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**THE RELATIONSHIP BETWEEN SERVICE
MARKETING MIX, SERVICE QUALITY, SERVICE
VALUE AND CUSTOMER SATISFACTION IN
COMMERCIAL CAR PARKING FACILITIES**



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UUM
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UNIVERSITY UTARA MALAYSIA
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**THE RELATIONSHIP BETWEEN SERVICE MARKETING MIX, SERVICE
QUALITY, SERVICE VALUE AND CUSTOMER SATISFACTION IN
COMMERCIAL CAR PARKING FACILITIES**



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ABSTRACT

The role of car park facilities in economic activities, properties market and human life is imperative. The population growth and vehicle possession in tandem with the rapid development of building construction to support commercial activities in cities with scarcity of parking space, have been well identified and have become a major concern in Malaysia. This phenomenon has raised several issues that affect the satisfaction of the Malaysian public as users of car park facilities. One of the recommended solutions was to have excellent parking services but why the Malaysian public is still not satisfied with how car park facilities are being managed is a puzzle. Based on the problem statement, this study focused on the relationships between service marketing mix, service quality, service value, and customer satisfaction of commercial car parking facilities in Malaysia. The study's research framework was supported by the Stimulus-Organism-Response theory. Three of the four main constructs namely service marketing mix, service quality and service value were conceptualised as second order construct and assessed via the reflective-formative approach. Customer satisfaction which acted as a dependent variable was measured reflectively through six multi items. All the items in the study's variables were assessed using the 7-point Likert scale. Data was derived from 182 car park customers who subscribed to monthly season passes from selected private offices in the Klang Valley. The response rate of 23%, was analysed using the SPSS and the SmartPLS software. This study found that the priority of mix elements were varied through the non-parametric Friedman Test and all direct relationships between service marketing mix, service quality, service value and customer satisfaction were found significant through the PLS-SEM methodology. Four indirect effect hypotheses to examine the role of service quality and service value as mediators were accepted as partial mediation. The study findings were discussed thoroughly and concluded with a discussion on the implications, the limitation of the study and recommendations for future study.

Keywords: car park facilities, service marketing mix, service quality, service value and customer satisfaction.

ABSTRAK

Peranan tempat letak kereta di dalam aktiviti ekonomi, pasaran hartanah dan kehidupan manusia adalah penting. Pertumbuhan penduduk dan pemilikan kenderaan adalah seiring dengan perkembangan pesat pembinaan bangunan bagi menyokong aktiviti komersial di bandar-bandar yang kekurangan tempat letak kereta, telah dikenal pasti dan menjadi kebimbangan utama di Malaysia. Fenomena ini menimbulkan beberapa isu yang memberi kesan kepada kepuasan dalam kalangan rakyat Malaysia sebagai pengguna kemudahan tempat letak kereta. Salah satu penyelesaian yang disyorkan adalah dengan mengadakan perkhidmatan tempat letak kereta yang cemerlang tetapi mengapa rakyat Malaysia masih tidak berpuas hati dengan cara kemudahan tempat letak kereta diuruskan menjadi suatu teka-teki. Berdasarkan pernyataan masalah, kajian ini memberi tumpuan kepada hubungan antara campuran pemasaran perkhidmatan, kualiti perkhidmatan, nilai perkhidmatan dan kepuasan pelanggan terhadap kemudahan tempat letak kereta komersial di Malaysia. Rangka kerja penyelidikan ini disokong oleh teori Rangsangan-Organisma-Respons. Tiga daripada empat konstruk utama iaitu campuran pemasaran perkhidmatan, kualiti perkhidmatan dan nilai perkhidmatan dikonsepsikan sebagai konstruk peringkat kedua dan dinilai melalui pendekatan reflektif formatif. Kepuasan pelanggan bertindak sebagai pemboleh ubah bersandar yang diukur secara reflektif melalui enam item pelbagai. Semua item di dalam pemboleh ubah kajian dinilai menggunakan skala Likert 7 mata. Data diperolehi daripada 182 pelanggan tempat letak kereta yang melanggan pas bulanan bermusim di pejabat swasta terpilih di Lembah Klang. Kadar maklum balas sebanyak 23%, telah dianalisis menggunakan perisian SPSS dan SmartPLS. Kajian ini menunjukkan bahawa elemen campuran utama adalah berbeza melalui Ujian Friedman bukan parametrik dan semua hubungan langsung antara campuran pemasaran perkhidmatan, kualiti perkhidmatan, nilai perkhidmatan dan kepuasan pelanggan didapati signifikan melalui kaedah PLS-SEM. Empat hipotesis kesan tidak langsung untuk mengkaji peranan kualiti perkhidmatan dan nilai perkhidmatan sebagai perantara, telah diterima sebagai pengantara separa. Dapatan kajian telah dibincangkan dengan teliti dan diakhiri dengan perbincangan mengenai implikasi, batasan kajian dan cadangan untuk kajian masa depan.

