerging hospitality establishments is Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan. The café derives its name from the Ilocano phrase "Ag Kapi Ta" in Filipino phrase "Magkape Tayo," which literally means "Let's Have Coffee." True to its name, Ag.Kapi.Ta was established to encourage people to gather, relax, and enjoy coffee within a peaceful farm environment. Since its opening, the café has attracted both local residents and visitors because of its distinctive farm-view concept, scenic rural landscape, locally inspired menu, and relaxing atmosphere. The establishment has also gained considerable attention through social media platforms, where customers frequently share photographs and dining experiences, contributing to its increasing popularity. As its visibility has grown, several cafés within and around Pangasinan have begun adopting similar farm-view concepts, resulting in greater competition among hospitality businesses that offer comparable products and customer experiences.

Despite its growing popularity and expanding customer base, Ag.Kapi.Ta Café Farm View has not yet conducted a systematic assessment of customer satisfaction to determine how customers perceive its products, services, facilities, and overall dining experience. Although customer opinions are occasionally expressed through informal conversations and online reviews, these forms of feedback do not provide comprehensive empirical evidence that management can use for strategic planning and continuous quality improvement. Without a structured evaluation of customer satisfaction, the café may encounter challenges in identifying operational strengths, addressing service deficiencies, and implementing evidence-based improvements that respond to changing customer expectations. Consequently, conducting a formal customer satisfaction assessment is essential to support managerial decision-making, strengthen service delivery, and sustain the café's competitiveness in the hospitality industry.

The study is anchored on Herzberg's Two-Factor Theory developed by Herzberg, Mausner, and Snyderman (1959), which distinguishes between hygiene factors and motivator factors as determinants of satisfaction. Although the theory was originally developed to explain employee motivation, contemporary hospitality literature recognizes its usefulness in explaining customer satisfaction because it differentiates between the operational conditions that prevent dissatisfaction and the experiential attributes that create satisfaction. In the context of this study, hygiene factors include service quality, cleanliness, accessibility, and operational efficiency, which represent the fundamental conditions customers expect from a hospitality establishment. Conversely, motivator factors include product quality, ambiance, attraction, and dining experience, which create memorable experiences and enhance customers' overall perceptions of value. The application of Herzberg's Two-Factor Theory enables the researchers to evaluate customer satisfaction from both operational and experiential perspectives, making it an appropriate theoretical framework for assessing the quality of services provided by Ag.Kapi.Ta Café Farm View. Furthermore, contemporary hospitality research has demonstrated that customer satisfaction is shaped by multiple service quality attributes rather than by a single operational factor, reinforcing the relevance of evaluating both hygiene and motivational dimensions simultaneously.

Previous studies have consistently reported that service quality, product quality, physical environment, and customer experience significantly influence customer satisfaction in hospitality establishments. The SERVQUAL framework of Parasuraman, Zeithaml, and Berry identifies reliability, responsiveness, assurance, empathy, and tangibles as essential dimensions influencing customers' perceptions of service quality. Likewise, Oliver explained that customer satisfaction results from the comparison between customers' expectations and their actual service experiences. More recently, Perdomo-Verdecia, Garrido-Vega, and Sacristán-Díaz (2024) demonstrated that different service quality dimensions collectively influence customer satisfaction and that managers should evaluate multiple operational attributes to improve hospitality performance. However, while previous studies have focused primarily on hotels, urban restaurants, and commercial cafés, relatively few investigations have examined independently owned farm-view cafés operating in rural tourism destinations using Herzberg's Two-Factor Theory as the principal analytical framework. Moreover, limited studies have translated customer satisfaction findings into a practical business performance enhancement plan specifically designed for rural café enterprises. This gap highlights the need for context-specific research that integrates operational excellence with experiential customer satisfaction in small hospitality businesses.

The present study assessed the level of customer satisfaction at Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan based on Herzberg's Two-Factor Theory. Specifically, the study evaluated customers' perceptions of the café's hygiene factors, namely service quality, cleanliness, accessibility, and operational efficiency, as well as its motivator factors, including product quality, ambiance, attraction, and dining experience. The findings served as the basis for developing a Business Performance Enhancement Plan that may assist the management in strengthening customer satisfaction, improving operational performance, enhancing service quality, and sustaining the café's competitiveness within the hospitality industry.

Research Questions

This study aimed to assess the level of customer satisfaction at Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan based on Herzberg's Two-Factor Theory as the basis for developing a Business Performance Enhancement Plan.

1. What is the demographic profile of the respondents in terms of:
 - 1.1 Age,
 - 1.2 Gender; and
 - 1.3 Frequency of visit?
2. What is the level of customer satisfaction with respect to the hygiene factors based on Herzberg's Two-Factor Theory in terms of:
 - 2.1 Service quality,
 - 2.2 Cleanliness,
 - 2.3 Accessibility; and
 - 2.4 Operational efficiency
3. What is the level of customer satisfaction with respect to the motivator factors based on Herzberg's Two-Factor Theory in terms of:
 - 3.1 Product quality;
 - 3.2 Ambiance;
 - 3.3 Attraction; and
 - 3.4 Dining experience?
4. What Business Performance Enhancement Plan can be proposed to improve customer satisfaction and support the continuous improvement of Ag.Kapi.Ta Café Farm View?

Scope and Delimitation of the Study

The study employed a quantitative descriptive research design and utilized a researcher-developed, validated survey questionnaire. The respondents were customers who had experienced the products and services of Ag.Kapi.Ta Café Farm View during the data-collection period. The required target sample was calculated using Slovin's Formula at a 5% margin of error based on an estimated population of 125 customers, resulting in a target sample of 95 respondents. During the data screening process, 13 completed questionnaires were identified as having been answered by respondents aged 16–17 years. Because documented parental or legal guardian consent and minor assent were not available for these respondents, their responses were excluded from the final analysis. Consequently, 82 eligible respondents aged 18 years and above were retained as the final analytical sample, representing 86.32% of the calculated target sample. The study was delimited to the perceptions and experiences reported by the 82 eligible respondents included in the final analysis. The smaller final sample relative to the originally calculated target may reduce the precision of the descriptive estimates compared with the initial sampling plan and may limit the extent to which the findings can be generalized beyond the respondents and research setting. Accordingly, the findings should be interpreted primarily within the context of Ag.Kapi.Ta Café Farm View and should not be assumed to represent all cafés, restaurants, or hospitality establishments in Mangatarem, Pangasinan, or the Philippines. The study focused only on descriptive assessment and did not examine cause-and-effect relationships among the variables. It also did not directly measure customer loyalty, customer retention, purchase intention, financial performance, profitability, or other organizational performance indicators beyond those reflected in the customer satisfaction dimensions assessed. Therefore, any indication of customers' willingness to revisit was interpreted only as a response to the specific questionnaire item and was not treated as evidence of customer loyalty. The study was further delimited to the data available during the specified collection period and to the conditions existing at the research locale during that period.

Literature Review

Customer Satisfaction in the Hospitality Industry

Customer satisfaction has long been recognized as one of the most important indicators of organizational success in the hospitality industry because it reflects customers' evaluation of their overall service experience and influences business performance. Hospitality establishments such as restaurants, cafés, resorts, and hotels operate in highly competitive markets where customer satisfaction serves as an essential determinant of positive customer perceptions, favorable word-of-mouth, and long-term organizational sustainability. As customers become increasingly selective in choosing hospitality establishments, businesses are expected not only to provide quality products and services but also to deliver memorable experiences that satisfy changing customer expectations.

The concept of customer satisfaction has been widely explained through the Expectation-Confirmation Theory proposed by Oliver (1980). According to the theory, satisfaction occurs when customers compare their expectations before consumption with the actual performance of the product or service after consumption. When perceived performance meets or exceeds expectations, customers experience satisfaction; however, when performance falls below expectations, dissatisfaction occurs. Oliver's theory remains one of the most influential frameworks in hospitality research because it explains how customers evaluate service encounters and overall dining experiences.

