

# CUSTOMER SATISFACTION IN PUBLIC TRANSPORT SERVICE

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## *Abstract*

*This research evaluates customer perceptions towards service quality in the public transport services in Kuala Lumpur, Malaysia. Five dimensions from the service quality were measured to identify which dimensions play essential roles in customer satisfaction. The research uses questionnaires to collect data. 300 questionnaires were distributed among the people who commute daily using public transport. Data collection was done at the selected bus station and based on convenience sampling. 221 usable questionnaires were collected for data analysis using SmartPLS. The results indicated that only reliability and tangibles are significant towards customer satisfaction, while the other three dimensions are not supported. The service provider can use the results to study customer perceptions of their services. It can be used to improve their services and gain more trust from the customer.*

*Keywords* SERVQUAL, Public transport, Customer satisfaction, Kuala Lumpur

## 1.0 INTRODUCTION

Public transport is one of the critical elements in determining the sustainability of a city. It can be considered one of the effective transportation networks that enables people to commute from one place to another. One of the reasons why public transport remains popular among the people is the connectivity from one place to another, affordability in terms of fares, and easy access. Public transport provides economic benefits to the user as well as to the community. The services rendered are subsidized by the governments, and therefore the fares are reasonable with reliable services (Bachok et al., 2014). A recent study conducted in

significant cities highlighted that public transport reduces road congestion. It helps passengers to reach their destinations within a reasonable time. Furthermore, most major cities provide a special lane for public transport to avoid traffic jams (Khoo & Ong, 2015).

A recent survey related to public transport indicates that many reasons lead to public transport. Among the reason is the ability to meet new people (Chee & Fernandez, 2013). Simultaneously, it is also because of the service providers' convenience and comfort that they meet the expectations. It was also recorded that using public transport enables a user to save money and cut transportation costs (Kaffashi et al., 2016). It is also essential to highlight that among the reason for using is public transport is because of the opportunity to do little exercises by walking from the bus station to the locations. On the other side, using public transport is also safer compared to individual transport.

The debate about the benefits of taking public transport seems to be never-ending. Some say that Malaysia's public transport is not up to the standard of other major cities in the world. Some claimed that taking public transport caused them to wake up early not to miss the schedule. There are also complaints that public transport was never to follow their schedule.

The fact is that public transport is always ready and available to put their services regardless of what people say. The service has been very much improved from time to time. It is about when service provider need to understand their customer's expectations to provide excellent services (Shamsudin, Rasol, et al., 2020). Good services that meet customer expectations will lead to customer satisfaction.

## **2.1 Customer Satisfaction**

Customer satisfaction is defined as how products and services can fulfill customer expectations (Zarifah et al., 2020). In other words, unsatisfied customers would return the products or make complaints about the services. Customer satisfaction is linked to service quality, where customer complaint reflects service failure (Shamsudin, Johari, et al., 2020). Organizations must focus on succeeding in the modern economies to achieve their long-term operation goals (Rosli & Nayan, 2020). For an organization's marketing activities, a leader plays an essential role in creating, delivering, and communicating values to customers. Employees also play similar roles in executing the organization's strategies and services. Customer satisfaction reflects revenues and brand loyalty (Shamsudin, Azmi, et al., 2020).

For example, through customer satisfaction, an organization can quickly analyze the average risk of unhappy customers and the need to improve (Shamsudin, Rasol, et al., 2020). Differentiation in the competitive market today helps organizations to maintain their existing customers and attract new customers.

As part of an organization, customers contribute efforts and other services, where convincing customers can increase business needs and develop effective promotional strategies. Customers help an organization run its business for profits (Shamsudin, Hassan, et al., 2020). Apart from increasing employees' morale and attitude, customers play a significant role in motivating the leadership to plan improved operating processes and business activities. For instance, products can be improved based on the outcomes of customer survey on product quality improvement. After all, customers are informing the organization of the market expectations (Shamsudin, Johari, et al., 2020). In this case, a market researcher's appointment is necessary for an organization to study its target niche, the primary segment, to sell its products and services effectively. Through ratings and surveys for marketing analysis, organizations can collect valuable data of strategic interests and product branding from customers (Rosli & Nayan, 2020). Customers may also ask questions and have a specific understanding of their roles. As customers deal with the organization, they would ensure that they receive the services according to the promised standards (Shamsudin, Nayan, et al., 2020d). Moreover, some customers have strong opinions that allow the organization to make the right, effective decisions.

