

## Service Quality and Customer Satisfaction: A Study of MyRapid in Malaysia

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### ABSTRACT

MyRapid is the dominant player in Malaysia's public transportation industry. It innovates and drives public transportation systems in the country while providing public transportation services such as Light Rail Transit (LRT), monorail, and bus services to connect millions of people from different states. This paper examines if the service quality of the public transport services influences customer satisfaction in Penang, Malaysia. The five dimensions of service quality include assurance, empathy, reliability, responsiveness, and tangibles. A total of 150 MyRapid users participated in the survey. Findings revealed that the two dimensions of service quality (reliability and tangibles) were significantly related to customer satisfaction, whereas the other three dimensions are not supported. The findings provide insight into the public transportation industry to improve the public transportation system in Malaysia, given that service quality is a critical driver of customer satisfaction.

**Keywords:** Customer Satisfaction, Malaysia, Penang, Public transportation, Service quality.

## **INTRODUCTION**

Public transport plays a significant role in easing the mobility of citizens for their daily activities. However, Malaysians rely heavily on private vehicles instead of public transportation, which contributes to serious traffic congestion (Chee & Fernandez, 2013). Besides inducing traffic congestion, an increase in the usage of private vehicles raises the possibility of accidents and causes insufficient parking lots, air pollution, and other negative impacts (Kamba, Rahmat, & Ismail, 2007). Therefore, citizens are encouraged to use public transport while reducing private car dependency. By doing this, public transport service must be improved to meet customer satisfaction and confront the comfort provided by private vehicles (Fisal & Sukor, 2021).

This can be further illustrated by the situation in Penang, a developing state that also faces traffic congestion as a common issue. Especially during peak hours due to the heavy amount of vehicles on the road and lack of sufficient public transportation system. As of June 2021, it is reported that the number of private vehicles registered in Penang is double the population of the state (1.3 million), which is 2,778,681, indicating that each Penangite owns more than two vehicles (Thestar, 2021). This scenario depicts the reliance of Penangites on their vehicles against public transport.

Ministry of Transport Malaysia (2022) states that buses are the most famous public transport compared to other public transport such as monorail, light rail transit (LRT), and the like. Bus service is provided in several states, such as Kuala Lumpur, Penang, and Pahang. It links the routes from the beginning to the end, providing convenience to the bus users. Recently, MyRapid which Prasarana Malaysia Berhad operates that the government fully owns became the leading bus service provider in Malaysia. In Penang, Rapid Penang has provided bus services since 2007 with specially-designated services such as Central Area Transit (CAT), Bridge Express Shuttle Transit (BEST) to connect routes in various places such as from residential and industrial areas to commercial centers and Rapid Mobility to fulfill different needs from the commuters (Prasarana, 2022).

Despite easy accessibility and affordable bus fares offered by Rapid Penang, Penangites still depend on their private vehicles more than bus service, consequently worsening the issue of traffic congestion. Thus, this study is conducted to measure the service quality of MyRapid bus services in Penang from the five dimensions: assurance, empathy, reliability, responsiveness, and tangibles. Past studies have examined customer satisfaction and service quality towards Malindo Air (Maisarah et al., 2020) and Starbucks (Pérez-Morón et al., 2022). We aim to investigate the relationship between service quality and customer satisfaction based on the commuting experience of MyRapid's bus users. This is because customer satisfaction is believed to be the indicator of organizational performance and acts as a key objective in-service operation (Ranaweera & Prabhu, 2003). The findings are expected to provide insight into improving the service quality of the public bus services in an attempt to minimize traffic congestion in Penang, Malaysia.

## **LITERATURE REVIEW**

### **Customer Satisfaction**

Customer satisfaction is one of the essential tools for a successful corporation. Thus, satisfying customers is generally one of the business goals of each corporation (Naik, Gantasala, & Prabhakar, 2010). Customer satisfaction is a primary business characteristic in ensuring company continuation (Yo et al., 2021). Besides, it is a term used to describe the overall assessment of a product or service based on the purchasing and consumption experience (Khadka & Maharjan, 2017). In other words, customer satisfaction refers to how satisfied customers are with a company's performance to meet

their expectations (Angelova & Zekiri, 2011). On the other side, customer dissatisfaction must also be considered because it might affect how unsatisfied customers react to the goods or services in the future (Mani & Zainuddin, 2021). According to Hansemark and Albinsson (2004), satisfaction is an overall client attitude toward a service provided by a company or an emotional response to the distinction between the customer's expect and what they acquire regarding the fulfillment of some demands, goals, or aspirations.