Complementing Oliver's work, Parasuraman, Zeithaml, and Berry (1988) introduced the SERVQUAL Model, which identified five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. The model suggests that customers evaluate service quality by comparing expected and perceived performance across these dimensions. SERVQUAL has become one of the most extensively used frameworks for measuring customer satisfaction in hospitality because it recognizes that satisfaction depends not only on the quality of products but also on the quality of service delivery. Numerous hospitality studies continue to adopt SERVQUAL in assessing restaurants, cafés, hotels, and tourism establishments because of its ability to identify operational strengths and areas requiring improvement.

Recent empirical evidence further supports these foundational theories. Liu et al. (2024) found that service quality remains an important determinant of customers' evaluations and revisit intentions in restaurant settings. Their study showed that service quality influences revisit intention through mechanisms such as brand equity, safety management, gratification, and reputation. Their study demonstrated that responsiveness, reliability, and efficient service delivery significantly influence customers' evaluations of dining experiences, emphasizing that operational excellence remains fundamental in encouraging positive customer perceptions.

Similarly, Zanetta et al. (2024) identified food quality, service quality, cleanliness, price fairness, and the physical environment as key determinants influencing customer satisfaction in restaurants. Their review emphasized that customers evaluate restaurants holistically rather than focusing on a single service attribute. The study concluded that hospitality establishments should simultaneously improve operational performance and experiential elements to achieve higher levels of customer satisfaction.

Likewise, Rajput and Gahfoor (2020) reported that food quality, service quality, restaurant atmosphere, and perceived value significantly influence customer satisfaction and revisit intentions among restaurant customers. Their findings suggest that hospitality organizations should adopt integrated quality management strategies instead of concentrating solely on operational efficiency. Furthermore, Repatacodo (2024) reported that service quality dimensions, particularly employee responsiveness, professionalism, and reliability, significantly affect customer satisfaction in casual dining restaurants, reinforcing the importance of continuous service improvement within hospitality establishments.

Although these studies consistently recognize customer satisfaction as a multidimensional construct, they differ in their theoretical emphasis. Oliver (1980) explained satisfaction primarily through customers' expectation confirmation process, whereas Parasuraman et al. (1988) emphasized service quality dimensions as predictors of customer evaluations. More recent hospitality studies have expanded these perspectives by demonstrating that customer satisfaction results from the interaction between operational performance, service quality, food quality, environmental conditions, and overall customer experience rather than from a single organizational factor.

Despite the substantial body of literature on customer satisfaction, most previous studies have focused on hotels, commercial restaurants, fast-food chains, or urban coffee shops. Comparatively fewer empirical studies have examined customer satisfaction in independently owned farm-view cafés situated in rural tourism destinations. Moreover, limited research has utilized Herzberg's Two-Factor Theory to classify customer satisfaction into hygiene and motivator factors within the context of rural hospitality businesses. This gap provides the rationale for the present study, which assesses customer satisfaction at Ag.Kapi.Ta Café

Farm View by integrating operational and experiential dimensions based on Herzberg's Two-Factor Theory and using the findings as the basis for developing a Business Performance Enhancement Plan.

Herzberg's Two-Factor Theory and Customer Satisfaction

Herzberg's Two-Factor Theory, developed by Herzberg, Mausner, and Snyderman (1959), is one of the most influential motivation theories used to explain the factors that contribute to satisfaction and dissatisfaction. Originally developed within the field of organizational psychology, the theory proposes that satisfaction and dissatisfaction are influenced by two distinct sets of factors. Hygiene factors refer to the fundamental conditions that prevent dissatisfaction but do not necessarily create satisfaction when present, whereas motivator factors generate genuine satisfaction because they provide positive experiences that exceed basic expectations. Unlike traditional theories that consider satisfaction and dissatisfaction as opposite ends of a single continuum, Herzberg argued that these two constructs operate independently, making the theory particularly valuable for evaluating both functional and experiential aspects of service delivery.

Although Herzberg's theory was initially designed to explain employee motivation, hospitality researchers have increasingly recognized its relevance in understanding customer satisfaction. In hospitality settings, customers evaluate not only whether the basic elements of service are adequately delivered but also whether the overall experience creates enjoyment and memorable impressions. Consequently, many researchers have adapted Herzberg's framework to classify customer satisfaction attributes into hygiene and motivator factors, providing managers with a practical approach for identifying operational weaknesses while simultaneously enhancing customer experiences.

Within the context of restaurants and cafés, hygiene factors generally include service quality, cleanliness, accessibility, and operational efficiency because these represent customers' minimum service expectations. Customers often regard these attributes as essential requirements; therefore, deficiencies in these areas easily result in dissatisfaction, while satisfactory performance merely prevents complaints. In contrast, motivator factors include product quality, ambiance, attraction, and memorable dining experiences. These attributes provide additional value that distinguishes one hospitality establishment from another by creating enjoyable experiences beyond customers' basic expectations.

Recent hospitality research provides empirical support for the application of Herzberg's theory in service industries. Park et al. (2024) applied Herzberg's Two-Factor Theory in examining hotel technologies and found that certain service attributes primarily prevented dissatisfaction, whereas others significantly enhanced customer satisfaction by providing additional experiential value. Their findings demonstrated that hospitality managers should distinguish between attributes that customers simply expect and those that create delight because both influence customers' overall evaluations differently.

Further supporting this perspective, Zanetta et al. (2024) conducted a comprehensive review of restaurant customer satisfaction and identified food quality, service quality, atmosphere, and price as the primary determinants influencing customers' dining experiences. Their review emphasized that customer satisfaction cannot be explained by a single operational attribute but rather results from the combined influence of functional service delivery and experiential factors. This multidimensional view closely reflects Herzberg's distinction between hygiene factors and motivator factors, where operational performance minimizes dissatisfaction while experiential attributes enhance satisfaction.

Likewise, Khalifa et al. (2025) found that tangible restaurant attributes, perceived value, and affective satisfaction are associated with customers' participation behavior, highlighting the importance of both functional and emotional dimensions of the restaurant experience. Their findings suggest that customer satisfaction in restaurant settings is created through the interaction of operational excellence and emotional experiences, reinforcing Herzberg's proposition that organizations must satisfy customers' basic expectations while simultaneously providing experiences that exceed them.

Despite these important contributions, previous studies have generally applied Herzberg's Two-Factor Theory within hotels, employee motivation, technology adoption, sustainability initiatives, or large commercial hospitality organizations. Comparatively limited empirical research has utilized Herzberg's framework to assess customer satisfaction in independently owned cafés located within rural tourism destinations, particularly those offering farm-view dining experiences. Moreover, many hospitality studies continue to evaluate operational service quality and experiential attributes independently rather than integrating them into a unified theoretical framework.

The present study addresses these gaps by applying Herzberg's Two-Factor Theory to classify customer satisfaction into hygiene factors—service quality, cleanliness, accessibility, and operational efficiency—and motivator factors—product quality, ambiance, attraction, and dining experience. By integrating these dimensions within a rural café setting, the study provides a more comprehensive understanding of customer satisfaction at Ag.Kapi.Ta Café Farm View. Furthermore, the findings serve as the

foundation for developing a Business Performance Enhancement Plan, thereby extending the practical application of Herzberg's theory from explaining customer perceptions to guiding continuous business improvement.

Servicescape and Customer Satisfaction

The physical environment in which hospitality services are delivered plays a significant role in shaping customers' perceptions, emotions, and overall satisfaction. Beyond the quality of food and service, customers evaluate the atmosphere and surroundings that contribute to their dining experience. This concept is explained by Bitner's (1992) Servicescape Theory, which describes the servicescape as the physical environment where service encounters occur. According to Bitner, environmental elements such as facility layout, ambient conditions, lighting, music, décor, cleanliness, signage, and spatial arrangement influence customers' cognitive, emotional, and behavioral responses. A well-designed servicescape enhances customers' perceptions of service quality and creates favorable experiences, whereas a poorly maintained environment may negatively affect satisfaction regardless of the quality of products or services.