Hence, organizations need to execute effective communication strategies and build long-term relationships with their customers for a smooth and consistent business operation. After all, customers are the reasons for an organization's success (Shamsudin, Nayan, et al., 2020a). Building strong relationships with customers helps organizations to create more effective marketing products in the future. Customer satisfaction provides valuable insights into the organization's improvements (Shamsudin, Hassan, et al., 2020). Through customer satisfaction, regardless of whether the feedback is positive or negative, the influence of its service quality can be determined based on customer satisfaction. With that, organizations can effectively determine how to improve or change their products and services virtually effectively (Shamsudin, Nayan, et al., 2020b). Meeting customers' needs and expectations should be one of the long-term goals of business and marketing strategies, including promoting products and services.

Besides improving customers' products and services, organizations can gain customer trust, as satisfied customers are typically loyal customers. Such customers are valuable assets for an organization (Hamzah et al., 2017). For that, an organization's marketing team should be adequately trained to be attentive to the customers' needs, instead of forcing them to purchase the products or services. Besides that, as customers often expect quick service, there must be a specific internal deadline for employees to promptly complete the required task and promptly deliver good standard service (Afif et al., 2020). All employees must be well understood and promoted to the customers for a smooth business operation. An effective salesperson should approach customers confidently and communicate effectively with the customers to determine their needs. Employees must be adequately trained and competent to use their talent and skills to effectively deliver the required services to prevent any unexpected problem or unpleasant situation and satisfy the customers (Shafiq et al., 2019).

Besides that, customer feedback should be encouraged to identify unsatisfied customer needs for the organization to promptly address and resolve. Most unsatisfied or dissatisfied customers would make complaints through regular emails or feedback forms and express the intention of not purchasing the products or services in the future (Shamsudin, Nayan, et al., 2020b). Another way to identify customers' needs and expectations are by conducting surveys (Nur et al., 2020). A customer satisfaction survey helps an organization confirm whether the organization successfully meets the customers' expectations of the products and services and identifies any weaknesses in its business operation. It is also essential that the organization offers practical solutions for any potential customer-related issues, such as providing a warranty for electronic products in the case of faulty products.

The best way to increase regular and potential customers is to gain their trust. Nowadays, most customers look for a strong brand image. Therefore, an organization needs to know the current interests and needs of customers. Different factors influence the purchase decision of customers. An organization can launch a reward and recognition program through the online platform or social media to achieve customer satisfaction. With that, the organization can keep track of the customers' needs and even collaborate with them (Izarul et al., 2020). This also demonstrates the organization's sense of responsibility and honesty in delivering the best service quality. Organizations have to also demonstrate appreciation towards their customers through incentives by giving gifts or special discounts. Setting up a loyalty program that promises continuous sponsorship is a typical way to make regular customers feel appreciated and satisfied. For example, establishing point rewards with massive discounts on birthday

month is a simple way for businesses to implement and follow customers. Organizations can also know their customers better through their online order history and payment information, while customers can earn extra points for every purchase of the products and services provided. Building an online support group and engaging with the customers through social media (e.g., online contests) are other examples of making customers feel that they are part of a brand image. Gaining and sustaining customers' trust is essential in order to create brand loyalty.

Organizations need to continuously measure and improve the products and services, establish business goals to deliver good customer service, and identify potential issues that can affect customer satisfaction (Nguyen et al., 2018). Through customer relationship management (CRM) software, organizations can measure customer satisfaction and track their business operation. Despite the use of software, organizations still need to know their customers very well, such as the target audience and market segment. Focusing on the brand image and reputation, organizations need to conduct data collection and analysis to predict the figures or obtain conclusions on the target audience and market segment for customer satisfaction (Khamis & AbRashid, 2018; Yilmaz et al., 2018). The organization must share its values to maintain long-term relationships with its customers to develop a brand image. Maintaining customer loyalty and preventing customer complaints can be achieved by understanding the customers' needs and expectations.