Kata kunci: kemudahan parkir, campuran perkhidmatan pemasaran, kualiti perkhidmatan, nilai perkhidmatan dan kepuasan pelanggan.

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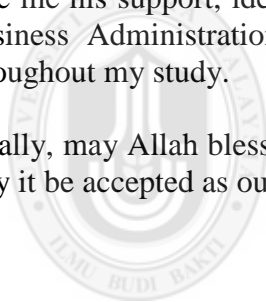
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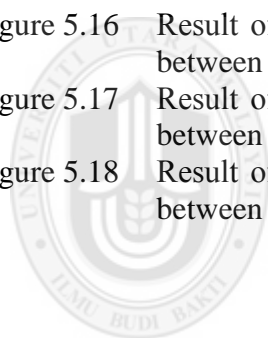
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LIST OF ABBREVIATIONS

AVE	Average variance extracted
CFA	Confirmatory factor analysis
CR	Composite reliability
df	Degree of freedom
PLS	Partial least squares
PPS	Probability proportionate to size
SAT	Customer satisfaction
SEM	Structural equation modeling
S.E.	Standard error
s.f.	Square feet
Sig.	Significant
SMM	Service marketing mix
S-O-R	Stimulus-Organism-Response
SPSS	Statistical Package for Social Sciences
SQ	Service quality
SV	Service value
VAF	Variance accounted for
VIF	Variance inflation factor

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The role of service sector in the world becomes very important to human life and made the biggest contribution to economic activities (Park & Shin, 2012). In Asia, they had found that the contribution of service sector over from gross domestic product (GDP) and employment rate was in upward trend.

The rapid growth of world economic, population and vehicle possession had demands increment of property development sector together with improvement of transportation system. There are a lot of attentions had been given by government, authority agencies, academician, consultants and practitioners on urban planning, transportation system, road system and technology. But yet the understanding of customer behaviour in parking facilities and development of parking service is still staying behind.

Today, the role of car parking facilities is more than basic needs of life. A Chairman of the Board of International Parking Institute, Casey Jones had stressed that parking is everyone matter (Jones, 2011). Parking space is essential to the use of commercial properties in most urban areas such as retails, hotels, transportation hubs, hospitals and offices. These commercial buildings must sufficiently provide parking to their customers, employees and visitors.

Issues related to car parking can be improved by managing parking facilities more efficiently and effectively (Litman, 2013). A good planning with suitable strategic decisions and allocation of resources by adapting service marketing mix framework will enable the company to configure marketing and operational activities for parking facilities in order to meet customer satisfaction and needs (Goi, 2009). Correspondingly, European Parking Association (2014) acknowledges that a proper management of parking facilities will increase the quality and valued by consumers.

Even though services rendered in car parking facilities are recognized as important to the daily activities of human life and economic, several issues such as congestion, quality of service, parking fees, security and service standards in car parking facilities is currently being obstacles to the progress of human life and economic. Thus, studying in this context will benefits to all stakeholders toward betterment of future.

1.2 Background of the study

Car parking facilities is a part of transportation system, human life and property development. It has plays pivotal roles to support economic growth and human quality of life (Qian & Rajagopal, 2013; Litman, 2013; He, Sun, Du, Jinmei, & Das, 2012). Income and car ownership were recognized as influence factors that affect the demand for car parking (Spiliopouloua & Antoniou, 2012).

The growth of world vehicle population has been reported above 1,015 billion units in 2010 with increment rate of 3.6% (Sousanis, 2011) and world population had reached to 7.162 billion with 1.1% growth rate in 2012 (United Nation, 2012). In addition, the

International Monetary Fund had reported that Gross Domestic Product at 3.0% in 2013 and expected to continuous growth at 3.6% in 2014 and 2015 (World Economic Outlook 2014). These growing trends has resulted a great pressure in all aspects such as urban planning, infrastructure, environmental and supply of resources.

Although building more parking facilities looks necessarily, it has another impacts such costly to building construction (Amos & Schlossberg, 2014; Litman, 2013; Shoup, 2005), costly to society (Seibert, 2008), reduce architectural quality and encourage more vehicles into city which indirectly contribute to environmental issues (Seibert, 2008; Mukhija & Shoup, 2006) and distorted land value (King & Keenan, 2012). As recommended by Litman (2006), improving parking management is the best way to satisfy the user demand on parking in many situations.

Therefore, one of solution to overcome the parking problem is to make car park as a commercial business and impose parking fees to motorist for controlling vehicle turnover, maintaining car park facilities, generate income to building owner, encourage entrepreneurship, create jobs and contribute to economic activities. The common scope of parking services is covers parking revenue collection, parking management, provide trained and professional car park staffs, provide customer service, management of traffic flow, deployment of parking equipment and technology, maintenance of parking facilities and provide safety and security elements within the parking facilities (Cullen, 2012; Horn, 2011; Phillips, 2011).

