Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

The Recipe for Delight: An Empirical Study of Customer Satisfaction in the Fast-Food Industry

Odebunmi Abayomi Tunde[1], Oh Zi Jian[2], Tat Cong Yap[3*], Wee Na Yap[3], Yashwini A/P Parthiben[3], Yasmin Husna Binti Amizi[3], Tian Ye[3], Anees Jane Ali[3], Daisy Mui Hung Kee[3]
[1]Osun State Polytechnic, Iree 231108, Osun, Nigeria
[2]Kolej Vokasional Batu Lanchang, 11600 Jelutong, Penang, Malaysia
[3]Universiti Sains Malaysia, Jalan Sg Dua, 11800 Minden, Pulau Pinang, Malaysia
*Corresponding Email: tatcong1234@gmail.com

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE
Tunde, O. A., Oh, Z. J., Yap, T. C., Yap, W. N., Parthiben, Y. A., Husna, Y. A., …, & Kee, D. M. H. (2025). The recipe for delight: An empirical study of customer satisfaction in the fast-food industry. *Journal of the Community Development in Asia, 8*(3), 376-394.

DOI:
https://doi.org/10.32535/jcda.v8i3.4173

Received: 13 July 2025
Accepted: 16 August 2025
Published: 20 September 2025

ABSTRACT

Subway has established itself as one of the leading fast-food chains in Malaysia by offering customizable sandwiches and promoting a fresh, healthy image. However, customer satisfaction in the fast-food sector is shaped by multiple factors, including price, product quality, promotional effectiveness, and perceived convenience, all of which determine customer loyalty and competitiveness. This study aims to investigate how these factors influence satisfaction with Subway in Malaysia. Data were collected from 110 respondents through an online survey distributed via Google Forms and analyzed using SPSS regression analysis. The results demonstrate that perceived convenience ($\beta = 0.459$, $p < 0.001$) and price ($\beta = 0.218$, $p < 0.05$) significantly enhance customer satisfaction, jointly explaining 49.9% of the variance ($R^2 = 0.499$). In contrast, product ($\beta = 0.099$, $p > 0.05$) and promotion ($\beta = 0.043$, $p > 0.05$) showed no significant effect, indicating that customers may treat them as standard expectations rather than decisive factors. These findings suggest that Subway should prioritize improving convenience through efficient service channels and digital solutions while maintaining competitive pricing strategies. Innovations in product and promotion remain important to sustain differentiation and strengthen long-term customer loyalty.

Keywords: Customer Satisfaction; Fast-Food Industry; Perceived Convenience; Price Strategy; Service Quality

INTRODUCTION

Subway is a globally recognized fast-food chain specializing in salads, wraps, and customizable submarine sandwiches. Founded in 1965 in Bridgeport, Connecticut, by Fred DeLuca and Peter Buck, Subway initially aimed to offer more affordable and health-conscious fast-food alternatives compared to traditional fried options. The founders' vision was to create a dining experience where customers could enjoy fresh, made-to-order meals tailored to their preferences. A cornerstone of Subway's success is its unique "build-your-own" concept (Matamoros, 2024). This customizable approach allows customers to select from a variety of bread types, proteins, vegetables, sauces, and seasonings, catering to diverse tastes and dietary needs. This model is particularly appealing to health-conscious individuals and those with dietary restrictions, as it provides transparency regarding ingredients and nutritional content. Signature items such as the Veggie Delight and Italian B.M.T. have become iconic menu staples, further enhancing Subway's global appeal.

Over the decades, Subway has grown into one of the largest restaurant chains globally, with more than 37,000 locations spanning over 100 countries. Its success is heavily tied to its franchising model, which offers entrepreneurs the opportunity to manage stores under the Subway brand with relatively low initial investment compared to other fast-food franchises. This model has enabled rapid expansion, allowing Subway to penetrate both urban and suburban markets effectively. Despite its achievements, Subway's franchising model has faced criticism. Market saturation in certain regions has led to diminished profitability for franchisees, while rising operational expenses have created challenges for maintaining consistent quality and service standards. Additionally, the brand has faced growing competition from other fast-casual and health-focused dining options, prompting it to innovate and adapt its menu offerings to stay relevant (Taylor, 2019).

To address these challenges, Subway has implemented several initiatives, including menu overhauls, digital ordering options, and partnerships for delivery services. The chain has also introduced limited-time offers and regional specialties to cater to local tastes, demonstrating its commitment to evolving alongside consumer preferences (Schroeder, 2022). Despite these challenges, Subway has consistently adapted to shifting consumer preferences. Recent initiatives include digital ordering options, new menu items, and sustainability measures such as eliminating artificial ingredients, reducing waste, and adopting eco-friendly packaging (Subway Newsroom, 2023). These efforts underscore Subway's commitment to innovation and relevance in the fast-food industry.

In recent years, Subway has faced significant challenges in maintaining customer satisfaction due to rising competition, inflation-driven costs, and shifting consumer preferences (Bailey, 2023; Cobe & Thorn, 2024; Levine, 2024). Despite its efforts to adapt through menu innovation, digital ordering, and targeted promotions, customer satisfaction remains impacted by factors such as price, product, promotion, and perceived convenience (Beaton, 2022; McCann, 2022). This research seeks to address the gaps in understanding how these factors influence customer satisfaction at Subway, to identify actionable strategies to enhance loyalty and competitiveness.

Customer satisfaction is a key determinant of success in the fast-food industry. Recent studies have explored the factors that influence customer satisfaction in various contexts. For example, Hui et al. (2024) examined the relationship between key factors and customer satisfaction in online shopping, while Lew et al. (2024) investigated how the COVID-19 pandemic affected customer satisfaction and business performance. Kee et al. (2022) analyzed contributing factors to customer satisfaction during the pandemic in

Malaysia and Nigeria, and explored the effect of service quality on customer loyalty at Starbucks in Malaysia. Similarly, Yo et al. (2021) identified key factors influencing customer satisfaction through a case study of Shopee in Malaysia. In addition, Kee et al. (2021) examined the impact of the COVID-19 pandemic on customer satisfaction and business performance in the context of Foodpanda. Hashemi et al. (2023) extended this by analyzing the effects of food image and food neophobia on behavioral intentions, highlighting the complex link between culinary perceptions and tourist behavior in Malaysia.