Hence, achieving customer satisfaction is essential for company reputation and business success in profits and sales. Providing an excellent customer experience can be a great driver for advertising. Customers tend to trust the recommendations provided by those close to them, such as family and friends (Afif et al., 2020). Providing a satisfying customer experience when they first visit the company website or learn about the products and services can initiate long-term relationships and useful feedback and review. This builds trust and interest among customers over time (Nur et al., 2020). Organizations must identify their strengths and weaknesses to deliver quality products and services and have the knowledge and strategic planning to market their products and services globally. Without improvements in the products or services, customers' loyalty would be affected, which eventually affects the brand image.

Moreover, organizations must be responsive or even deal with hiring other employees to help satisfy customers. Customers prefer quick and effective solutions if they have any issues with

the products or services provided (Shamsudin, Yazid, et al., 2020). The faster the response, the better the job they do for the brand image—employees who satisfy customers certainly add value to the brand image.

An unhappy customer is one who feels that the business does not deliver a quality product or service as promised. Unhappy customers indicate negative responses to the particular brand image (Nguyen et al., 2018). Therefore, unsatisfied or dissatisfied customers' complaints should be promptly assisted and resolved based on the provided opinions and feedback, for example, by providing discounts or refunds. One of the most effective ways to address negative feedback is by requesting the customers to complete the customer satisfaction survey to identify the problem (Famiyeh et al., 2018). Customers loyal to a specific brand tend to be more tolerant and patient if they encounter any brand issues. For instance, loyal customers would be more tolerant and share honest feedback if they are requested to test newly introduced products (Shamsudin, Nayan, et al., 2020c). Some repeat their purchase and eventually become regular customers. Such customers follow introduced programs and offer in order to maximize discounts. Besides that, some customers are loyal to the prices offered (Ilyas & Nayan, 2020). Such customers would research to get the best (possibly the lowest) price for the products or services and not only move to other brands of products or services (Moghavvemi et al., 2018). In short, customer loyalty is essential for an organization due to its cost-effectiveness in attracting new customers while maintaining regular customers. New customers can support an organization as they add value to the products and services offered. Based on the customers' honest feedback, organizations can focus more on improving customer experience (Famiyeh et al., 2018).

In conclusion, organizations need to realize the importance of customer satisfaction for their business success. Customers easily share their concerns with their family or friends by word of mouth or through social media or other communication tools (Janahi & Al Mubarak, 2017). They can influence other customers to either choose the company brand or other competitors given the importance of referral of sources, where satisfied customers would share their positive experience of the brand to other customers by word of mouth. Moreover, customers often build emotional connections with specific brands, and some are willing to pay more for a memorable lasting experience (Khamis & AbRashid, 2018). Customer satisfaction brings new ways of thinking for the organizations to increase their profits and revenues and ensure smooth business operation. Effective communication with customers is essential in the approach of attracting new customers.

Most importantly, the goals of the marketing strategy should be meeting the needs and expectations of customers. Industries today are passing through a customer-oriented era, where customer satisfaction is essential for their survival (Moghavvemi et al., 2018). For best customer satisfaction results, organizations should be deeply connected with their customers (Janahi & Al Mubarak, 2017; Nguyen et al., 2018).

## **2.2 Service Quality**

Service quality has been the focus of many studies on customer satisfaction (Chen & Hu, 2010; Hamzah et al., 2017; Kim & Lee, 2017). Apart from knowledge and skills, service quality is essential for the expansion of business globally. There are five dimensions of service quality ("SERVQUAL") that are often related to customer satisfaction (Berry et al., 1985; Oliver, 1993). Overall service quality with the emphasis on the needs of customers is essential for customer satisfaction. Organizations in any industry of products and services cannot focus on only one dimension of service quality.

Firstly, tangibles are related to physical appearances, such as product presentation, employees' appearance, uniform, equipment, and work areas (A. A. Parasuraman et al., 1991). Considering the importance of the first impression, employees need to look sharp and demonstrate high reliability or responsiveness. This is similar to the current situation of MyRapid bus services. Customer satisfaction towards MyRapid bus services can be a unique selling point. MyRapid bus services must offer excellent service quality through good physical facilities and competent employees to gain competitive advantages and attract new customers.