### **Service Quality**

Several studies (Chen & Hu, 2010; Ok, 2018; Zygiaris, Hameed, Alsubaie & Rehman, 2022) focus on service quality related to customer satisfaction. For example, famous research from Parasuraman, Zeithaml, and Berry (1988) suggested that service quality is an important factor influencing customer satisfaction, comprising five dimensions: assurance, empathy, reliability, responsiveness, and tangibles. Those dimensions are equally important. Hence organizations that offer products or services cannot simply focus on only one dimension to receive good customer satisfaction (Shamsudin et al., 2020).

### **Assurance**

Assurance is defined as employees' courtesy and their ability to convey trust and confidence to customers. It depends on technical understanding, effective communication skills, politeness, trustworthiness, ability, and professionalism (Kobiruzzaman, 2020). This is crucial with services that clients may perceive as being beyond their capabilities to comprehend and properly evaluate, indicating that the servicing company's ability to deliver must be trusted. This is because individuals or departments, such as the marketing department, may symbolize trust and confidence as they act as the connection between the customer and the organization. Therefore, they must understand the demand of customers to gain their trust and confidence to retain loyal customers.

### **Empathy**

Empathy is the capability to detect someone's feelings and to speculate on what that person is thinking or feeling and why (Dorrington, 2020). Empathy refers to an organization's caring, personalized attention to its clients (Klokkenga, 2020). It demonstrates how a company provides services in a manner that enables the corporation to appear empathetic to the needs and wants of its clients. Besides, empathy is a vital character trait for customer service representatives since they would interact with a diverse customer base and address their problems while representing the organization in the most humane manner possible (Dorrington, 2020). Thus, empathy is an added benefit that boosts consumer trust and confidence while enhancing loyalty.

### **Reliability**

Reliability refers to the capability and consistency that a corporation carries out its services to fulfill its client's needs. In other words, reliability refers to a company's ability to execute its promises, including the delivery or implementation of the goods and services, service provision, prompt and precise problem resolution, and competitive pricing. All organizations must understand customer expectations of reliability. Sam, Hamidu, and Daniels (2018) also state that service reliability is important to bus service quality. As a result, the employees must honor their obligation to provide consumers with timely and accurate service as promised (Kobiruzzaman, 2020). This is because organizations can gain customer loyalty and satisfaction with enhanced service quality of high service reliability (Shamsudin et al., 2020).

### **Responsiveness**

Responsiveness is defined as the enthusiasm to serve clients with respect and perform prompt service to satisfy their needs. This dimension concentrates on two significant elements, which are willingness and promptness (Kobiruzzaman, 2020). Besides, responsiveness refers to a company's commitment and capability to provide prompt services to its clients. Customers' requirements, feedback, concerns, and problems must be received, evaluated, and quickly responded to. Even if the clients are slow to respond, it is important for the employees must answer their queries and concerns. Responsiveness will let the clients know that you are listening to them and aggressively taking action to address their problems (Klokkenga, 2020). Additionally, the research highlighted that responsiveness is the key driver relating to bus service quality (Sam, Hamidu, & Daniels, 2018). As a result, a firm with superior service quality will respond to their client communication as early as possible, which might frequently indicate how important customer satisfaction is to the firm.

### **Tangibles**

Tangibles have been defined as the appearance of physical infrastructures, equipment, individuals, and communication tools (Klokkenga, 2020). In other words, tangibles are the ability of a company to depict its service to its clients. Numerous factors lead to a company's tangible quality, including its headquarters' appearance, its employees' attire and attitude, the customer service provided, and advertising materials used by the company. To illustrate, the company must ensure a clean workplace and that its employees follow the attire appropriately (Kobiruzzaman, 2020). In public transport service cases, tangibles can be demonstrated by the appearance of the environment, such as cleanliness as well as the physical condition of the equipment like the air-conditioner system (Jomnonkwao & Ratanavaraha, 2016). A good company appearance can reflect your business value and consumer comfort (Klokkenga, 2020).