While these prior studies provide important insights into customer satisfaction across different industries and contexts, research specifically focused on fast-food chains such as Subway remains limited, particularly within the Malaysian market. In the context of Subway, Ganatra et al. (2021) examined the brand's marketing 4P strategy: price, product, promotion, and perceived convenience and demonstrated how these factors influenced its performance at a global level. Their findings underscored the importance of these marketing elements, yet they did not account for localized dynamics or customer segments with distinct consumption patterns. Addressing this gap, the present study sets out to investigate customer satisfaction with Subway in Malaysia, focusing on university students as a key demographic group whose dining preferences are shaped by convenience, affordability, and brand perception.

The primary objective of this research is to analyze the influence of pricing strategies, product offerings, promotional activities, and perceived convenience on customer satisfaction within this specific context. The study is significant because it moves beyond broad or global assessments and instead examines how these factors operate in a localized market where cultural norms, economic conditions, and consumer behaviors may diverge from global trends. By situating the analysis within Malaysia and concentrating on young adult consumers, the research generates contextually grounded evidence that can guide marketing and operational strategies more effectively than generalized models.

The novelty of this study lies in its focus on the intersection of marketing mix elements and customer experience within the fast-food industry in Malaysia, offering a demographic-specific perspective that has not been systematically addressed in earlier research. This approach allows for a deeper understanding of how university students, as a segment characterized by frequent dining out and value-driven decision-making, perceive Subway's offerings. The contribution of this study is twofold: theoretically, it enriches the customer satisfaction literature by integrating localized consumer insights into existing models (Ganatra et al., 2021; Levin, 2023; Levine, 2024); practically, it provides Subway with evidence-based recommendations for strengthening customer loyalty, improving service effectiveness, and sustaining competitive advantage in the fast-food market.

LITERATURE REVIEW

The literature on customer satisfaction emphasizes that many factors influence consumer cognition and behavior. Key aspects such as pricing strategies, promotional techniques, product offerings, and perceived convenience become key determinants in shaping customer experience and loyalty.

Price

Price fairness is understood as consumers' subjective perceptions of whether prices are reasonable in relation to the value they receive. When customers perceive prices as fair, it strengthens their sense of trust and enhances their loyalty toward a brand, creating

Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

long-term customer relationships. In the fast-food industry, price fairness is particularly important as consumers are highly sensitive to perceived value when making purchase decisions. For instance, Subway's pricing strategy has emphasized improving cost performance through menu customization and the introduction of limited-time offers, which are designed to meet the diverse preferences of consumers. This approach enables customers to balance affordability with personalization, thereby increasing the perceived fairness of the overall dining experience.

The role of price fairness has become even more critical with the rise of social media and digitalization, where competition among retailers has intensified. Customers are now constantly exposed to comparisons, promotions, and viral campaigns from competing brands, making it easier for them to evaluate relative price-value trade-offs. To address this challenge, Subway has leveraged customization as a core strategy by offering a wide selection of breads, proteins, vegetables, and sauces at prices considered affordable by its target market. This flexibility not only enhances satisfaction but also communicates fairness by giving customers control over both the product and its perceived value.

Furthermore, the influence of digital transformation has reshaped consumer expectations regarding pricing strategies. Consumers can now easily compare prices across brands through online platforms, intensifying the challenge of managing price sensitivity (Li et al., 2022). To remain competitive, Subway has also introduced frequent limited-time offers and new menu innovations that stimulate demand while reinforcing perceptions of value. In line with market dynamics, the determination of product pricing must account not only for production and operational costs but also for what consumers are willing to pay. As Deland (2024) emphasizes, the market ultimately dictates the worth of a product, since consumers will only spend up to the level they perceive as reasonable. Therefore, businesses must consistently evaluate how pricing strategies influence consumer perceptions of fairness and satisfaction. By ensuring that prices are aligned with both customer expectations and operational sustainability, companies can build trust, foster loyalty, and strengthen their competitive position in a highly saturated marketplace.

H1: Price has an important influence on customer satisfaction.

Product

Subway is widely recognized for its distinctive product strategy that emphasizes customization, allowing customers to create sandwiches according to their individual preferences. Consumers are given the opportunity to select from a broad range of breads, proteins, vegetables, and sauces, enabling them to craft meals that align with their personal tastes, nutritional goals, and dietary restrictions. This high degree of customization not only enhances the overall dining experience but also contributes to perceptions of product value and fairness. By offering variety and choice, Subway fosters a sense of control for its customers, which in turn promotes satisfaction, long-term loyalty, and repeat patronage.

In marketing literature, products are not limited to physical, tangible goods but can also include intangible services or concepts, provided that they address consumer needs. A product is broadly defined as anything that can be offered to the market for attention, acquisition, use, or consumption that fulfills a customer's requirements. This broad definition emphasizes that the essence of a product lies not merely in its physical attributes but in its ability to deliver benefits and meet consumer expectations. Subway's menu illustrates this principle by presenting both tangible offerings (such as freshly baked bread and protein options) and intangible elements (such as convenience, personalization, and experience), all of which collectively shape customer satisfaction.

Price, closely connected to product offerings, is another key dimension that influences consumer evaluation. According to Kotler and Keller (2016), price can be defined as "the amount of money charged for a product or service" in exchange for the benefits received. Customers inevitably consider price as part of their decision-making process, and perceptions of fairness are strongly linked to satisfaction. When prices are perceived as unreasonable or excessive, consumer dissatisfaction and brand switching are likely to occur. Conversely, when prices are viewed as appropriate relative to the product's quality, consumers are more likely to feel satisfied, return for future purchases, and develop stronger loyalty.

Subway's product and pricing strategy work in tandem to address this consumer psychology. By offering a menu that ranges from basic, budget-friendly sandwiches to premium, higher-priced selections, Subway ensures accessibility across diverse income segments. This flexibility allows customers to tailor not only their meal components but also their spending levels, thereby reinforcing the perception that the brand is accommodating and fair. Such adaptability reflects the importance of aligning product diversity and pricing strategies with customer expectations, ultimately fostering satisfaction and competitive advantage in the fast-food industry.

H2: Product is positively related to customer satisfaction.

Promotion
Promotion refers to the communication and dissemination of product information with the purpose of reaching potential buyers and influencing their purchasing decisions. As a central component of consumer marketing strategy, promotion provides a short-term financial or psychological incentive designed to stimulate immediate purchase behavior (Shaddy & Lee, 2020). A wide range of promotional tools can be utilized to achieve this objective, including advertising, special offers, discounts, loyalty programs, and direct marketing efforts (Czinkota et al., 2021). Beyond the direct financial appeal, the promotional atmosphere created by these tactics often influences consumer emotions, encouraging impulse buying and reinforcing brand visibility in competitive markets.