Next, as another dimension of service quality, reliability is related to delivering the products and services accurately (Berry et al., 1985), as promised. Organizations perform and achieve the quality standard for their products and services. For employees to perform and complete their job on time, organizations can provide training on assisting customers with relevant and timely information (Berry & Parasuraman, 1992). Through reliability, organizations can attain customer loyalty and customer satisfaction and plan and implement improved service quality (Shamsudin, Nayan, et al., 2020d). Similarly, as for the case of MyRapid bus services, the bus operator should display the ability to deliver the promised services through improved technology, upgraded equipment, or proper uniform for the bus drivers. This can also be part of the target audiences (A. Parasuraman et al., 1993; A. A. Parasuraman et al., 1991).

Besides that, responsiveness means providing first-class service quality swiftly. This dimension offers significant service quality for customers b, which is associated with unusual risks or circumstances. Customer satisfaction affects almost all business operators (Amirul et al., 2020; Zamry & Nayan, 2020). As customers are unwilling to wait and do not stay loyal to inefficient services, responsiveness is essential in creating the best impression towards products that are guaranteed service quality, such as establishing internal services (e.g., return phone calls, emails, and online responses). Organizations that are responsive to customers' requests and employees who are willing to assist and respond to customers promptly under all circumstances can instantly satisfy customers (Shamsudin et al., 2021). Customer satisfaction is an asset that should be monitored and managed by employees.

Similarly, quick and punctual MyRapid bus services provide customer satisfaction (Zulkifli et al., 2020). Service quality is focusing on flexibility and responsiveness. This dimension guides MyRapid bus employees in addressing customer complaints that require return phone calls or emails.

Moreover, customers have high expectations of assurance as well. Employees communicate with their customers directly or indirectly. This dimension is associated with customer satisfaction in terms of the level of quality (Hamzah et al., 2017). It can influence the service quality provided to the customers. Employees who know to convey trust and display confidence through their appearance, attitude, and work performance can increase customer satisfaction (Chen & Hu, 2010). In customer service, it is essential to communicate this particular ability to the customers. After all, service providers are expected to be the service offered experts (Izarul et al., 2020). Thus, in MyRapid bus services, apart from facilities and time routing, the bus operator requires the skills and knowledge to attract customers and ensure their comfort. Employees must communicate their expertise and competencies in order to manage customer expectations. This can be done in many ways that customers can repeatedly see, such as the uniform's bus logo (Nur et al., 2020).

The final and most challenging dimension of service quality is empathy. Empathy is a concept that involves customers' decision-making process (Kim & Lee, 2017). Employees should have the ability to put themselves in the customers' position. Service quality is entirely performed when the customers' preferences are recognized and appropriately responded to. Empathy helps organizations understand the impact of service quality on customer satisfaction (Shafiq et al., 2019). Empathetic service quality makes the customers feel

extremely good as their needs are carefully taken care of at the point of the service delivered (Hamzah et al., 2017). Organizations should make an effort to provide personalized services according to customers' needs and requirements and improve communication among the employees and train them to interact with customers and end-users. Organizations can consider giving a brief session on the job scope during the orientation for employees. Services for various types of products should be continuously improved (Shafiq et al., 2019). Likewise, MyRapid bus services must take care of the services provided as well as their customers. Apart from daily cleaning for the buses, customers should feel that the bus drivers care about them during the bus routing. MyRapid bus services need to consider improving the long-term experience for customers.

### **3.0 Methodology**

This study aimed to investigate service quality and customer satisfaction towards MyRapid bus services. In particular, the characteristics or descriptions of the variables affecting customer satisfaction were identified in this study. This study obtained evidence on the cause-and-effect of the relationship between MyRapid bus services and customers. For this study, all data were gathered using Google forms in a survey that involved 221 purposively sampled customers of MyRapid bus services in Kuala Lumpur from February 2020 to March 2020. These customers were conveniently approached in the MyRapid bus. The SERVQUAL instrument was deemed best to measure the service quality and customer satisfaction towards MyRapid bus services. The instrument consists of three parts: (1) Section A contains questions on the personal information of the respondents, which include gender, age, race, marital status, income level, highest education level, occupation, and frequent usage of the bus; (2) Section B includes customer satisfaction; (3) Section C is related to five dimensions of service quality (i.e., tangibles, reliability, responsiveness, assurance, and empathy), where the respondents were asked to provide their opinions and feelings towards the services provided. Apart from the open-ended questions for the respondents to provide their opinions, a five-point Likert scale was also applied (for 22 questions) with the endpoints of strongly disagree (1) and strongly agree (5).