### **Relationship Between Assurance and Customer Satisfaction**

Assurance relates to the ability, knowledge, and good manners possessed by employees to raise the trust and confidence of the customers (Parasuraman, Zeithaml, & Berry, 1988). Employees must convey professionalism when communicating with customers regarding their queries and be responsive when an emergency occurs. Additionally, the customers will feel secure in aspects of physical, financial, and privacy due to the ability of the employees to prevent and protect the customer from any dangerous matters. Consequently, assurance is positively correlated to customer satisfaction to express bus service in Kuantan based on past research (Aziz, 2013). Cavana, Corbett, and Lo (2007) stated that assurance significantly impacts customer satisfaction with rail service. Other findings support that assurance contributes significantly to customer satisfaction (Shafiq, Mostafiz, & Taniguchi, 2019; Zygiaris et al., 2022). As such, we hypothesize:

H1: Assurance has a positive relationship with customer satisfaction.

### **Relationship Between Empathy and Customer Satisfaction**

Empathy correlates with customer satisfaction when it is fulfilled the customers' needs. Customers feel respected when the company is concerned with customers interests and provides individual attention to them. By doing this, a company must view itself as a customer and understand the customer's demand to show its empathy to the customers in several ways. More importantly, several findings show that empathy is significantly influencing customer satisfaction, which indicates the importance of good empathy to ensure customer satisfaction (Yao, Siali, Darun, & Firdaus, 2014; Lwesya & Jaffu, 2017; Shafiq, Mostafiz, & Taniguchi, 2019; Laisak, Rosli, & Sa'adi, 2021). Based on the findings, the following hypothesis is:

H2: Empathy has a positive relationship with customer satisfaction.

### **Relationship Between Reliability and Customer Satisfaction**

Reliability refers to the ability of a company to deliver its service accurately at the promised time with understandable information given. In the transportation industry, reliability emphasizes punctuality for positive customer satisfaction. This is supported by Yao et al. (2014), who stated that unreliability, such as delays, severely affects existing and potential customer satisfaction due to inconvenience caused to the customers. Furthermore, Ojo, Mireku, Dauda, and Nutsogbodo (2014) depicted a significant relationship between reliability and customer satisfaction on public transport in Ghana. The recent finding also found that reliability as one of the dimensions of service quality significantly impacts customer satisfaction for the service of Bus Rapid Transit, BRT (Mani & Zainuddin, 2021). Accordingly, Wang, Zhang, Zhu, and Wang (2020) highlighted the importance of service quality and customer satisfaction for reuse intention. The next hypothesis is formed:

H3: Reliability has a positive relationship with customer satisfaction.

### **Relationship Between Responsiveness and Customer Satisfaction**

Responsiveness defines the willingness and ability of employees to help customers solve problems such as bus ticket issues. Thompson and Schofield (2002) stated that if the company is not responsive to customers' inquiries or complaints, they will have a bad perception and be disappointed with the unsatisfactory transportation services. Likewise, an inferior level of service quality results in negative word of mouth and consequently leads to a loss of sales and profits as customers migrate to competitors (Ali Qalati et al., 2020). Thus, communication between employees and customer is significant because it is closely related to the consumers' perception and satisfaction. This is supported by research that deduced a positive relationship between responsiveness and customer satisfaction (Yao et al., 2014; Laisak, Rosli, & Sa'adi, 2021; Shafiq, Mostafiz, & Taniguchi, 2019). As such, the next hypothesis is created:

H4: Responsiveness has a positive relationship with customer satisfaction.