In the fast-food industry, where consumer decisions are often driven by convenience and affordability, promotions play an especially critical role. Subway, for instance, frequently engages customers through limited-time offers such as "Buy One, Get One Free" deals, special price reductions, or bundled discount combos. These initiatives not only generate a sense of urgency but also incentivize consumers to make repeat visits, particularly during peak times or special events. For example, promotional campaigns offering 50% off selected sandwiches or discounted meal sets during national holidays create the perception of added value, motivating customers to increase both purchase frequency and basket size.

From a psychological perspective, discounts and promotional incentives shape consumer perceptions of fairness and value. When customers perceive that they are receiving a product at a reduced cost without compromising quality, they are more likely to associate the purchase with satisfaction and positive brand evaluation (Mohammed, 2024). Such strategies also help companies remain competitive in saturated markets, where price sensitivity and customer retention are persistent challenges. Therefore, well-designed promotional campaigns not only stimulate short-term sales but also enhance long-term customer loyalty and satisfaction by aligning customer expectations with perceived value

H3: Promotional strategies positively influence customer satisfaction.

Perceived Convenience

Perceived convenience refers to the extent to which customers believe that the products and services they purchase reduce the time, effort, and cognitive resources required to achieve their desired outcomes. It reflects a subjective evaluation of ease and utility that significantly shapes consumer experience, purchase behavior, and subsequent levels of satisfaction and engagement. When customers perceive the consumption process to be simple and seamless, they are more likely to associate the brand with positive experiences, thereby fostering both immediate satisfaction and long-term loyalty. Conversely, processes that are perceived as complicated or time-consuming can diminish satisfaction, regardless of the quality of the product or service offered.

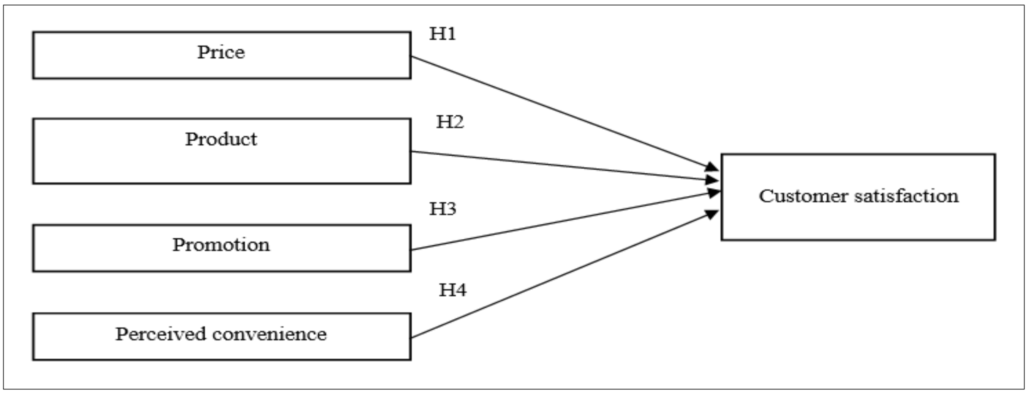
In the fast-food industry, perceived convenience emerges as a particularly critical factor, as consumers often seek quick and efficient service to match their fast-paced lifestyles. Subway has responded to this demand by integrating digital transformation into its service delivery. On June 7, 2024, the company launched customer-oriented applications designed to streamline the ordering process, enabling consumers to customize meals, choose between pick-up and delivery options, and complete payments smoothly within a single platform (Fiorillo, 2024). These innovations represent a substantial reconfiguration of ordering systems across its outlets, marking a significant departure from traditional service models and introducing new features that some customers have welcomed while others have found divisive.

Nevertheless, such technological enhancements highlight the brand's effort to strengthen perceived convenience and meet evolving consumer expectations. By minimizing waiting times, simplifying decision-making through digital menus, and offering multiple service channels, Subway effectively aligns its operational strategy with consumer demand for efficiency and accessibility. As prior studies emphasize, perceived convenience is not merely an operational benefit but a determinant of customer happiness and engagement, shaping overall satisfaction and the likelihood of repeat patronage.

H4: Perceived convenience is positively related to customer satisfaction.

Figure 1 represents our research framework. A total of four hypotheses were formulated.

Figure 1. Research Framework



Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

RESEARCH METHOD

The primary method of data collection employed in this study was a structured survey designed to investigate the key factors influencing customer satisfaction at Subway. The research targeted university students in Malaysia who had prior experience visiting Subway outlets, ensuring that participants were familiar with the brand and its service offerings. A convenience sampling technique was utilized to obtain data from this specific population, yielding a total sample size of 110 respondents. According to Borg and Gall (1979), larger sample sizes are generally preferable in studies that examine multiple variables, as they enhance representativeness and improve the generalizability of results. Although the sample size in this study was relatively modest, it was deemed sufficient to provide meaningful insights into the relationships between the examined variables.

Data were collected through Google Forms, which provided a practical and cost-effective platform for administering the survey. The questionnaire link was distributed via widely used social networking applications such as WhatsApp, Telegram, and Facebook, enabling efficient dissemination and accessibility for the target respondents. The survey instrument was adapted from validated sources, specifically Gupta et al. (2022) and Lim et al. (2022), thereby ensuring contextual relevance and content validity. Construct validity was further strengthened by ensuring that the survey questions were directly aligned with the study’s conceptual framework and key variables, namely price, product, promotion, perceived convenience, and customer satisfaction. After the completion of data collection, the responses were compiled and analyzed using the Statistical Package for Social Sciences (SPSS). This software facilitated the systematic examination of data, allowing for the generation of analytical insights, interpretation of relationships, and summarization of findings in a statistically rigorous manner.

The questionnaire consisted of three major sections. The first section gathered demographic information from respondents, covering variables such as gender, age, ethnicity, education level, and occupation. The second section contained five items specifically designed to capture customer experiences at Subway, focusing on aspects of interaction, service delivery, and perceptions of value. The third section assessed both the dependent and independent variables, comprising four items related to customer satisfaction and twenty items measuring the independent variables (price, product, promotion, and perceived convenience). To quantify respondent perceptions, the survey employed a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert scale, originally developed by American social psychologist Rensis Likert, is widely recognized as an effective tool for gauging attitudes and opinions by offering respondents a structured range of response options (Khandelwal, 2021). Internal consistency and reliability of the instrument were evaluated using Cronbach’s alpha, ensuring that the constructs measured were statistically reliable and suitable for further analysis.