### **4.0 FINDINGS**

#### **4.1 Analysis of the Research Model with the Method *Partial Least Square* (PLS)**

This study uses the PLS analysis technique with the SmartPLS Program. From the results of

data processing, PLS analysis can be done by evaluating the structural equation model. In this evaluation, there are two essential evaluations. *First*, evaluating the measurement model (*outer model*) to determine the validity and reliability of indicators that measure latent variables, the instrument validity and reliability test criteria in this study refer to *discriminant validity*, *convergent validity*, and *composite reliability*. *Second*, assess the *inner and structural models* to see the relationship between constructs, the significance value, and the research model's R-square. Testing *Inner model* in PLS analysis is done through *bootstrap resampling*.

#### 4.2 Reliability Test

Hair et al. (2014) opined that if the Cronbach alpha is less than 0.60, the study data is considered poor, while it is acceptable at 0.70 whereas, Cronbach alpha over 0.80 is considered to be more reliable. In agreement with Nunnaly (1978), Cronbach's alpha's value should be 0.700 or above. According to Gerrard, Cunningham, and Devlin (2006), some of the studies also considered 0.600 as acceptable. In this study, Cronbach's alpha's alpha is more than 0.8, which is considered highly reliable as the value is more than 0.70).

No	Construct	Cronbach's alpha
1	Assurance	0.938
2	Customer Satisfaction	0.937
3	Empathy	0.952
4	Reliability	0.945
5	Responsiveness	0.950
6	Tangibles	0.868

#### 4.3 Evaluation of the Measurement Model

*The measurement model* is an assessment of the validity and reliability of the research variables. There are three criteria for assessing the *outer models*: *discriminant validity*, *composite reliability*, and *convergent validity*. Based on the three criteria for measuring the measurement model from the results *bootstrapping* in the PLS method, testing the measurement model for each indicator that reflects the construct or latent variable can be explained as follows.

### 4.3.1 Discriminant validity

This study finds it essential further to assess its discriminant validity complementary to the prior assessments. Testing *discriminant validity* in research using score *square root of average* (AVE) to check (testing) whether the research instrument is valid in explaining or reflecting latent variables. *Discriminant validity* used is the *square root of the average variance extracted* ( $\sqrt{\text{AVE}}$ ). Suppose the square root of the average variance extracted ( $\sqrt{\text{AVE}}$ ) value of each variable is greater than the correlation value between the latent variable and other latent variables. In that case, the instrument variable is said to be a valid discriminant.

Table 4.1 Average Variance Extracted (AVE)

No	Construct	Average Variance Extracted (AVE)
1	Assurance	0.844
2	Customer Satisfaction	0.798
3	Empathy	0.840
4	Reliability	0.819
5	Responsiveness	0.832
6	Tangibles	0.793

Test results in Table 4.1 show that the value of the *average variance extracted* (AVE) is more than 0.5. According to Hair, Sarstedt, & Ringle (2017), the *average variance extracted* (AVE) of each latent construct should 0.5 or higher. All constructs showed a satisfactory explanation of more than 50% of variances of its items ranging from 0.793 to 0.844.

The *square root of the average variance extracted* ( $\sqrt{\text{AVE}}$ ) values of all variables is greater than the correlation between latent variables and other latent variables. The instruments of each variable are valid discriminant. In compliance with Fornell-Larker's criterion, this study is keen to report that this study's constructs and items had confirmed its discriminant validity.

### 4.3.2 Convergent validity

*Convergent validity* measures an indicator's validity as a constructed measure, which can be seen from *outer loading*. The value outer loading can also be interpreted as the contribution of each indicator to the latent variable. *Outer loading* of an indicator with the highest value means that the indicator is the most substantial measure of the latent variable in question. More clearly follows the results of the analysis and evaluation of measurement models for each research variable.

Table 4.3 Outer Loading Each Indicator

	Assurance	Customer Satisfaction	Empathy	Reliability	Responsiveness	Tangibles
AS1	0.907					
AS2	0.910					
AS3	0.909					
AS4	0.948					
CS1		0.870				
CS2		0.908				
CS3		0.874				
CS4		0.896				
CS5		0.918				
EP1			0.907			
EP2			0.945			
EP3			0.936			
EP4			0.928			
EP5			0.863			
RB1				0.895		
RB2				0.893		
RB3				0.904		
RB4				0.916		
RB5				0.918		
RP1					0.908	
RP2					0.921	
RP3					0.902	
RP4					0.919	

RP5	0.911
TG1	0.908
TG2	0.936
TG3	0.823

All indicators in each variable have a value *outer loading* above 0.70, which means that the indicators are valid and able to measure latent variables.