### **Relationship Between Tangibles and Customer Satisfaction**

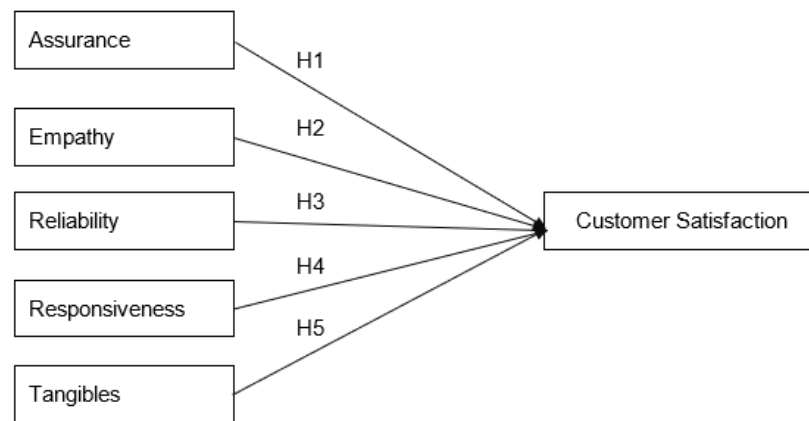
Tangibles focus on the physical appearance of the service, which is one of the dimensions influencing customer satisfaction, such as the facilities' condition and the employees' appearance. Theresia and Bangun (2017) deduced that tangibles are positively related to customer satisfaction with the university service through the appearance of the university (such as the office's cleanliness and physical facilities). Furthermore, tangibles are an important dimension of service quality to promote positive customer satisfaction, as positive customer satisfaction encourages a good customer loyalty relationship (Slack & Singh, 2020). On top of that, poor customer satisfaction with public transport in Kuala Lumpur, Malaysia, was significantly influenced by tangibles (Yazid, Ali, & Manaf, 2020). However, according to Corbett and Lo (2007), tangibles did not significantly impact customer satisfaction with the rail service. As most of the findings show a positive relationship between tangibles and customer satisfaction, the following hypothesis is:

H5: Tangibles have a positive relationship with customer satisfaction.

### **Research Framework**

Figure 1 shows our framework model used to conduct this study. The five dimensions of service quality independent variables include assurance, empathy, reliability, responsiveness, and tangibles. Customer satisfaction is the dependent variable of the study.

**Figure 1.** Our Research Model



## RESEARCH METHOD

As this paper aims to study the relationship between the service quality of MyRapid bus and customer satisfaction, an online questionnaire survey was conducted in late April to gather honest feedback from MyRapid's bus users in Penang, Malaysia. The online questionnaire was carried out in the form of a Google Form with seven sections. Section A is related to the respondents' demographic profiles. Section B to Section F is related to respondents' opinions on the service quality of MyRapid's bus services respectively, from the dimension of assurance, empathy, reliability, responsiveness, and tangibles. Lastly, Section G is related to customer satisfaction with the bus service experience. This questionnaire is in the form of a five-point Likert scale, from 1 (Strongly Agree) to 5 (Strongly Disagree), to indicate respondents' responses. A total of 150 responses from MyRapid's bus users were received at the end of the survey. Secondary data were also obtained from the internet, papers, and journals to achieve the study objectives.

**Table 1.** Variables and Items

Variables	Items
Assurance	1. I feel safe on my journey with MyRapid's bus service. 2. MyRapid's drivers are experienced and well-trained with the required license and sufficient driving skills. 3. MyRapid's drivers are always courteous, polite, and friendly to the passengers. 4. MyRapid's drivers have knowledge and are equipped with the skills required to handle an emergency. 5. Passengers are confident in MyRapid's bus service due to the attitude and behavior of drivers.
Empathy	1. MyRapid provides convenient operating hours. 2. MyRapid provides more slots for bus service during peak hours. 3. MyRapid displays the latest operating hours (slots available) on its website and app. 4. MyRapid prepares priority seats on every bus for the passengers with special needs.

	5. MyRapid always prioritizes passengers' interests and safety. 6. Starbucks provides various payment methods.
Reliability	<ol style="list-style-type: none"> <li>1. MyRapid always provides a clear and understandable timetable with the planned route.</li> <li>2. Buses always arrive and depart on time.</li> <li>3. MyRapid's drivers always follow the scheduled timetable strictly.</li> <li>4. MyRapid's drivers always follow the planned route.</li> <li>5. Buses never break down during the journey.</li> </ol>
Responsiveness	<ol style="list-style-type: none"> <li>1. MyRapid informs the latest news on the availability or cancellation of bus services in advance via its online website and app.</li> <li>2. Communication with MyRapid's employees is clear and helpful.</li> <li>3. MyRapid's employees are always willing to help the passengers with their professionalism.</li> <li>4. MyRapid always provides solutions or suggestions in response to the passengers' requests.</li> <li>5. MyRapid always reacts quickly to the complaints from the passengers.</li> </ol>
Customer Satisfaction	<ol style="list-style-type: none"> <li>1. I am satisfied with MyRapid's bus service.</li> <li>2. MyRapid's bus service is convenient, efficient, and effective.</li> <li>3. I am happy with MyRapid's bus service.</li> <li>4. I will continue to commute using MyRapid's bus service in the future.</li> <li>5. I would recommend MyRapid's bus service to my family or friends.</li> </ol>

## RESULTS

Table 2 summarises the respondents' demographic profile who participated in the survey. The respondents comprised approximately equal ethnicity, which is Malay (34%), Chinese (36%), and Indian (30%). In addition, 48.7% of the respondents were students, showing that this sample comprised mainly of educated participants. Although the majority of the respondents (67.3%) were B40, the frequency of using MyRapid's bus service among these respondents was relatively low as 38.7% of them used MyRapid's bus service once in a few months only despite the cheap fare of the bus service.