Within the hospitality industry, servicescape has become increasingly important because customers no longer seek only quality food and efficient service but also memorable experiences that stimulate positive emotions. Restaurants and cafés have responded by investing in attractive interiors, comfortable seating arrangements, aesthetically pleasing landscapes, and unique environmental concepts that differentiate them from competitors. Consequently, servicescape has evolved from being merely a physical setting into a strategic marketing resource that enhances customer satisfaction and business competitiveness.

Recent hospitality studies strongly support the continuing relevance of Bitner's theory. Liang et al. (2024) found that the substantive servicescape, including the physical environment and aesthetic design of hospitality establishments, positively influences customer inspiration, which subsequently enhances customer satisfaction. Their findings indicate that an attractive and well-maintained environment does not simply improve customers' perceptions of service quality but also creates emotional experiences that make hospitality visits more memorable. The study further emphasized that customers' emotional responses mediate the relationship between the servicescape and overall satisfaction, highlighting the importance of environmental design in hospitality management.

Restaurant-based research likewise demonstrates the importance of servicescape. Li and Kim (2024) found that servicescape significantly positively affects experience value and customer satisfaction among customers of Chinese franchise restaurants. Their findings showed that visually appealing environments, comfortable facilities, and attractive physical surroundings contribute positively to customers' dining experiences by increasing emotional engagement during restaurant visits.

More recent evidence also suggests that customers evaluate hospitality environments holistically rather than focusing on individual environmental elements. Gounaris et al. (2025), in a study published in *Tourism Management*, found that customers perceive servicescape components in configurations rather than as isolated elements, suggesting that combinations of environmental attributes shape customer responses. The researchers concluded that satisfaction and future behavioral responses emerge from the combined influence of cleanliness, layout, atmosphere, accessibility, and environmental aesthetics, emphasizing the complexity of hospitality experiences.

Although previous studies consistently acknowledge the positive influence of servicescape on customer satisfaction, differences exist regarding which environmental attributes exert the greatest impact. Bitner (1992) emphasized the role of ambient conditions, spatial layout, and signs or symbols in shaping customer behavior, whereas contemporary studies have expanded the concept by recognizing emotional engagement, customer inspiration, and experiential value as important mechanisms through which servicescape influences satisfaction. Recent hospitality research also demonstrates that physical environments are evaluated collectively rather than independently, suggesting that businesses should adopt a holistic approach when designing hospitality experiences.

Despite the growing body of literature on servicescape, most previous investigations have focused on hotels, franchise restaurants, urban cafés, and other commercial hospitality establishments. Comparatively limited empirical evidence exists regarding independently owned farm-view cafés operating in rural tourism destinations, where natural landscapes, scenic views, and environmental aesthetics form integral components of the overall customer experience. Furthermore, few studies have examined servicescape alongside operational service factors using Herzberg's Two-Factor Theory, which classifies customer satisfaction into hygiene and motivator factors.

The present study addresses these research gaps by examining how servicescape-related attributes—particularly ambiance, attraction, cleanliness, accessibility, and the farm-view environment—contribute to customer satisfaction at Ag.Kapi.Ta Café Farm View. By integrating Bitner's Servicescape Theory with Herzberg's Two-Factor Theory, the study provides a more comprehensive understanding of how both

physical environments and operational service factors collectively shape customer satisfaction. The findings also serve as the basis for developing a Business Performance Enhancement Plan that supports the café's continuous improvement and long-term competitiveness.

Business Performance Enhancement in the Hospitality Industry

Business performance enhancement has become a strategic priority among hospitality organizations because of increasing customer expectations, intensified market competition, and rapidly changing consumer preferences. Hospitality establishments can no longer rely solely on providing quality products and services; instead, they must continuously evaluate their operations, identify performance gaps, and implement improvement initiatives that enhance customer satisfaction and organizational competitiveness. Continuous improvement enables hospitality businesses to adapt to changing market conditions while maintaining operational excellence and sustainable business growth.

According to Kotler and Keller (2016), organizational success in service industries depends on a firm's ability to consistently deliver superior value to customers while continuously improving service quality, operational efficiency, and customer relationships. Businesses that regularly assess customer feedback and evaluate operational performance are better positioned to identify improvement opportunities and respond effectively to changing customer needs. This customer-oriented approach allows hospitality establishments to maintain service standards while developing strategies that strengthen their competitive advantage.

Similarly, the concept of continuous improvement emphasizes that organizational performance is enhanced through the systematic evaluation and refinement of business processes rather than through one-time corrective actions. Continuous improvement encourages organizations to monitor operational performance, identify root causes of problems, implement evidence-based solutions, and regularly evaluate outcomes to ensure sustained organizational effectiveness.

Recent hospitality literature strongly supports the importance of continuous improvement in achieving business performance. A systematic review by Monteiro et al. (2024) examined 43 studies on continuous improvement in food service management and concluded that continuous improvement methodologies significantly enhance operational performance, customer satisfaction, productivity, and overall organizational effectiveness. The review found that food service establishments implementing structured improvement initiatives experienced better operational efficiency, reduced service errors, improved quality management, and higher stakeholder satisfaction. Furthermore, the study emphasized that successful implementation depends not only on technical improvements but also on employee participation, organizational commitment, and continuous monitoring of customer feedback.

Layson (2024) explored operational excellence among restaurant managers in Iloilo City and identified continuous learning, quality, customer-first orientation, community legacy, and employee engagement as important themes associated with operational excellence. These findings demonstrate that performance enhancement should encompass both operational processes and customer experience rather than emphasizing productivity alone.

Recent empirical evidence also highlights the role of customer feedback in organizational improvement. Basilisco and Jesus (2024) found that regular assessment of customer satisfaction enables hospitality establishments to identify operational weaknesses, improve service quality, and develop strategies that better address customer expectations. Their study emphasized that customer feedback serves as an essential management tool for decision-making because it provides objective information regarding service performance and areas requiring improvement.

In addition, recent studies indicate that technological and operational innovations contribute significantly to business performance enhancement. Lee et al. (2024) found that digital transformation can improve restaurant productivity by streamlining internal operations, optimizing business processes, and supporting more efficient resource management. Their findings indicate that technological investments are most useful when they improve internal operational processes rather than relying solely on customer-facing technologies. This supports the present study's emphasis on operational efficiency as an area for continuous business improvement. Although customer-facing technologies alone did not guarantee improved performance, internal operational digitalization positively influenced organizational productivity and overall business effectiveness.

Although previous studies consistently acknowledge the importance of continuous improvement in hospitality organizations, differences exist regarding the primary focus of performance enhancement. Some researchers emphasize operational efficiency, quality management, and productivity improvement, whereas others highlight customer satisfaction, employee engagement, innovation, and organizational learning as the principal drivers of long-term business success. Nevertheless, the literature generally agrees that business performance enhancement requires a comprehensive approach that integrates operational excellence, customer-focused management, and continuous evaluation of organizational performance.

Despite these contributions, relatively few studies have developed business performance enhancement plans specifically for independently owned cafés located in rural tourism destinations. Most existing studies focus on hotels, large restaurant chains, or commercial food service organizations, with limited attention given to small and medium-sized hospitality enterprises operating within farm tourism environments. Furthermore, few investigations have translated customer satisfaction findings into practical and evidence-based improvement plans using Herzberg's Two-Factor Theory as the guiding framework.

The present study addresses these gaps by assessing customer satisfaction through Herzberg's hygiene and motivator factors and utilizing the findings to develop a Business Performance Enhancement Plan for Ag.Kapi.Ta Café Farm View. Unlike previous studies that primarily measured customer satisfaction, this research extends existing literature by transforming empirical findings into practical recommendations that support continuous operational improvement, enhance customer satisfaction, and strengthen the café's long-term competitiveness. This approach ensures that the study contributes not only to academic knowledge but also to managerial practice within the hospitality and tourism industry.