RESULTS

Table 1. Respondents’ Profile Summary (N=110)

Response	Frequency	Percentage (%)
Gender		
Female	62	56.4
Male	48	43.6
Age		
18-20 years old	41	37.3
21-30 years old	50	45.5
31-40 years old	16	14.5

41-50 years old	3	2.7
Ethnicity		
Chinese	72	65.5
Indian	22	20.0
Malay	16	14.5
Education Level		
Bachelor's Degree	71	64.5
Diploma	8	7.3
Master's Degree	17	15.5
PhD Degree	4	3.6
Primary School	5	4.5
Secondary School	5	4.5
Occupation		
Employed	12	10.9
Retired	2	1.8
Self-employed	22	20.0
Student	64	58.2
Unemployed	10	9.1
Monthly Income		
-	1	0.9
0	3	2.7
B40 (RM4,849 or below)	56	50.9
M40 (RM4,850 to RM10,959)	36	32.7
No	1	0.9
No income	1	0.9
None	1	0.9
T20 (RM10,960 or above)	11	10.0

Table 1 provides an overview of the demographic characteristics of the respondents. The questionnaire was filled out by 110 respondents who consisted 56.4% of females and 43.6% males. The majority of the respondents' ages were between 21-30 years old (45.5%). Besides, 65.5% of the respondents were Chinese, 20.0% were Indian, while Malay was 14.5%. Bachelor's degree charted 64.5%, and 58.2% current students. 25.4%. In addition, most respondents were B40, whose monthly income is RM4,849 or below, and the symbol "-" shown in the table indicates that the respondent has no income.

Table 2. Respondents' Experience (N=110)

Response	Frequency	Percentage (%)
How often do you eat at Subway?		
Daily	5	4.5
Monthly	33	30.0
Occasionally	46	41.8
Weekly	26	23.6
At what time of day do you most often visit Subway?		
Afternoon (Lunch)	29	26.4
Evening (Dinner)	31	28.2
Morning (Breakfast)	10	9.1
No specific time	40	36.4
What is your preferred way to order from Subway?		
Delivery through app	23	20.9
Dine-in	16	14.5
Drive-through	28	25.5
Takeaway	43	39.1

Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

How much do you spend at Subway each time?		
Less than RM50	63	57.3
RM100 and above	13	11.8
RM50-RM100	34	30.9
What factors are most important to you when choosing Subway over other restaurants?		
Fresh ingredients	30	27.3
Customizable menu options	25	22.7
Healthier food choices	15	13.6
Convenience	20	18.2
Pricing and value	15	13.6
Brand reputation	5	4.6

Table 2 presents respondents' experience with Subway and provides insights into their frequency of visits, preferred time of day, ordering method, spending behavior, and decision-making factors. The results indicate that a large proportion of respondents, accounting for 41.8 percent, reported eating at Subway occasionally, followed by 30.0 percent who visit monthly and 23.6 percent who dine there weekly. Only a small proportion, 4.5 percent, indicated that they visit Subway on a daily basis. This distribution suggests that Subway is not a part of daily consumption habits for most students, but rather an occasional or periodic choice, likely influenced by lifestyle, convenience, and financial considerations.

Regarding the time of day, respondents' visits were relatively evenly distributed between afternoon and evening, with 26.4 percent preferring lunchtime and 28.2 percent choosing dinner. A smaller share of 9.1 percent visited in the morning for breakfast, while 36.4 percent reported no specific preferred time. This result reflects the flexibility of Subway's offerings, as it can cater to consumers seeking meals at different times of the day, although breakfast remains less popular compared to lunch and dinner.

In terms of ordering preferences, takeaway emerged as the most common method, chosen by 39.1 percent of respondents, followed by drive-through at 25.5 percent. Delivery through applications accounted for 20.9 percent, while dine-in was the least preferred option at 14.5 percent. This pattern highlights the strong role of convenience in consumer behavior, with most respondents preferring options that save time and align with on-the-go lifestyles, particularly among university students.

Spending behavior further reinforces this finding. More than half of the respondents, 57.3 percent, reported spending less than RM50 per visit, while 30.9 percent typically spent between RM50 and RM100. Only 11.8 percent reported spending RM100 and above. These figures suggest that affordability is an important determinant of dining frequency and choice, with Subway primarily appealing to customers seeking value-for-money meals within a moderate price range.

When respondents were asked to identify the most important factors influencing their choice of Subway over other restaurants, fresh ingredients were highlighted by 27.3 percent, followed by customizable menu options at 22.7 percent, and convenience at 18.2 percent. Healthier food choices and pricing and value were considered important by 13.6 percent each, while brand reputation was cited by only 4.6 percent. This indicates that Subway's core appeal lies in its emphasis on freshness, flexibility in menu customization, and perceived convenience, which together differentiate the brand from other fast-food competitors.

Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

Overall, the findings in Table 2 demonstrate that Subway is positioned as an occasional but reliable dining option among university students, with its attractiveness rooted in affordability, convenience, and quality food attributes. These insights provide an empirical basis for understanding customer behavior and preferences, which can guide Subway in refining its marketing and service strategies to strengthen customer satisfaction and loyalty.

Table 3. Descriptive Statistics, Cronbach's Alpha Coefficients, and Zero-order Correlations of Variables

	Variables	1	2	3	4	5
1	Price	0.801				
2	Product	0.622**	0.803			
3	Promotion	0.609**	0.722**	0.858		
4	Perceived Convenience	0.621**	0.626**	0.632**	0.809	
5	Customer Satisfaction	0.579**	0.539**	0.517**	0.671**	0.707
Number of items		5	5	5	5	5
Mean, M		3.7545	3.8782	3.8545	3.9473	3.9655
Standard deviation, SD		0.77515	0.70234	0.78374	0.65675	0.64045

Note: N = 110; *p < 0.05, **p < 0.01, ***p<0.001. Diagonal entries in bold indicate Cronbach's alpha.

Table 3 presents the descriptive statistics, Cronbach's alpha coefficients, and zero-order correlations of the study variables, namely price, product, promotion, perceived convenience, and customer satisfaction. Cronbach's alpha values for all constructs exceeded the minimum acceptable threshold of 0.70, ranging from 0.707 for customer satisfaction to 0.858 for promotion, indicating that the measurement scales demonstrated satisfactory to high internal consistency (Hulin et al., 2001). These results confirm that the items used to measure each construct are reliable and appropriate for further analysis.