**Table 2.** Summary of Respondent's Demographic Profile (*N* =150)

Response	Frequency	Percentage (%)
<b>Gender</b>		
Male	80	53.3
Female	70	46.7
<b>Ethnicity</b>		
Malay	51	34
Chinese	54	36
Indian	45	30
<b>Age</b>		

10 – 25 (Gen Z)	82	54.7
26 – 41 (Millennials)	39	26.0
42 – 57 (Gen X)	17	11.3
58 – 76 (Boomers)	12	8.0
<b>Education level</b>		
Secondary school	21	14.0
Pre-university	29	19.3
Bachelor's Degree	79	52.7
Master's Degree	15	10.0
PhD	6	4.0
<b>Monthly Household Income</b>		
RM 4,851 and below (B40)	101	67.3
RM 4,851 – RM 10,970 (M40)	41	27.3
RM 10,970 and above (T20)	8	5.3
<b>Occupation</b>		
Student	73	48.7
Self-employed	17	11.3
Employed	42	28.0
Freelancer	6	4.0
Unemployed	4	2.7
Retiree	8	5.3
<b>Living Area</b>		
City	78	52.0
Rural	23	15.3
Town	49	32.7
<b>Frequency of using MyRapid's bus service</b>		
Once a day	11	7.3
Several times a day	18	12.0
Once a week	22	14.7
Several times a week	23	15.3
At least once a month	18	12.0
At least once in a few months	58	38.7

Data collected from the respondents via a questionnaire were then analyzed using IBM SPSS Statistics Software Version 27. The data gathered were subjected to data cleaning before analyzing and Cronbach's Alpha tests to verify data reliability and validity. Cronbach's Alpha test provides a measure of the reliability of the data (Creswell, 2010). Nunnally (1994) stated that values of more than 0.6 are considered a reliable and acceptable measure which is accurate, while values below 0.6 are considered a poor measure. Meanwhile, Cronbach's Alpha value of greater than 0.90 indicates that it is an excellent measure (Glen, n.d.). On top of that, we also conducted multiple regression analysis with other statistical analyses to determine the relationship between independent variables and dependent variables to verify the hypothesis created earlier for this research. The results of the data analysis using SPSS Statistics Software will be discussed in the following section.

Table 3 depicts descriptive statistics, reliability information, and zero-order correlations among the study variables. In this study, every variable had excellent reliability as the coefficient alpha's values were greater than .90 and nearly approached 1. Besides, the small difference between the variables indicated high internal consistency for the study variables throughout the research.



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

Correlations of All Study Variables						
Variables	1	2	3	4	5	6
Assurance	<b>.972</b>					
Empathy	.929***	<b>.963</b>				
Reliability	.072	.133	<b>.912</b>			
Responsiveness	.914***	.921***	.078	<b>.965</b>		
Tangibles	-.061	-.070	.685***	.102	<b>.931</b>	
Customer Satisfaction	-.012	.011	.775***	-.057	.820***	<b>.961</b>
<b>Mean</b>	3.55	3.62	2.05	3.46	2.02	2.08
<b>Standard Deviation</b>	1.11	1.16	0.78	1.09	0.09	0.86
<b>No. of Items</b>	5	5	5	5	5	5

Note: N=150; \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ . Diagonal entries represent Cronbach's coefficients alpha.