Methodology

Research Design

This study employed a quantitative research approach using a descriptive research design to assess the level of customer satisfaction at Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan. A quantitative approach was deemed appropriate because it enabled the researchers to collect measurable data from customers and objectively describe their perceptions regarding the services and facilities offered by the café. According to Creswell and Creswell (2018), quantitative research is appropriate when numerical data are collected and statistically analyzed to describe variables and answer research questions. The descriptive design was utilized to determine the level of customer satisfaction based on Herzberg's Two-Factor Theory, which classifies customer satisfaction into hygiene factors (service quality, cleanliness, accessibility, and operational efficiency) and motivator factors (product quality, ambiance, attraction, and dining experience). The study did not seek to establish causal relationships among variables but rather to provide a comprehensive assessment of customers' perceptions that would serve as the basis for developing a Business Performance Enhancement Plan for Ag.Kapi.Ta Café Farm View.

Research Locale

The study was conducted at Ag.Kapi.Ta Café Farm View, located in Mangatarem, Pangasinan, Philippines. Ag.Kapi.Ta Café Farm View is a well-known farm-themed café that combines food and beverage services with a scenic agricultural environment, providing customers with a unique dining experience characterized by natural landscapes, relaxing surroundings, and locally inspired hospitality. The café derives its name from the Filipino phrase "Magkape Tayo," which means "Let's Have Coffee," reflecting its mission of promoting social interaction and relaxation through coffee culture and quality dining experiences. The café has gained popularity among local residents and tourists because of its distinctive farm-view concept and has become one of the emerging hospitality destinations in the municipality. Its combination of quality food offerings, attractive ambiance, and nature-based setting makes it an appropriate locale for assessing customer satisfaction within the context of experiential hospitality. The selection of Ag.Kapi.Ta Café Farm View as the research locale was based on its growing customer base, increasing visibility on social media platforms, and its relevance to the objectives of the study.

Research Participants

The participants of the study consisted of customers of Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan who were eligible to participate and voluntarily agreed to answer the survey questionnaire. The initial target sample size was 95 respondents, based on the computed sample requirement established for the study. During data collection, however, 13 questionnaires were completed by respondents below 18 years of age. Because the researchers did not have documented parental or legal guardian consent and minor assent for these respondents, their responses were not included in the final analysis in order to comply with the ethical requirements for research involving minors. Consequently, only 82 eligible respondents were included in the final statistical analysis. The inclusion criteria for the final sample were customers who were 18 years old and above, had visited and experienced the products and services of Ag.Kapi.Ta Café Farm View, and voluntarily agreed to participate in the study. Respondents who were minors without the required parental or guardian consent and personal assent were excluded from the analytical dataset. This procedure was adopted to protect the rights and welfare of participants and to ensure that only ethically eligible responses were used in the study. Before participation, eligible respondents were informed about the purpose of the research, the voluntary nature of participation, the confidentiality of their responses, and their

right to decline or withdraw without penalty. Only respondents who met the eligibility requirements and provided informed consent were included in the final dataset.

Research Instrument

The study used a researcher-developed structured questionnaire to assess customer satisfaction at Ag.Kapi.Ta Café Farm View in Mangatarem, Pangasinan. The questionnaire was based on the study objectives, Herzberg's Two-Factor Theory, and related literature on customer satisfaction in the hospitality industry. It consisted of two parts: the first part gathered the respondents' demographic information, including age, gender, and frequency of visit, while the second part measured customer satisfaction based on hygiene factors, namely service quality, cleanliness, accessibility, and operational efficiency, and motivator factors, namely product quality, ambiance, attraction, and dining experience. Each dimension was represented by five indicators. A four-point Likert scale was used, with 4 – Very Satisfied, 3 – Satisfied, 2 – Dissatisfied, and 1 – Very Dissatisfied. The weighted mean was used to determine the level of customer satisfaction, with scores interpreted as 3.26–4.00 Very Satisfied, 2.51–3.25 Satisfied, 1.76–2.50 Dissatisfied, and 1.00–1.75 Very Dissatisfied. The questionnaire was reviewed and validated by experts in hospitality management and research methodology to ensure its clarity and relevance. It was also pilot-tested with respondents who had similar characteristics to the target participants but were not included in the actual study. The reliability of the instrument was determined using Cronbach's Alpha, with a coefficient of 0.70 or higher considered acceptable.

Data Gathering Procedure

The researchers secured approval from the appropriate academic authorities and obtained formal permission from the owner and management of Ag.Kapi.Ta Café Farm View to conduct the survey. A letter requesting permission was likewise submitted to the concerned local government authorities whenever necessary. Following the approval, the researchers coordinated with the café management regarding the most appropriate schedule for data collection to minimize disruption to the normal business operations. Eligible customers were identified during the survey period and were randomly invited to participate in the study. Before distributing the questionnaire, the researchers explained the objectives of the study, informed the respondents that participation was voluntary, and assured them that all responses would be treated with strict confidentiality and used solely for academic purposes. Respondents who agreed to participate were asked to complete the questionnaire immediately after their dining experience to ensure that their responses accurately reflected their perceptions. After retrieving the completed questionnaires, the researchers reviewed each questionnaire to verify completeness and consistency of responses. The collected data were then encoded, organized, and tabulated using Microsoft Excel before being subjected to statistical analysis. The analyzed data served as the basis for answering the research questions and for developing the proposed Business Performance Enhancement Plan for Ag.Kapi.Ta Café Farm View.

Results and Discussions

Research Question 1: What is the demographic profile of the respondents in terms of Age, Gender, and Frequency of visit?

Table 1. Age group distribution of customers at Ag.Kapi.Ta Café

	Age	Frequency (f)	Percentage (p)	Rank
1.	18-25	60	73.17%	1
2.	25-29	12	14.63%	2
3.	30-35	6	7.32%	3
4.	36 and above	4	4.88%	4
	Total	82	100%	

Table 1 presents the age distribution of the 82 valid respondents included in the final analysis. The largest proportion consisted of respondents aged 18–25 years, with 60 respondents (73.17%), ranking first. This was followed by respondents aged 25–29 years, with 12 (14.63%), ranking second; those aged 30–35 years, with 6 (7.32%), ranking third; and those aged 36 years and above, with 4 (4.88%), ranking fourth. The results demonstrate that the clientele represented in the final dataset is predominantly composed of young adults, particularly those aged 18–25 years. The exclusion of the 13 respondents below 18 years old for ethical eligibility reasons reduced the final sample from 95 to 82, but it did not alter the actual distribution of the eligible age groups.

The predominance of customers aged 18–25 years suggests that Ag.Kapi.Ta Café Farm View is

particularly appealing to young adult consumers who may seek cafés not only for food and beverages but also for leisure, social interaction, and distinctive dining environments. This interpretation is relevant to the café's farm-view concept, which combines food service with a scenic and experiential setting. The finding is comparable with Guerra et al. (2024), whose study of local coffee shops in the cities of Batangas examined customer profiles and found that customers aged 18–25 represented the largest age group. This similarity suggests that young adults constitute an important customer segment in Philippine coffee-shop settings, although the present study differs in context because it examines a farm-view café in a rural municipality. However, while previous coffee-shop studies have often examined urban or conventional café environments, the present study is situated in a rural farm-view setting, suggesting that the appeal of experiential café environments may extend beyond metropolitan locations.

The finding may also be understood through Bitner's (1992) Servicescape Theory, which explains that customers' responses to a service establishment are influenced by its physical environment, including visual appearance, layout, and other environmental attributes. A café that combines dining with a distinctive natural setting may therefore attract customers who value the overall experience in addition to the core food and beverage offering. In relation to Herzberg's Two-Factor Theory, the age profile itself does not constitute a satisfaction factor; rather, it helps management understand the customer segment to whom the hygiene and motivator factors are being delivered. For Ag.Kapi.Ta Café Farm View, the concentration of young adult customers suggests the importance of maintaining the operational attributes they encounter, such as cleanliness, service quality, accessibility, and efficiency, while continuing to strengthen experiential attributes such as ambiance, attraction, product quality, and dining experience.