The descriptive statistics show that the mean scores for all variables ranged between 3.75 and 3.96, which suggests that respondents generally expressed favorable perceptions toward Subway's pricing, product offerings, promotional efforts, convenience, and overall satisfaction. The standard deviations, which varied between 0.64 and 0.78, indicate moderate variability in responses, implying that although the majority of respondents leaned positively, differences in individual evaluations were still evident.

The correlation analysis further highlights the strength and direction of the relationships among the constructs. All independent variables—price ($r = 0.579$, $p < 0.01$), product ($r = 0.539$, $p < 0.01$), promotion ($r = 0.517$, $p < 0.01$), and perceived convenience ($r = 0.671$, $p < 0.01$)—were significantly and positively correlated with customer satisfaction. Among these, perceived convenience demonstrated the strongest association, suggesting that the ease of accessing and ordering from Subway is a critical driver of satisfaction. These findings provide preliminary support for hypotheses H1 through H4, which posit that each of the independent variables has a significant positive relationship with customer satisfaction.

Table 4. Summary of Multiple Regression Analysis

	Variables	Customer Satisfaction
1	Price	0.218*
2	Product	0.100
3	Promotion	0.022
4	Perceived Convenience	0.459***

Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

R^2	0.499
F Value	26.185
Durbin-Watson Statistic	2.230

Note: * p < 0.05; ** p < 0.01; *** p <0.001.

Regression analysis is a statistical approach used to evaluate the relationship between multiple independent variables and a dependent variable (Taylor, 2024). Table 4 presents the findings of the multiple regression analysis, in which price (H1), product (H2), promotion (H3), and perceived convenience (H4) were tested as predictors of customer satisfaction. The model produced a significant F value of 26.185, and the R^2 value of 0.499 indicates that 49.9% of the variance in customer satisfaction is explained by the predictors. The Durbin-Watson statistic of 2.230 further suggests that the model is free from serious autocorrelation problems, supporting the reliability of the regression results.

Among the tested variables, perceived convenience had the strongest positive influence on customer satisfaction, with a standardized beta (β) of 0.459 ($p < 0.001$). This confirms that ease of access and efficient ordering processes play a central role in shaping customer experiences at Subway, providing strong support for H4. Price was also found to be a significant predictor (β = 0.218, $p < 0.05$), underscoring that affordability and value for money remain essential drivers of satisfaction, thereby supporting H1.

In contrast, both product (β = 0.100, n.s.) and promotion (β = 0.022, n.s.) were not statistically significant in predicting customer satisfaction. This indicates that the variety and quality of product offerings, as well as promotional efforts, did not exert a meaningful impact on satisfaction levels among the sampled respondents. As a result, H2 and H3 were rejected. These findings suggest that while products and promotions are often emphasized in fast-food marketing, Subway customers in the Malaysian context prioritize convenience and pricing considerations over these factors.

DISCUSSION

This study evaluated the relationship between price, product, promotion, and perceived convenience with customer satisfaction among Malaysian Subway customers. The results revealed that only two variables, price and perceived convenience, were statistically significant in shaping customer satisfaction, while product and promotion did not demonstrate significant effects. This finding contrasts slightly with the earlier work of Lim et al. (2022), which highlighted a different pattern of significance, suggesting that contextual differences, shifting consumer preferences, or temporal factors may account for these discrepancies. In the Malaysian context, the increasing emphasis on affordability and efficiency following the pandemic appears to have reinforced the centrality of price and convenience, whereas product and promotional strategies have become baseline expectations rather than distinct drivers of satisfaction.

Price emerged as a significant determinant of customer satisfaction, underscoring its central role in the competitive fast-food sector. The regression analysis (β = 0.218, $p < 0.05$) demonstrated that affordability is a key element for Malaysian consumers, who are often price-sensitive and motivated by the value they perceive in exchange for their expenditure. This finding aligns with theories of perceived value, which argue that consumers evaluate not only the tangible product but also the psychological benefit of knowing they are receiving a fair deal. Table 4 provides clear evidence of this relationship, confirming that pricing strategies directly influence customer perceptions of fairness, trust, and overall satisfaction. In such a market, customers are more inclined to select restaurants that provide menu items at reasonable prices without compromising perceived quality. For Subway, this suggests that pricing strategies must be carefully calibrated to balance affordability with value creation. Practical strategies such as value meal promotions, bundled combo packages, discounts, and loyalty programs can strengthen customer loyalty while ensuring repeat patronage. Transparent pricing policies, especially during peak hours, also enhance trust and reduce uncertainty. Furthermore, limited-time specials can generate a sense of urgency and novelty, attracting new customers while reinforcing affordability. These findings collectively indicate that price is not simply a transactional element but a strategic lever that can significantly enhance satisfaction when deployed effectively.

Perceived convenience was also shown to have a significant positive relationship with customer satisfaction ($\beta = 0.459$, $p < 0.01$), making it the strongest predictor in this study. Convenience reflects how easily customers can access and consume a service, encompassing both tangible and intangible aspects of the service experience. For Subway, convenience is tied not only to physical accessibility but also to service quality and efficiency. While Subway is well recognized for offering fresh vegetables in its sandwiches, customer feedback has highlighted concerns about inconsistent freshness, such as wilted or discolored produce. Addressing this requires operational improvements, including partnerships with local suppliers to shorten supply chains and ensure more frequent deliveries of fresh ingredients. Convenience also extends to customer interactions with staff. Reviews have pointed to instances of poor service, such as rude behavior, hygiene lapses, and errors in sandwich preparation. These service shortcomings undermine customer perceptions of convenience and increase the effort required to obtain a satisfactory experience. To address this, Subway should invest in systematic staff training programs, ensuring that employees consistently follow clear procedures for customization and service delivery. In addition, Subway's mobile app offers an opportunity to further enhance convenience by streamlining the ordering process, reducing waiting times, and minimizing errors. Incentives such as discounts or reward points for app-based purchases can further encourage usage, creating a smoother and more efficient service experience. This finding supports the argument of Tran and Le (2020), who emphasize that convenience directly affects satisfaction through perceived service quality, thereby influencing repeat purchase decisions.