**Table 4.** Summary of Regression Analysis

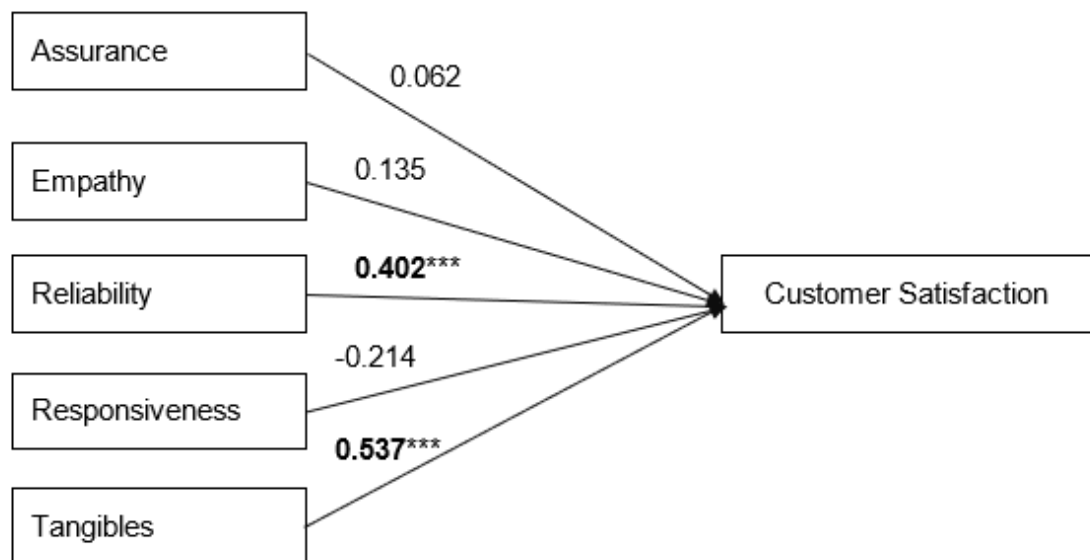
Variables	Customer Satisfaction
<b>Assurance</b>	0.062
<b>Empathy</b>	0.135
<b>Reliability</b>	0.402***
<b>Responsiveness</b>	- 0.214
<b>Tangibles</b>	0.537***
<b>R<sup>2</sup></b>	0.765
<b>F Value</b>	93.705***
<b>Durbin-Watson Statistic</b>	1.365

Note: \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

Regression analysis was carried out to evaluate the developed hypothesis. As depicted in Table 4, the independent variables were the five dimensions of service quality: assurance, empathy, reliability, responsiveness, and tangibles. Meanwhile, the dependent variable was customer satisfaction. The findings revealed that reliability and tangibles are positively and significantly related to customer satisfaction with a beta ( $\beta$ ) value of 0.402 and 0.537, respectively. Therefore, H3 and H5 are supported. The value of  $R^2$  was 0.765, indicating a variance of 76.5% in customer satisfaction that would be explained by reliability and tangibles. Tangibles are reported as the most important dimension to influence customer satisfaction as its  $\beta$  value is 0.537, followed by reliability which has a  $\beta$  value of 0.402. In contrast, the other three dimensions (assurance, empathy, and responsiveness) reported that they were not significantly influencing customer satisfaction. Hence, H1, H2, and H4 are rejected. Figure 2 demonstrates the summary of our hypothesized model.

Only H3 and H5 are accepted, indicating that only reliability and tangibles have a positive relationship with customer satisfaction. However, the mean scores of these two dimensions were reported to be quite low. To illustrate it, the mean reliability score was 2.05; meanwhile, the tangibles' mean score was even lower, just 2.02. As a result, this implies that customer satisfaction with MyRapid's bus service is bad, proven by its mean score of 2.08.

**Figure 2.** Our Hypothesized Model



## DISCUSSION

Our findings revealed that passengers are unsatisfied with bus services due to their poor reliability and tangibles. Imam (2014) stated that the quality of services is often the key factor in determining customer retention and the ability to attract new customers. As MyRapid's customer satisfaction is found at a low level, we can imply that its customer retention is poor as well. Thus MyRapid is advised to improve its quality of service by focusing on its reliability and tangibles as the passengers prioritize these two dimensions in their commuting experience other than the other three dimensions (assurance, empathy, and responsiveness), according to our findings.