The managerial implication is that the café should maintain a customer-oriented strategy that recognizes young adults as its dominant represented market while avoiding the assumption that the findings apply equally to all age groups. The management may continue emphasizing the café's distinctive farm-view environment, quality products, and engaging dining experience, while using customer feedback to determine whether additional offerings are needed to broaden its appeal to older customer segments. Such actions would be consistent with the descriptive purpose of the study and would remain within the evidence provided by the data.

Table 2. Gender distribution of customer at Ag. Kapi.Ta Café

Gender	Frequency(f)	Percentage(p)	Rank
1. Male	40	48.78%	2
2. Female	42	51.21%	1
3. Others	0	0	-
Total	82	100%	

Table 2 presents the gender distribution of the eighty-two (82) valid respondents who participated in the study. The results show that 42 respondents (51.21%) were female, ranking first, while 40 respondents (48.78%) were male, ranking second. No respondent identified under the "Others" category. The findings indicate that female customers comprised a slightly higher proportion of the respondents than male customers, although both genders were well represented in the study.

The results suggest that Ag.Kapi.Ta Café Farm View attracts customers regardless of gender, with a marginally higher participation from females. This finding may be attributed to the café's visually appealing farm-view concept, relaxing ambiance, and aesthetically pleasing environment, which have become popular attractions among individuals who seek enjoyable dining experiences and destinations suitable for social interaction and recreational activities. The increasing influence of social media also encourages customers, particularly younger females, to visit cafés that offer attractive settings and unique experiences.

The present finding is consistent with the study of Guerra et al. (2024), which reported that female customers slightly outnumbered male customers among coffee shop patrons in the Philippines, primarily because cafés serve not only as dining establishments but also as venues for leisure, socialization, and lifestyle activities. Similarly, Kotler and Keller (2016) emphasized that consumer purchasing behavior is influenced by personal preferences, lifestyle, and social factors, which often affect the selection of hospitality establishments. While some international studies report minimal differences between male and female café customers, the present findings demonstrate that both genders perceive Ag.Kapi.Ta Café Farm View as an appealing dining destination, with females showing slightly greater representation.

From the perspective of Herzberg's Two-Factor Theory, the distribution of respondents indicates that customer satisfaction should not be viewed solely through demographic characteristics but through the quality of hygiene factors and motivator factors experienced during the visit. Regardless of gender, customers expect clean facilities, efficient service, accessible locations, quality products, and enjoyable dining environments that collectively influence their satisfaction.

The findings imply that the management of Ag.Kapi.Ta Café Farm View should continue providing inclusive products, services, and promotional activities that appeal to diverse customer groups. Maintaining a welcoming environment, visually attractive surroundings, and customer-oriented services will help ensure that both male and female customers experience high levels of satisfaction and continue to perceive the café positively.

Table 3. Frequency of visit of customer at Ag. Kapi.Ta Café

Frequency of visit	Frequency(f)	Percentage(p)	Rank
1. Daily	2	02.44%	5
2. Once a week	8	09.76%	3
3. Twice a week	5	06.09%	4
4. Every other week	12	14.63%	2
5. Once a month	55	67.07%	1
6. Others	0	0	-
Total	82	100%	

Table 3 presents the frequency of visits of the 82 valid respondents to Ag.Kapi.Ta Café Farm View. The results show that the majority of respondents visited the café once a month, accounting for 55 respondents (67.07%), ranking first. This was followed by customers who visited every other week, with 12 respondents (14.63%), ranking second, while 8 respondents (9.76%) reported visiting once a week, ranking third. Customers who visited twice a week accounted for 5 respondents (6.09%), ranking fourth, whereas only 2 respondents (2.44%) reported visiting the café daily, ranking fifth. No respondents selected the "Others" category. The distribution indicates that Ag.Kapi.Ta Café Farm View is primarily patronized on an occasional or monthly basis, rather than as a routine daily dining destination.

The predominance of monthly visitors suggests that customers may perceive Ag.Kapi.Ta Café Farm View primarily as a leisure, recreational, or destination café, where visits are planned around free time, social gatherings, family activities, or opportunities to enjoy the café's distinctive farm-view setting. This interpretation is consistent with the establishment's experiential concept, in which the physical environment forms part of the value offered to customers. The relatively small proportion of daily visitors (2.44%) further indicates that frequent routine patronage represents a smaller segment of the customer base, whereas occasional visitation constitutes the dominant pattern among the valid respondents.

Guerra et al. (2024) likewise examined frequency of coffee-shop visits and reasons for visiting among local coffee-shop customers in Batangas. Their findings support the view that coffee shops serve purposes beyond routine food and beverage consumption, although the specific visitation pattern in the present study reflects the distinct rural, farm-view setting of Ag.Kapi.Ta Café Farm View. Similarly, Pine and Gilmore (1999), through the Experience Economy perspective, emphasized that businesses can create value by offering memorable experiences that extend beyond the functional consumption of products. In contrast to studies that examine high-frequency urban café use associated with work, study, or daily social routines, the present finding reflects a rural farm-view café context, where the destination character of the establishment may encourage customers to visit less frequently but for a more experience-oriented purpose.

The finding can also be viewed through Herzberg's Two-Factor Theory (Herzberg et al., 1959). The frequency of visits itself is not a satisfaction factor, but it provides contextual information about the customer population experiencing the café's hygiene and motivator factors. Hygiene factors such as service quality, cleanliness, accessibility, and operational efficiency must consistently meet customers' basic expectations during each visit to avoid dissatisfaction. At the same time, motivator factors such as product quality, ambiance, attraction, and dining experience can enhance the perceived value of a visit and make the establishment more appealing as a leisure destination.

From a managerial perspective, the findings suggest that management should focus on converting occasional visits into more frequent positive customer experiences, without assuming that monthly visitors are necessarily loyal customers. Strategies such as seasonal menu offerings, scheduled promotional activities, farm-related experiences, and targeted customer engagement may provide additional reasons for customers to return. These actions should be supported by consistent service quality and operational efficiency so that the distinctive farm-view experience is reinforced by reliable service delivery. Overall, the visit-frequency pattern provides management with useful evidence that the café's role as a destination-oriented establishment should be maintained while opportunities are explored to encourage more frequent patronage.

Research Question 2: What is the level of customer satisfaction with respect to the hygiene factors based on Herzberg's Two-Factor Theory in terms of Service quality, Cleanliness, Accessibility, and Operational efficiency?

Table 4. Level of customer's satisfaction based on service quality

Service Quality	Weighted Mean	Descriptive Equivalent	Ranking
1. The staff provides prompt service whenever I need assistance.	3.14	Satisfied	5
2. The café staff are courteous and respectful.	3.36	Very Satisfied	1
3. The staff are knowledgeable and able to answer my questions.	3.3	Very Satisfied	2
4. The café staff make me feel valued as a customer.	3.29	Very Satisfied	3
5. The services offered are delivered as promised.	3.24	Satisfied	4
Total	AWM 3.26	Very Satisfied	

Table 4 presents the respondents' level of customer satisfaction with respect to service quality, one of the hygiene factors identified in Herzberg's Two-Factor Theory. The overall average weighted mean of 3.26, interpreted as Very satisfied, indicates that respondents were highly satisfied with the quality of service provided by Ag.Kapi.Ta Café Farm View. Among the indicators, "The café staff are courteous and respectful" obtained the highest weighted mean of 3.36, followed by "The staff are knowledgeable and able to answer my questions" (3.30) and "The café staff make me feel valued as a customer" (3.29). These findings suggest that respondents appreciated the professionalism, courtesy, and competence demonstrated by the café employees. On the other hand, "The staff provides prompt service whenever I need assistance" received the lowest weighted mean of 3.14, although it remained within the Satisfied category. This indicates that while customers were generally satisfied with the service they received, promptness of service presents an opportunity for improvement, particularly during periods of high customer demand.