In contrast, product quality was not found to have a significant impact on satisfaction in this study. This does not suggest that the product is irrelevant but rather that Subway's products may be perceived as meeting minimum expectations without offering unique value. In highly competitive fast-food markets, where alternatives from McDonald's, Burger King, and increasingly health-focused brands are widely available, product offerings may appear commoditized. Without distinctive flavors, premium ingredients, or innovative menu items, customers may perceive Subway's products as interchangeable with those of competitors, reducing their impact on overall satisfaction. This finding is consistent with theories of differentiation, which argue that product distinctiveness is necessary to transform satisfaction from functional adequacy into emotional attachment. To address this, Subway could strengthen its product strategy by introducing seasonal specials inspired by local or global flavors, thereby creating novelty and excitement. Limited-time offerings not only encourage repeat visits but also foster a sense of exclusivity, as noted by Czinkota et al. (2021). Furthermore, engaging customers in the product development process through "build-your-own sandwich" campaigns, as highlighted by Matamoros (2024), would reinforce Subway's existing customization advantage while increasing customer engagement and ownership of the product experience. Such strategies could transform Subway's products from baseline expectations into significant drivers of satisfaction.

Similarly, promotional activities were found to lack significant influence on satisfaction in this study. This may reflect a saturation effect, where repeated exposure to similar campaigns reduces novelty and diminishes consumer excitement. Subway's reliance on traditional promotional tactics, such as price discounts and standardized deals, likely contributes to this perception. Competitors such as McDonald's and Burger King have aggressively employed similar tactics, creating an environment in which Subway's promotions blend into the broader fast-food marketing landscape. While the "Five Dollar Footlong" campaign was initially successful due to its novelty and brand resonance (Karthikeyan, 2023), overuse of similar promotions has led customers to expect them rather than be excited by them. This aligns with research on promotion fatigue, which suggests that excessive reliance on discounts can undermine long-term brand differentiation. To reinvigorate promotional effectiveness, Subway could adopt more personalized and technology-driven approaches. AI-powered data analytics can enable targeted digital marketing campaigns tailored to customer segments based on purchase history, preferences, and regional trends (Klein, 2023). Push notifications delivered through Subway's app or third-party delivery platforms could further personalize the customer experience by offering timely and relevant deals. In addition, gamified loyalty programs, such as earning points for milestones or unlocking exclusive menu items, could foster greater engagement and repeat patronage (Robert, 2023). Such interactive promotions would move beyond transactional discounts to create memorable and personalized customer experiences.

Taken together, these findings suggest a hierarchy of influence among the studied factors, with price and convenience emerging as central drivers of customer satisfaction, while product and promotion remain secondary, fulfilling baseline expectations rather than differentiating the brand. This divergence from prior studies, such as Lim et al. (2022), highlights the importance of contextual factors in shaping consumer behavior. In Malaysia, post-pandemic consumer preferences appear to prioritize affordability and efficiency over novelty in product or promotion. Theoretically, this reinforces the argument that satisfaction is multidimensional, with different factors exerting varying levels of influence depending on the market context.

From a managerial perspective, Subway should prioritize affordability and convenience in the short term while simultaneously reimagining product innovation and promotional creativity as long-term differentiation strategies. By maintaining transparent and value-oriented pricing, improving service quality through staff training and digital ordering platforms, and addressing operational issues related to freshness and accuracy, Subway can reinforce the primary satisfaction drivers. At the same time, introducing innovative flavors, co-creation campaigns, and technology-driven promotional programs can gradually strengthen product and promotion as more meaningful contributors to satisfaction. As Voicu (2024) argues, creating engaging, personalized customer experiences is crucial in transforming transactional interactions into long-term loyalty. By balancing these strategies, Subway can not only meet current customer expectations but also position itself competitively in an evolving fast-food market.

CONCLUSION

The main objective of this research was to investigate the extent to which price, product, promotion, and perceived convenience influence customer satisfaction with Subway in Malaysia. The results demonstrated that perceived convenience and price exerted significant effects on satisfaction, while product and promotion did not show meaningful influence. Among the predictors, perceived convenience was the strongest driver, reflecting the importance customers place on practical aspects such as efficiency of service, accessibility of outlets, and ease of ordering through digital and physical channels. Price also played a critical role, emphasizing how customers evaluate satisfaction in terms of perceived value and affordability. In contrast, product and promotion appeared to be baseline expectations rather than differentiating factors, suggesting that customers may have become accustomed to standardized product quality and conventional promotional strategies, thereby focusing their evaluations more heavily on functional convenience and financial considerations.

These findings carry significant implications for both theory and practice. Theoretically, the study contributes to the growing body of literature on customer satisfaction in the fast-food sector by highlighting the dominance of functional and value-based variables over traditional product and promotional factors in shaping customer perceptions. Practically, the results provide strategic insights for Subway to strengthen its competitive positioning within the Malaysian market. Enhancing convenience should be a top priority, which can be achieved through investments in user-friendly digital ordering platforms, faster in-store service processes, and expanded drive-through or delivery options. Pricing strategies should remain competitive and transparent, ensuring that customers perceive Subway as offering strong value relative to alternatives. Although product and promotion were not significant determinants in this analysis, they remain important in maintaining engagement and differentiation. Subway could explore innovative approaches, such as launching limited-time or seasonal menu items, developing healthier and localized product options, and designing personalized promotions through digital platforms to re-engage customers and revitalize interest.

In summary, this study highlights that customer satisfaction with Subway in Malaysia is primarily shaped by the dual forces of convenience and price, while product and promotional elements function more as background expectations. By prioritizing operational convenience, sustaining competitive pricing, and selectively innovating in product and promotional strategies, Subway can better align with evolving customer preferences, foster stronger satisfaction, and enhance customer loyalty in a highly competitive fast-food industry.

LIMITATION

Like any research, this study is subject to certain limitations that must be acknowledged. Limitations may arise from the design, scope, or methods employed, and addressing them is important to provide context for the findings. Highlighting these constraints not only demonstrates transparency but also offers direction for future studies to refine and extend the current research.

The first limitation concerns the time constraints under which the study was conducted. The limited timeframe restricted the possibility of gathering a larger and more diverse dataset, which in turn reduced the opportunity to explore how customer satisfaction may evolve over a longer period. Future research should employ longitudinal designs to track satisfaction dynamics over time and provide more robust insights into changing consumer preferences.

Second, the scope of the research was limited to the consumer perspective, without considering the viewpoints of manufacturers, franchisees, or other stakeholders in the fast-food ecosystem. As such, the conclusions primarily reflect consumer opinions and may not fully capture operational or managerial challenges faced by Subway and its franchise network. Future studies could adopt a more holistic approach by incorporating multiple stakeholder perspectives, thereby presenting a more comprehensive understanding of satisfaction drivers and organizational implications.