From the reliability dimension, passengers claimed that MyRapid's bus was often late and did not depart on time. Hence, they have a negative perception that the bus might break down during the journey and thus be late to the bus station, causing long waiting and delays from the passengers' side. Even worse, the passengers might be late to their respective destinations (schools and offices) if they rely on MyRapid's bus service as their main transportation when the bus is late. The reliability of bus services is unsatisfactory as MyRapid could not perform its ability well to ensure the punctuality of its bus services as promised. Consequently, passengers lose trust in public bus services and reduce their reliability towards public transportation. Another study in Malaysia also found that poor reliability is significantly causing passengers to be unsatisfied as one of the respondents complained that the long bus wait seriously wastes her time (Borhan, Ibrahim, Syamsunur, & Rahmat, 2017). Irregularity of bus services also triggers dissatisfaction among the passengers in Penang (Chee & Fernandez, 2013). Thus, MyRapid is advised to break this negative perception by improving drivers' competence and instilling the importance of accountability among the drivers to do their assigned tasks responsibly. My Rapid must strictly ensure the bus service follows the planned timetable as this is an effort to keep a promise to the passengers. Buses should be undergoing maintenance regularly to ensure that the bus would not break down easily on the road to break the past perception of the respondents.

As for the tangibility of MyRapid's bus, respondents agreed that the tangibles are inadequate and insufficient. Through the survey, the majority of them strongly disagreed that the environment of the bus stations, bus stops, and inside the buses is clean and hygienic. A dirty environment causes the passenger to have an uncomfortable commuting experience. Moreover, the facilities such as air conditioners are not well-maintained, causing passengers to be unsatisfied with the bus services compared to

their private cars, especially under the hot weather in Malaysia. Therefore, MyRapid is encouraged to revise its facilities more frequently as the passengers will be satisfied with its bus services if the buses are well maintained with equipment such as seats, air conditioners, and others in perfect condition. In addition, MyRapid should hire more cleaners and supervise the daily cleaning process to ensure the buses, bus stations, and bus stops are cleaned and sanitized, especially during the pandemic (Shamsudin et al., 2020). Hygienic is the most priority concern for passengers nowadays. A clean environment in the bus also provides a comfortable commuting experience, contributing to greater customer satisfaction.

## **CONCLUSION**

In this research, we can deduce that reliability and tangibles are the main factors affecting customer satisfaction as they significantly influence customer satisfaction based on our findings. According to responses received via survey, it is concluded that most of MyRapid's users were unsatisfied with their commuting experience on the bus. Therefore, researchers suggest that MyRapid improve service quality effectively and efficiently from the dimensions of tangibles and reliability in an attempt to enhance customer satisfaction. Yazid, Ali, and Manaf (2020) mentioned that the customer perception of local public transportation in Malaysia nowadays is still poor due to the unsatisfactory services significantly influenced by its poor reliability and tangibles. Therefore, public transport providers such as MyRapid should rebrand and take necessary steps to improve the service to change the past negative customer perception and raise their retention of public transportation services instead of driving private vehicles. Thus, effective long-term strategies should be considered as well. MCA (2022) also suggested that the state government should act immediately to present long-term solutions to conquer the long-standing problem of traffic congestion in Penang. One of the ways proposed in the press statement by Datuk Tan Teik Cheng (MCA, 2022), who is the Chairman of the MCA Penang State Liaison Committee, is to improve the system of the state's public bus effectively. In this effort, the government must provide full support to these service providers so that they have sufficient funds to polish up their services to meet customers' expectations and satisfaction. Overall, we hope this research provides insight into the public transportation industry to improve the public transportation system, as service quality is a key driver of customer satisfaction from the dimensions of reliability and tangibles.

## **LIMITATION**

We faced some limitations while undertaking this research. One of the limitations was the difficulty of approaching MyRapid users as our targeted respondents for this study due to the inactiveness of respondents towards unattractive online surveys. However, we managed to get 150 responses from them through our hard work of disseminating the survey virally via social media such as WhatsApp, Telegram, Instagram, and the likelihood. Nevertheless, there is one concern that most of the respondents are from generation Z, which affects the equality of our sample in terms of age that might influence the generalisability of this research. Future researchers are suggested to increase sample size to obtain the sample from wider age groups in order to generalize the research. Besides, future researchers can consider incorporating other independent variables (price) and dependent variables (customer loyalty) to have a better and thorough understanding of the passengers' behaviour towards public transportation, especially in the bus sector. This is because the rate of passengers using public transport in Malaysia is relatively low, which consequently causes heavy traffic jams on the road owing to unutilized public transportation.

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N/A

## DECLARATION OF CONFLICTING INTERESTS

The authors declare that there is no conflict of interest in completing the Nusantara Project.

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