The findings are consistent with Liu et al. (2024), who demonstrated that service quality influences customers' evaluations and behavioral responses in restaurant settings. Their findings emphasize the importance of reliable and responsive service, perceived value, and positive customer experiences. This supports the present finding that courteous, knowledgeable, and responsive employees contribute to favorable evaluations of service quality.

From the perspective of Herzberg's Two-Factor Theory, service quality functions as a hygiene factor. Hygiene factors do not necessarily create higher levels of satisfaction when present; instead, they prevent dissatisfaction by meeting customers' fundamental expectations. The respondents' very satisfied ratings on the indicators suggest that Ag.Kapi.Ta Café Farm View has successfully maintained acceptable service standards that minimize customer dissatisfaction. However, the relatively lower rating for prompt service indicates that further improvements in service responsiveness may enhance customers' overall dining experience, particularly during peak operating hours.

The findings imply that management should continue investing in employee development through regular customer service training while also reviewing staffing schedules and service procedures to improve response time. Maintaining courteous and knowledgeable employees, together with more efficient service delivery, may help sustain high levels of customer satisfaction.

Table 5: Level of customer's satisfaction based on cleanliness

Cleanliness	Weighted Mean	Descriptive Equivalent	Rank
1. The dining area is clean and well-maintained at all times.	3.25	Satisfied	4
2. The café maintains clean tables, chairs, and dining facilities.	3.36	Very Satisfied	1
3. The food and beverage preparation area appears clean and hygienic.	3.30	Very Satisfied	2
4. The café's comfort rooms and hand washing facilities are clean and well-maintained.	3.29	Very Satisfied	3
5. The staff observes proper personal hygiene and cleanliness while serving customers.	3.24	Satisfied	5
Total	AWM = 3.29	Very Satisfied	

Table 5 presents the respondents' level of customer satisfaction with respect to cleanliness, one of the hygiene factors in Herzberg's Two-Factor Theory. The table shows an average weighted mean of 3.29, interpreted as Very Satisfied, indicating that respondents were highly satisfied with the cleanliness of Ag.Kapi.Ta Café Farm View. Among the indicators, "The café maintains clean tables, chairs, and dining facilities" obtained the highest weighted mean of 3.36, followed by "The food and beverage preparation area appears clean and hygienic" (3.30) and "The café's comfort rooms and handwashing facilities are clean and well-maintained" (3.29). These results indicate that customers recognized the café's commitment to

maintaining sanitary facilities and a hygienic dining environment. Meanwhile, "The staff observes proper personal hygiene and cleanliness while serving customers" received the lowest weighted mean of 3.24, although it remained within the satisfied category. This suggests that while customers generally viewed employee hygiene positively, there remains an opportunity to further strengthen customers' confidence through consistently visible hygiene practices.

The findings are supported by Zanetta et al. (2024), who identified cleanliness as one of the primary determinants of restaurant selection and customer satisfaction, emphasizing that customers associate clean dining facilities with food safety and service quality. Likewise, a Philippine study by Espinola et al. (2024) found that customers rated cleanliness of restaurant facilities and the neat appearance of employees among the strongest contributors to customer satisfaction in coffee shops. These studies reinforce the present findings that maintaining a clean physical environment positively shapes customers' dining experiences.

According to Herzberg's Two-Factor Theory, cleanliness is a hygiene factor that prevents dissatisfaction by meeting customers' fundamental expectations regarding sanitation and safety. The respondents' very satisfied ratings indicate that Ag.Kapi.Ta Café Farm View effectively maintains cleanliness standards that support favorable customer satisfaction. Nevertheless, maintaining visible employee hygiene through proper grooming, hand sanitation, and food handling practices may further strengthen customers' confidence in the café's operations.

The findings suggest that management should continue implementing strict sanitation protocols and routine cleanliness inspections while reinforcing employee hygiene practices through regular monitoring and training to sustain customers' positive perceptions.

Table 6. Level of customer's satisfaction based on accessibility

Accessibility	Weighted Mean	Descriptive Equivalent	Ranking
1. The café's location is easy to find and access.	3.36	Very Satisfied	3
2. The café provides clear signages and directions for customers.	3.42	Very Satisfied	1
3. Parking space or transportation options are sufficient for visitors	2.89	Satisfied	5
4. The café's operating hours are convenient for me.	3.4	Very Satisfied	2
5. The ordering process (in-store or online) is easy and convenient	3.17	Satisfied	4
Total	AWM 3.24	Satisfied	

Table 6 presents the respondents' level of customer satisfaction with respect to accessibility; another hygiene factor identified in Herzberg's Two-Factor Theory. The respondents gave an average weighted mean of 3.24, interpreted as Satisfied, indicating that customers generally perceived the café as accessible and convenient. The highest-rated indicator was "The café provides clear signages and directions for customers" with a weighted mean of 3.42, followed by "The café's operating hours are convenient for me" (3.40) and "The café's location is easy to find and access" (3.36). These findings suggest that customers experienced minimal difficulty locating and visiting the café. However, "Parking space or transportation options are sufficient for visitors" obtained the lowest weighted mean of 2.89, indicating that parking and transportation convenience remain areas requiring improvement.

The present findings are consistent with Zanetta et al. (2024), who reported that accessibility, convenience, and the physical location of restaurants significantly influence customer satisfaction because these factors reduce customers' effort before the dining experience begins. Similarly, Bauya and Paras (2024) found that restaurant location was among the important factors identified by customers when evaluating their overall dining experience, although operational convenience still required continuous improvement.

Within Herzberg's Two-Factor Theory, accessibility functions as a hygiene factor because customers expect restaurants to be easy to locate and convenient to access. Meeting these expectations helps prevent dissatisfaction but does not necessarily create exceptional satisfaction. The comparatively lower rating for parking availability suggests that while customers appreciated the café's location and operating hours, improving parking capacity and transportation convenience could further enhance customer satisfaction.

Management may therefore consider expanding parking arrangements, improving traffic flow, and providing clearer online location information through digital platforms to increase customer convenience.

Table 7. Level of customer's satisfaction based on operational efficiency

Operational Efficiency	Weighted Mean	Descriptive Equivalent	Rank
1. My orders are prepared and served within a reasonable waiting time.	3.25	Satisfied	1
2. The café processes customer orders accurately and efficiently.	2.51	Satisfied	5
3. The café manages customer queues and waiting areas effectively during busy hours.	2.89	Satisfied	4
4. The café provides a smooth and organized dining experience from ordering to payment.	3.25	Satisfied	1
5. The café promptly addresses customer concerns and service requests.	3.17	Satisfied	3
Total	AWM = 3.00	Satisfied	

Table 7 presents the respondents' assessment of operational efficiency, yielding an average weighted mean of 3.00, interpreted as Satisfied. The highest-rated indicators were "My orders are prepared and served within a reasonable waiting time" and "The café provides a smooth and organized dining experience from ordering to payment", both with weighted means of 3.25. These results suggest that customers were generally satisfied with the café's workflow and service process. However, "The café processes customer orders accurately and efficiently" obtained the lowest weighted mean of 2.51, indicating that order accuracy represents the greatest opportunity for operational improvement.

The findings agree with Repatacodo (2024), who concluded that responsiveness, reliability, and operational consistency significantly influence customer satisfaction in casual dining restaurants. Likewise, Kurniawan et al. (2024) emphasized that operational efficiency, together with food quality and service quality, contributes substantially to overall customer satisfaction in restaurant businesses.

From the perspective of Herzberg's Two-Factor Theory, operational efficiency is considered a hygiene factor because efficient service delivery prevents customer dissatisfaction by ensuring smooth restaurant operations. Although respondents generally reported satisfaction with the café's operations, improving order accuracy and queue management may reduce service disruptions and enhance the overall customer experience. Accordingly, management should review standard operating procedures for order taking, food preparation, and service coordination while providing additional employee training to improve operational consistency, particularly during peak business hours.