Finally, the study employed a relatively small sample size of 110 respondents. While this was sufficient for exploratory analysis, a larger sample size would increase statistical power and enhance the generalizability of the findings. Future studies should aim to include broader and more diverse samples across different demographics, geographic regions, and consumer segments to provide richer and more representative results.

In summary, while these limitations restricted certain aspects of the analysis, they also open valuable avenues for future research. Expanding the scope of stakeholders, extending the study period, and increasing the sample size will strengthen the reliability of findings and contribute to a deeper understanding of the factors shaping customer satisfaction in the fast-food industry.

ACKNOWLEDGMENT
The authors gratefully acknowledge the contributions of informants, colleagues, and all individuals who supported this research through their insights and engagement. Their involvement greatly enriched the quality and depth of this study.

DECLARATION OF CONFLICTING INTERESTS
The authors declared no potential conflicts of interest with respect to the research authorship, and or publication of this article.

REFERENCES

Bailey, K. (2023, February 4). *Subway CEO predicts 2023 will provide pricing pressure “relief” for consumers: We’re through the “worst part.”* Fox Business. https://www.foxbusiness.com/economy/subway-ceo-predicts-2023-will-provide-pricing-pressure-relief-consumers-through-worst-part

Beaton, K. (2022, June 13). *Can Subway reset as competition gains steam?* The Food Institute. https://foodinstitute.com/focus/can-subway-reset-as-competition-gains-steam/

Borg, W. R., & Gall, M. D. (1979). *Educational Research: An Introduction* (3rd ed.). Longman.

Cobe, P., & Thorn, B. (2024, November 26). *Virgil’s 30th anniversary, happy hour at Mermaid Inn and Christmas decorations at Pete’s Tavern*. Restaurant Business. https://www.restaurantbusinessonline.com/consumer-trends/how-customers-dining-preferences-spending-habits-are-shifting-2024

Czinkota, M. R., Kotabe, M., Vrontis, D., & Shams, S. R. (2021). Direct marketing, sales promotion, and public relations. In *Marketing Management: Past, Present and Future* (pp. 607-647). Springer International Publishing.

Deland, A. (2022, August 22). *Council Post: Understanding pricing strategies, price points and maximizing revenue*. Forbes. https://www.forbes.com/councils/forbesbusinesscouncil/2022/08/22/understanding-pricing-strategies-price-points-and-maximizing-revenue/

Fiorillo, C. (2024, June 6). *Subway introduces huge shake-up to the way you order at all restaurants – including divisive feature*. The Sun. https://www.thesun.co.uk/money/28338368/subway-self-service-kiosks-new-app-rewards-scheme/

Ganatra, V., Utama, A. G. S., Puran, P., Pandey, R., Qi, L. M., Kee, D. M. H., …, & Ramadhan, H. S. (2021). A study of Subway marketing 4P strategy. *Asia Pacific Journal of Management and Education, 4*(2), 47–64. https://doi.org/10.32535/apjme.v4i2.1069

Gupta, S., Quttainah, M. A., Wong, G. H., Wee, C. Y., Wang, Y., & Wang, S. T. (2022). Factors influencing the intention to use GrabPay among Malaysians.

International Journal of Accounting & Finance in Asia Pacific, 5(2), 98–111. https://doi.org/10.32535/ijafap.v5i2.1597

Hashemi, S., Mohammed, H. J., Kiumarsi, S., Kee, D. M. H., & Anarestani, B. B. (2023). Destinations food image and food neophobia on behavioral intentions: Culinary tourist behavior in Malaysia. *Journal of International Food & Agribusiness Marketing, 35*(1), 66–87. https://doi.org/10.1080/08974438.2021.1943101

Hui, G. K., Lim, S. H., Aronkar, P., Lim, W. S., Lin, X., Hashim, M. B. M., & Kee, D. M. H. (2024). Investigating the relationship between key factors and customer satisfaction in an online shopping platform. *Journal of the Community Development in Asia, 7*(2), 149–162. https://doi.org/10.32535/jcda.v7i2.3213

Hulin, C., Netemeyer, R., & Cudeck, R. (2001). Can a reliability coefficient be too high? *Journal of Consumer Psychology, 10*(1), 55–68. https://doi.org/10.1207/S15327663JCP1001&2_05

Karthikeyan, A. (2023, May 4). *Subway's marketing strategies: Fresh thinking, fresh eating*. StartupTalky. https://startuptalky.com/marketing-strategies-of-subway/

Kee, D. M. H., Veeraselvam, V. R. A., Vayapuri, V. A., Aisyah, U., A'ishah, T. A., Enakhifo, E., & Edeh, F. O. (2022). Contributing factors to customer satisfaction during the pandemic: A study of Foodpanda in Malaysia and Nigeria. *International Journal of Tourism and Hospitality in Asia Pacific, 5*(1), 21–33. https://doi.org/10.32535/ijthap.v5i1.1399

Kee, D. M. H., Zakiah, S. N. S., Nadhirah, A., Shamsuri, N. B., Syazana, N. A., & Nadia, N. I. (2021). The impact of Covid-19 pandemic on customer satisfaction and business performance of Foodpanda. *Advances in Global Economics and Business Journal, 2*(1), 27–38.

Khandelwal, M. (2021, November 19). *Everything You Need to Know About Likert Scale*. Surveysensum. https://www.surveysensum.com/blog/everything-you-need-to-know-about-the-likert-scale

Klein, D. (2023, July 7). *Inside the plan to build a better Subway*. QSR Magazine. https://www.qsrmagazine.com/reports/inside-plan-build-better-subway/

Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson Education.