### 4.3.3 Composite Reliability

*Composite reliability* tests the value *reliability* between the indicators of the construct that constitutes it. Results are *composite reliability* said to be good if the value is above 0.70. Test results of *composite reliability* of the measurement model are presented in Table 4.4.

Table 4.4 Composite Reliability of Constructs

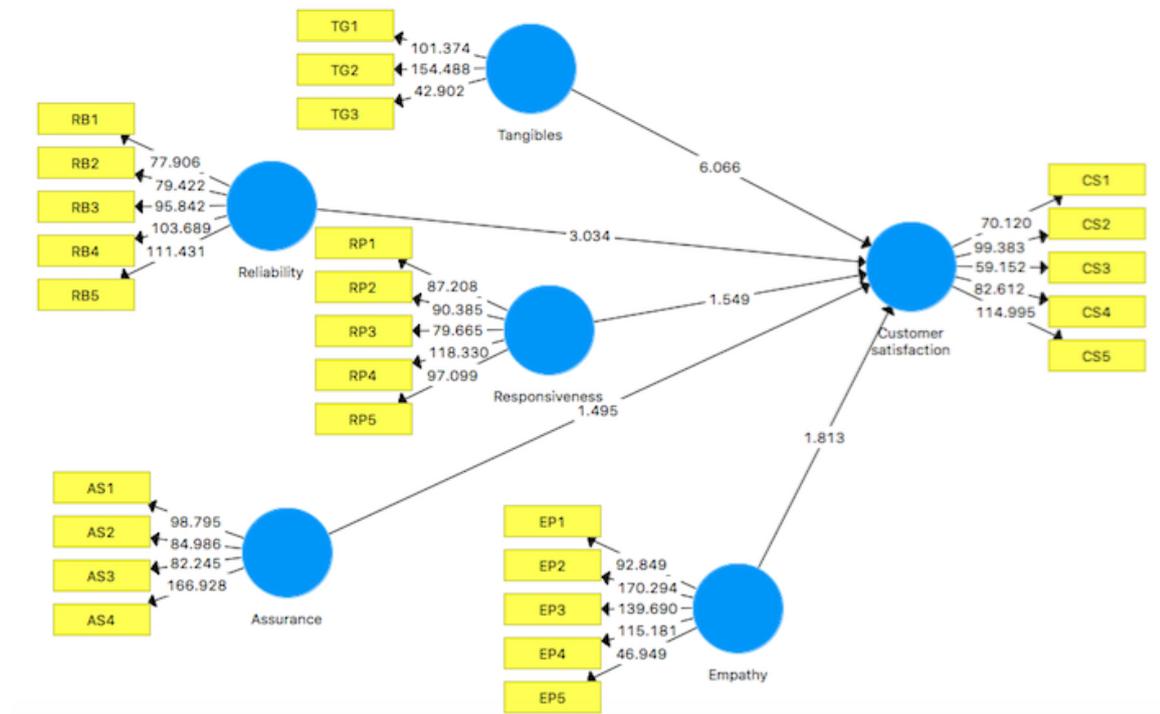
No.	Construct	Composite Reliability
1	Assurance	0.956
2	Customer Satisfaction	0.952
3	Empathy	0.963
4	Reliability	0.958
5	Responsiveness	0.961
6	Tangibles	0.920

The test results in Table 4.4 obtained the value of *composite reliability* of all variables above 0.70. These results mean that the six latent variables analyzed have good composite reliability, and it is concluded that all instruments used in this study have met the criteria or are suitable for use in the measurement of the six latent variables: reliability, tangibles, assurance, empathy, responsiveness, and customer satisfaction.

### Testing of Inner Models and Research Hypotheses

The following table showed the result of the direct hypotheses. The result supported two hypotheses out of five. Reliability and tangibles directly affect customer satisfaction; on the other hand, assurance, empathy, and responsiveness do not directly affect customer

satisfaction.