Research Question 3: What is the level of customer satisfaction with respect to the motivator factors based on Herzberg's Two-Factor Theory in terms of Product quality; Ambiance; Attraction; and Dining experience?

Table 8. Level of customer's satisfaction based on product quality

Product Quality	Weighted Mean	Descriptive Equivalent	Rank
1. The food and beverages are served fresh and of high quality.	3.25	Satisfied	2
2. The taste and flavor of the café's food and beverages consistently meet my expectations.	3.35	Very Satisfied	1
3. The presentation and appearance of the food and beverages are visually appealing.	3.19	Satisfied	3
4. The café offers a variety of menu items that satisfy my preferences.	3.25	Satisfied	2
5. The quality of the food and beverages is worth the price paid.	3.17	Satisfied	4
Total	AWM = 3.24	Satisfied	

Table 8 presents the respondents' level of customer satisfaction regarding product quality, one of the motivator factors in Herzberg's Two-Factor Theory. The overall average weighted mean of 3.24, interpreted as Satisfied, indicates that customers were satisfied with the café's food and beverage offerings. Among the indicators, "The taste and flavor of the café's food and beverages consistently meet my expectations" received the highest weighted mean of 3.35, while "The quality of the food and beverages is worth the price paid" obtained the lowest weighted mean of 3.17. These findings indicate that customers particularly appreciated the taste of the products, although perceptions regarding value for money may still be improved.

The findings support those of Zanetta et al. (2024), whose review of restaurant studies identified food quality as the most influential determinant of customer satisfaction across various dining

establishments. Similarly, Kurniawan et al. (2024) concluded that food quality significantly affects customer satisfaction because customers prioritize freshness, taste, and presentation when evaluating restaurant performance.

Under Herzberg's Two-Factor Theory, product quality serves as a motivator factor because it creates positive experiences that exceed customers' basic expectations. High-quality food and beverages contribute directly to satisfaction by providing enjoyment and perceived value beyond merely preventing dissatisfaction.

The findings suggest that management should continue maintaining product quality while periodically reviewing menu pricing, portion sizes, and product presentation to strengthen customers' perceptions of value.

Table 9. Level of customer's satisfaction based on ambiance

Ambiance	Weighted Mean	Descriptive Equivalent	Rank
1. The café has a pleasant, relaxing, and comfortable atmosphere.	3.40	Very Satisfied	1
2. The interior design, décor, and overall appearance of the café are visually appealing.	3.34	Very Satisfied	2
3. The lighting, temperature, and background music create an enjoyable dining experience.	3.25	Satisfied	4
4. The café provides a peaceful farm-view environment that enhances my overall dining experience.	3.33	Very Satisfied	3
5. The seating arrangement and overall layout provide comfort and convenience during my visit.	3.25	Satisfied	4
Total	AWM = 3.31	Very Satisfied	

Table 9 shows that respondents were very satisfied with the café's ambiance, as reflected by the average weighted mean of 3.31. The highest-rated indicator was "The café has a pleasant, relaxing, and comfortable atmosphere" (3.40), followed by the interior design, décor, and overall appearance of the café (3.34) and the peaceful farm-view environment (3.33). These findings suggest that respondents highly appreciated the café's physical environment and perceived it as an important component of their overall dining experience. Meanwhile, the lighting, temperature, background music, seating arrangement, and overall layout received slightly lower but still favorable ratings.

The findings are consistent with Kurniawan et al. (2024), who found that ambiance significantly influences customer satisfaction because attractive surroundings enhance customers' emotional responses during dining. Likewise, Zanetta et al. (2024) identified atmosphere as one of the primary dimensions affecting restaurant selection and customer satisfaction.

According to Herzberg's Two-Factor Theory, ambiance functions as a motivator factor because it enriches customers' experiences and creates satisfaction beyond basic service expectations. The peaceful farm-view setting appears to distinguish Ag.Kapi.Ta Café Farm View from many traditional cafés by offering customers both relaxation and aesthetic enjoyment.

Management should therefore preserve the café's natural surroundings while continuously improving landscaping, seating comfort, lighting, and background music to maintain its attractive dining atmosphere.

Table 10. Level of customer's satisfaction based on attraction

Attraction	Weighted Mean	Descriptive Equivalent	Rank
1. The café's farm-view setting and natural surroundings make it an attractive place to visit.	3.50	Very Satisfied	1
2. The café offers a unique concept and dining experience that distinguishes it from other cafés.	3.41	Very Satisfied	2
3. The café provides scenic spots that encourage customers to take photographs and share their experiences.	3.33	Very Satisfied	3
4. The café regularly offers attractive events, promotions, or seasonal activities that encourage me to visit.	3.22	Satisfied	4
5. The café's overall image and reputation motivate me to recommend it to family and friends.	3.20	Satisfied	5
Total	AWM = 3.33	Very Satisfied	

Table 10 indicates that respondents were very satisfied with the café's attractiveness, as reflected by the average weighted mean of 3.33. The highest-rated indicator was "The café's farm-view setting and natural surroundings make it an attractive place to visit" (3.50), followed by the café's unique concept and dining experience (3.41). Conversely, promotional activities and the café's overall image and reputation received

comparatively lower ratings, although both remained within the Satisfied category. These findings indicate that the café's scenic environment and distinctive concept are the strongest sources of its attractiveness. These findings are consistent with Zanetta et al. (2024), who concluded that unique dining experiences and memorable physical environments significantly influence restaurant choice and customer satisfaction. Likewise, Rathnasiri et al. (2025) reported that restaurant atmospherics and distinctive environmental characteristics positively influence customers' evaluations and behavioral intentions. Within Herzberg's Two-Factor Theory, attraction is considered a motivator factor because unique environmental features create enjoyable and memorable dining experiences that increase customer satisfaction. The farm-view concept therefore serves as an important competitive advantage for Ag.Kapi.Ta Café Farm View. Management may further capitalize on this strength by introducing seasonal events, themed activities, and promotional programs that complement the café's natural attractions and provide customers with fresh experiences.

Table 11. Level of customers satisfaction based on dining experience

	Dining Experience	Weighted Mean	Descriptive Equivalent	Rank
1.	I had an enjoyable and satisfying overall dining experience at Ag.Kapi.Ta Café Farm View.	3.20	Satisfied	3
2.	The combination of food quality, service, and ambiance exceeded my expectations.	3.15	Satisfied	4
3.	I felt comfortable and relaxed throughout my dining experience at the café.	3.10	Satisfied	5
4.	I am satisfied with the overall value I received from my dining experience.	3.22	Satisfied	2
5.	I am willing to revisit Ag.Kapi.Ta Café Farm View because of my positive dining experience.	3.27	Very Satisfied	1
	Total	AWM =3.2	Satisfied	

Table 11 presents the respondents' assessment of their overall dining experience, obtaining an average weighted mean of 3.20, interpreted as Satisfied. The highest-rated indicator was "I am willing to revisit Ag.Kapi.Ta Café Farm View because of my positive dining experience" (3.27), while "I felt comfortable and relaxed throughout my dining experience at the café" obtained the lowest weighted mean of 3.10. Overall, the findings indicate that respondents had a favorable dining experience, reflecting positive evaluations of the café's products, services, and environment.

The findings agree with Repatacodo (2024), who found that customers' dining experiences are influenced by the combined effects of food quality, service quality, and restaurant atmosphere. Similarly, Kurniawan et al. (2024) reported that a positive combination of food quality, ambiance, and service quality significantly enhances customer satisfaction in restaurants.

Based on Herzberg's Two-Factor Theory, dining experience reflects the combined influence of both hygiene and motivator factors. Hygiene factors minimize dissatisfaction by ensuring satisfactory service conditions, while motivator factors create memorable and enjoyable experiences that increase customer satisfaction. The respondents' favorable satisfaction ratings across the dining experience indicators suggest that Ag.Kapi.Ta Café Farm View has effectively combined its food quality, service delivery, and physical environment to provide a satisfying dining experience.