Levin, M. (2023, February 3). *How fast-food chains are buffeted and buoyed by inflation*. Marketplace. https://www.marketplace.org/2023/02/02/how-fast-food-chains-are-buffeted-and-buoyed-by-inflation/

Levine, A. (2024, April 14). *Big changes are coming to the Subway in 2024*. Mashed. https://www.mashed.com/1561820/subway-big-changes-2024/

Lew, T. Y., Ling, L. H., Bin Mohd Fuad, A. A. R., Khan, A. B. A., Ismail, A. A. B., Hazaini, A. A. B. M., & Kee, D. M. H. (2024). Impact of COVID-19 pandemic on customer satisfaction and business performance. *Journal of the Community Development in Asia, 7*(3), 482–498. http://doi.org/10.32535/jcda.v7i3.3502

Li, C., Lu, P., & Xu, L. (2022). Analysis and suggestions on the market and business strategy of Subway. *Business and Corporate Performance Management, 31*(1), 2663. https://doi.org/10.54691/bcpbm.v31i.2663

Lim, S. Y., Liang, C., Li, M., Liang, M., & Smitha, M. (2022). Customer satisfaction on Starbucks Malaysia post-Covid 19 pandemic. *International Journal of Tourism and Hospitality in Asia Pacific, 5*(3), 92–104. https://doi.org/10.32535/ijthap.v5i3.1902

Matamoros, S. (2024, July 15). *The sandwich evolution: Subway's customer experience innovation*. ICX Consulting. https://blog.icx.co/en/customer-experience/customer-experience/the-sandwich-evolution-subways-customer-experience-innovation

McCann, M. (2022, October 31). *Why Subway still faces challenges despite recent sales growth*. ModernRetail. https://www.modernretail.co/retailers/why-subway-still-faces-challenges-despite-recent-sales-growth/

Mohammed, S. (2024, July 6). *The psychology of discounts: How to choose between % and ₹ off*. Medium. https://shahmm.medium.com/the-psychology-of-discounts-how-to-choose-between-and-off-5452667bb326

Robert. (2023, April 25). *Revolutionizing the loyalty industry with AI-powered loyalty programs*. Novus Loyalty. https://www.novusloyalty.com/blog/revolutionizing-the-loyalty-industry-by-bringing-the-best-of-artificial-intelligence/

Schroeder, E. (2022, June 1). *Subway focuses on franchise development strategy*. Baking Business. https://www.bakingbusiness.com/articles/56499-subway-focuses-on-franchise-development-strategy

Shaddy, F., & Lee, L. (2020). Price promotions cause impatience. *Journal of Marketing Research*, *57*(1), 118-133. https://doi.org/10.1177/0022243719871946

Subway Newsroom. (2023, April 24). *Subway® Continues Positive Momentum with Double-Digit Global Sales Growth*. Subway Newsroom. https://newsroom.subway.com/2023-04-24-Subway-R-Continues-Positive-Momentum-with-Double-Digit-Global-Sales-Growth

Taylor, K. (2019, September 28). *Experts and insiders say Subway is haunted by a fundamental flaw that is forcing the chain to close hundreds of locations*. Business Insider. https://www.businessinsider.com/subway-franchise-model-forces-locations-to-close-2019

Taylor, S. (2024, July 10). *Regression analysis*. Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/data-science/regression-analysis/

Tran, V. D., & Le, N. M. T. (2020). Impact of service quality and perceived value on customer satisfaction and behavioral intentions: Evidence from convenience stores in Vietnam. *The Journal of Asian Finance, Economics and Business, 7*(9), 517–526. https://doi.org/10.13106/jafeb.2020.vol7.no9.517

Voicu, L. (2024, March 1). *12 fast-food marketing strategies and profitable promotion ideas*. GloriaFood Blog. https://www.gloriafood.com/fast-food-marketing-strategies

Yo, P. W., Kee, D. M. H., Yu, J. W., Hu, M. K., Jong, Y. C., Ahmed, Z., …, & Nair, R. K. (2021). The influencing factors of customer satisfaction: A case study of Shopee in Malaysia. *Estudios de Economía Aplicada, 39*(12), 1–16. https://doi.org/10.25115/eea.v39i12.6839

Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

ABOUT THE AUTHOR(S)

1st Author
Odebunmi Abayomi Tunde is an academic with fifteen years' experience in teaching and research Also, an active researcher several academic pulications including, journal articles, referred conference papers and books. A dedicated and purposeful academic capable of designing and carrying out scholarly research projects

2nd Author
Oh Zi Jian is Oh Zi Jian is dedicated and passionate in his teaching for Diploma in Business Management for 6 years. He has also served as one of the Vocational College Business Management Program Lead Trainers, under the Ministry of Education Malaysia since 2020.

3rd Author
Tat Cong Yap is currently undergraduate student at Universiti Sains Malaysia.
Email: tatcong1234@gmail.com
ORCID ID: https://orcid.org/0009-0006-1609-4138

4th Author
Wee Na Yap is currently undergraduate student at Universiti Sains Malaysia

5th Author
Yashwini A/P Parthiben is currently undergraduate student at Universiti Sains Malaysia

6th Author
Yasmin Husna Binti Amizi is currently undergraduate student at Universiti Sains Malaysia

7th Author
Tian Ye is currently undergraduate student at Universiti Sains Malaysia

8th Author
Aness Jane has been a senior lecturer at the School of Management, Universiti Sains Malaysia, since 2003. He obtained his PhD from the University of Groningen, the Netherlands, with a dissertation entitled *The intercultural adaptation of expatriate spouses and children*. He is currently attached to the Department of International Business, where he teaches and conducts research in International Human Resource Management, International Management, International Business, Business Communication, and Organizational Behavior.
Email: aneesali15@yahoo.com
ORCID ID: https://orcid.org/0000-0003-1752-0611

9th Author
Daisy Mui Hung Kee is an Associate Professor at the School of Management, Universiti Sains Malaysia. Her areas of interest are human resource management, organizational behavior, work values, leadership, entrepreneurship, and psychosocial safety climate. Her current program of research focuses on Leadership and Psychosocial safety climate. She holds a PhD in Business and Management from the International Graduate School of Business, University of South Australia. She was the secretary of the Management Case Study Journal, Australia (2004-2006). She was the recipient of the Merdeka Award 2006 from the Australia Malaysia Business Council of South Australia (AMBCSA) by former South Australia Governor Sir Eric Neal (2006). The award recognizes the Most Outstanding Malaysian University students in South Australia. She earned her MBA from the School of Management, Universiti Sains Malaysia. She was awarded to the Dean's

Journal of the Community Development in Asia (JCDA)
Vol. 8 No. 3, pp.376-394, September, 2025
E-ISSN: 2654-7279 P-ISSN: 2685-8819
https://ejournal.aibpmjournals.com/index.php/JCDA/index

List for being one of the top MBA students (2003). Presently, she is an active academic and researcher supervising a number of MBA, MA, and PhD candidates with working experience across diverse industries. She has published a good number of journal papers during the course of her career. She has conducted a series of training sessions related to motivation and research at USM under the Professional and Personal Development (PPD) workshop.
Email: daisy@usm.my
ORCID ID: https://orcid.org/0000-0002-7748-8230