Relationship	Original sample ( $\beta$ )	T Statistics	P-Values	Decision
Assurance -> Customer Satisfaction	0.116	1.495	0.136	Not Supported
Empathy -> Customer Satisfaction	0.137	1.813	0.070	Not Supported
Reliability -> Customer Satisfaction	0.222	3.034	0.003	Supported
Responsiveness -> Customer Satisfaction	0.144	1.549	0.122	Not Supported
Tangibles -> Customer Satisfaction	0.269	6.066	0.000	Supported

Based on Table 4.5 obtained *p-value* and t statistics for each variable are explained as follows.

Table 4.5 explains the relationship between reliability, tangibles, assurance, empathy, responsiveness, and customer satisfaction. The value of the path coefficient for customer satisfaction assurance was ( 0.116, which is considered small magnitude identification. According to Cohen (1988) indicates that the magnitude of the path coefficient is small (0.02), medium (0.15), and large (0.35). The t-value and p-value show that the relationship

between assurance and customer satisfaction is not significant because the value  $t$ -value is 1.495. The  $p$ -value is 0.136, which is less than the cutoff of 1.96  $p$ -value that is more than 0.05.

The value of the path coefficient for empathy to customer satisfaction was  $\beta$  0.137, which is considered as small magnitude. The  $t$ -value and  $p$ -value show that the relationship between empathy and customer satisfaction is not significant because the value  $t$ -value is 1.813, and the  $p$ -value is 0.070.

The path coefficient value was ( 0.222, which is considered medium magnitude to customer satisfaction) for reliability. The  $t$ -value and  $p$ -value show that the relationship between reliability and customer satisfaction is significant because the value of the  $t$ -value is 3.034, and the  $p$ -value is 0.003. The result shows the significance and support of the  $t$ -value of more than 1.96 and a  $p$ -value of less than 0.05.

The result of the relationship between responsiveness and customer satisfaction showed that the relationship is not significant. The path coefficient value for responsiveness and customer satisfaction was  $\beta$  0.144), considered a small magnitude. The  $t$ -value and  $p$ -value show that the relationship between responsiveness and customer satisfaction is not significant because the value  $t$ -value is 1.549, and the  $p$ -value is 0.122. The result is not significant and not supported because the  $p$ -value and  $t$  value are less than the cutoff of 1.96, and the  $p$ -value is more than 0.05.

Lastly, the result of the relationship between tangibles and customer satisfaction showed that the relationship is significant. The path coefficient value for tangibles and customer satisfaction was  $\beta$  0.269) considered medium magnitude. The  $t$ -value and  $p$ -value show that the relationship between tangibles and customer satisfaction is significant because the value of the  $t$ -value is 6.066, and the  $p$ -value is 0.00. The result shows the significance and support of the  $t$ -value of more than 1.96 and a  $p$ -value of less than 0.05.

That result, this had confirmed that the relationship between assurance, empathy, and responsiveness towards customer satisfaction is not significant and not supported. In contrast, the relationship between reliability and tangibles towards customer satisfaction is significant and supported.

## 5.0 DISCUSSIONS

The results indicate that only reliability and tangibles are positively related to customer satisfaction. The other dimensions were reported not significant, and it became more interesting in searching for the actual reasons that lead to such a decision. It was reported that assurance, empathy, and responsiveness were negative towards customer satisfaction. Further investigation leads to the following reason to support the responses given based on the survey.

Customer perception of public transportation in Malaysia in the 21<sup>st</sup> century is still poor delivery and becoming the second choice of their options, especially bus services. People preferred to choose trains rather than the bus because of the service provider's perceived negative services in the past. Due to the negative perception, people who have no choice will instead hope on the reliability and tangibles, which is accurate enough as most important rather than the other three dimensions (assurance, empathy, and responsiveness)

It is about when the public transport to be rebrand and take necessary actions to gain customer trust. Public transport in other parts of the world remains essential, and they managed to provide efficient services that lead people to use them rather than driving their own. The service provider may take this opportunity to prepare their long term strategic planning to gain trust and support from people. It is no doubt that many other factors may lead to negative acceptance of their services such as the long waiting hours, traffic jams during peak period and perhaps involving cash flow problems that may contribute to low services. Governments and local municipal may challenge the provide a better service for the benefits of the customer.

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