It is important to note that the indicator "I am willing to revisit Ag.Kapi.Ta Café Farm View because of my positive dining experience" reflects respondents' revisit intention rather than customer loyalty, since loyalty was not directly measured in this study. Consequently, the findings should be interpreted only as an indication that customers expressed a positive intention to return based on their current dining experience, rather than as evidence of long-term loyalty.

The findings suggest that management should continue integrating high-quality food, efficient service, and a pleasant dining environment while regularly gathering customer feedback to identify opportunities for continuous improvement.

Research Question 4: What Business Performance Enhancement Plan can be proposed to improve customer satisfaction and support the continuous improvement of Ag.Kapi.Ta Café Farm View?

Based on the findings of the study, a Business Performance Enhancement Plan is proposed to further improve customer satisfaction and support the continuous development of Ag.Kapi.Ta Café Farm View. The proposed plan was developed using the results obtained from the assessment of customers' satisfaction based on Herzberg's Two-Factor Theory, which emphasizes the importance of both hygiene factors and motivator factors in influencing customer satisfaction. The enhancement plan prioritizes

improvements in the indicators that obtained comparatively lower weighted mean scores while sustaining the café's identified strengths. Under the hygiene factors, the proposed interventions focus on improving service responsiveness, reinforcing employee hygiene practices, enhancing parking and accessibility, and strengthening operational efficiency through standardized procedures and employee training. These initiatives are intended to minimize customer dissatisfaction by ensuring that the café consistently meets customers' basic expectations. With respect to the motivator factors, the enhancement plan emphasizes maintaining the café's strengths in product quality, ambiance, attraction, and dining experience while introducing initiatives that further enrich customers' experiences. These include reviewing menu pricing to improve customers' perception of value, enhancing seating comfort and environmental aesthetics, organizing promotional events and seasonal activities, and implementing regular customer feedback mechanisms to facilitate continuous quality improvement. Overall, the proposed Business Performance Enhancement Plan serves as a practical management tool that enables Ag.Kapi.Ta Café Farm View to maintain its competitive advantage while continuously improving the quality of its products, services, and customer experience. Through the implementation of these strategies, the café may strengthen customer satisfaction, enhance operational performance, and support its long-term sustainability within the highly competitive food service industry.

Ethical Considerations

This study underwent the research ethics review process of the Research Ethics Committee of University of Luzon in accordance with the institution's applicable research ethics policies and procedures. Prior to data collection, permission to administer the survey was also obtained from the management of Ag.Kapi.Ta Café Farm View. The respondents were informed of the purpose, nature, and significance of the study, and participation was entirely voluntary. They were also informed of their right to decline participation or withdraw from the study at any time without penalty or negative consequences. Informed consent was obtained from all eligible respondents before the administration of the survey questionnaire. The researcher explained that the study was conducted solely for academic purposes and that the information collected would be used only for the completion of the research. Particular attention was given to the ethical requirements involving participants below 18 years of age. Although 95 questionnaires were initially collected, 13 questionnaires were completed by participants aged 16–17 years. Because documented parental or legal guardian consent and minor assent were not available for these participants, their responses were excluded from the final analysis. Consequently, only 82 respondents aged 18 years and above who met the eligibility requirements and provided informed consent were retained in the final analytical sample. The anonymity and confidentiality of the respondents were strictly maintained throughout the research process. The questionnaire did not require respondents to provide their names, contact information, or other unnecessary personally identifiable information. Responses were reported only in aggregate form, and the collected data were securely stored and accessible only to the researcher and research adviser for academic purposes. No coercion, deception, or undue influence was used in recruiting participants. The researcher likewise upheld the principles of research integrity by presenting the findings truthfully and accurately without fabrication, falsification, alteration, or inappropriate omission of data. All theories, references, and related studies used in the research were properly acknowledged and cited to uphold academic honesty and avoid plagiarism. Overall, the study adhered to the principles of respect for persons, beneficence, justice, confidentiality, and academic integrity throughout the research process.

Conclusion

The respondents who participated in the study consisted of customers aged 18 years and above with varying visit frequencies, providing an assessment of customer satisfaction among the eligible respondents included in the study. The exclusion of respondents aged 16–17 years ensured that the analysis reflected the perceptions of eligible adult participants. With respect to the hygiene factors of Herzberg's Two-Factor Theory, the findings revealed that respondents were generally satisfied with the café's service quality, cleanliness, accessibility, and operational efficiency. Among these factors, cleanliness obtained the highest level of satisfaction, indicating that customers highly appreciated the café's efforts to maintain a clean, sanitary, and comfortable environment. Service quality was likewise rated positively because respondents perceived the staff as courteous, respectful, and knowledgeable. Accessibility and operational efficiency also received favorable evaluations, although respondents identified parking availability, transportation convenience, and order accuracy as aspects that could still be improved. These findings suggest that maintaining acceptable hygiene factors helps minimize customer dissatisfaction and supports a positive dining experience. Regarding the motivator factors, respondents expressed a high level of satisfaction with the café's product quality, ambiance, attraction, and overall dining experience. Among these dimensions, attraction and ambiance received the highest evaluations, indicating that the café's farm-view setting,

relaxing atmosphere, and unique dining concept contributed substantially to customers' positive experiences. Product quality was likewise perceived positively, particularly in terms of taste and freshness, while the overall dining experience reflected customers' favorable evaluations of the combined quality of food, service, and environment. These findings demonstrate that motivator factors contribute to creating enjoyable and memorable dining experiences that enhance customer satisfaction beyond customers' basic expectations. Overall, the study confirms the applicability of Herzberg's Two-Factor Theory in assessing customer satisfaction within a café setting. The findings indicate that customer satisfaction is influenced by the combined effects of hygiene factors, which prevent dissatisfaction, and motivator factors, which create positive dining experiences. These results served as the basis for the development of a Business Performance Enhancement Plan that aims to strengthen operational practices, improve customer experiences, and support the continuous growth and competitiveness of Ag.Kapi.Ta Café Farm View.

Reccomendations

The management of Ag.Kapi.Ta Café Farm View should continue maintaining the strengths identified by customers, particularly in terms of cleanliness, ambiance, attraction, and service quality. Regular monitoring of sanitation standards, employee courtesy, food quality, and the café's physical environment should remain a priority to sustain customer satisfaction. At the same time, management should implement operational improvements that address the lower-rated indicators, such as enhancing parking availability, improving order accuracy, reducing waiting time during peak hours, and strengthening customer service responsiveness through continuous employee training and clearly defined service procedures. To further improve the overall dining experience, management may consider introducing additional promotional activities, seasonal events, and customer engagement programs that complement the café's unique farm-view concept. Periodic customer satisfaction surveys and feedback mechanisms, such as QR code surveys or comment cards, may also be implemented to monitor customer perceptions and identify opportunities for continuous improvement. The proposed Business Performance Enhancement Plan developed from this study may serve as a practical guide in implementing these improvement initiatives. Employees should continue demonstrating professionalism, courtesy, and product knowledge while consistently observing proper hygiene practices and efficient service delivery. Participation in regular training programs focusing on customer relations, food safety, communication skills, and operational efficiency is recommended to maintain service excellence and ensure consistent customer experiences. Future researchers are encouraged to expand the scope of this study by including a larger number of cafés, restaurants, or tourism establishments in different geographic locations to allow broader comparisons and increase the generalizability of the findings. They may also investigate additional variables such as customer loyalty, customer retention, perceived value, customer trust, customer engagement, electronic word-of-mouth, and customer experience, which were not examined in the present study. Furthermore, future studies may employ qualitative or mixed-method research designs to obtain deeper insights into customers' perceptions, motivations, and expectations, thereby contributing to a more comprehensive understanding of customer satisfaction in the hospitality industry.

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