In Malaysia, services sector also becomes one of the changing drivers to current economy as well as to support a demand of domestic-oriented. Malaysia was ranked

at eighth in Asia Pacific on the Service Development Index in terms of market expansion services (Thean, 2012). The contribution of services sector remain the largest contribution to Malaysian Gross Domestic Product (GDP) with 54.6% in 2012 and 55.2% with increment of 5.9% in 2013 compare to other sectors (Malaysian Department of Statistics, 2013; Bank Negara Malaysia, 2013).

The Malaysia Prime Minister had launched the Services Sector Blueprint and Logistics and Trade Facilitation Masterplan which contain the strategic steps to optimise contribution and growth opportunities of the service sector to the nation's economy through human development, integration of sectoral governance reform, internationalization of services and investment incentive management. The Malaysia government aims services sector will be able to contribute at ratio of fifty eight percent (58%) to GDP in 2020 where current contribution to GDP in 2014 is recorded at fifty five percent (55%) with more than eight millions job opportunities in this sector (“Services Sector Blueprint”, 2015).

However, the above inspiration may have difficulties to achieve due to dissatisfaction arises among Malaysian public on services rendered in car parking facilities. For example, the news titled “High rates but poor parking facilities” had appeared at News Strait Times online on 13 April 2012 (Bahalul, 2012). The news tells a story about frustration among motorists on the parking fees which does not match up to the facilities provided, limited parking space, not well maintained and safety issues in the parking facilities. Other complaints on car parking in Malaysia were appeared in online media as well and shown in Table 1.1.

Table 1.1

The summary of public complaints on car park facilities in Malaysia

No.	Parking Issue	Writer	Publication	Date/Month/Year
1	Enforce OKU parking strictly	Bulbir Singh	The Star Online	2 May, 2014
2	Touts collecting fees illegally at parking lot in Kajang	Farah Fazanna Zulzaha	The Star Online	26 April, 2014
3	UMMC must resolve its parking rate issue quickly	Retiree	The Star Online	2 January, 2014
4	Private carpark operators in Petaling Jaya taking advantage of space shortage	Edward Rajendra	The Star Online	23 September, 2013
5	Lighting needed at KTM car park	Mantin	The Star Online	19 October, 2012
6	Open letter to the Pengarah of HKL	Jennifer	Free Malaysia Today	12 October, 2012
7	Adopt Indonesian method to create space for vehicles	Hussaini Abdul Karim	News Strait Times	26 July, 2012
8	Trader is latest car park attack victim	Austin Camoens	The Star Online	18 July 2012
9	CRIME: Car park owners use disclaimers	Michael Ng	News Strait Times	28 June, 2012
10	The car park did not get a certificate of fitness for occupation and poor design structure	Josephine Jalleh & Lo Tern Chern	The Star Online	28 June, 2012
11	What women say about car park security...	-	News Strait Times	15 June, 2012
12	Going nuts over car prices and parking fees	Andrew Lo	The Star Online	10 June, 2012
13	Women want peace of mind at car parks	-	The Star Online	10 June, 2012
14	Mayor of Ipoh Perak warned illegal parking attendants of stern action against them.	-	Malay Mail	5 June, 2012
15	Making car parks safer	Edward Wong	The Star Online	2 June, 2012
16	Feisty marketeer fights off would-be rapists at mall car park	Regina Lee	The Star Online	29 May, 2012
17	Air Asia wants better LCCT car park security after stewardesses attacked, molested	Wong Pek Mei	The Star Online	27 April, 2012
18	High rates but poor parking facilities	Veena Babulal	News Strait Times	13 April, 2012
19	Illegal attendants demanding fees	Looi Sue- Chern	News Strait Times	30 December, 2011

Table 1.1 (Continued)

No.	Parking Issue	Writer	Publication	Date/Month/Year
20	Fomca Halls Landmark Decision On Car Parking	Shk Kam Js	Blis	25 April, 2009
21	Parking contractors fired	-	New Straits Times	11 July, 2008
22	Traders hit out at rude parking attendants	-	The Star Online	6 August, 2007

Source : Online media

It was understood that car parking facilities gives early impression to motorist on building standard and it becomes one of essential criteria for commercial value of properties and also to support business activity at the surrounding area (Cutter & DeWoody, 2010; Mukhija & Shoup, 2006; Iman, 2006). Motorist frustration on current transportation system and parking services will cause one of obstacle to the progress of Government Transformation Programme (GTP) and realization of Vision 2020 as well as achievement of National Key Economic Areas to make Klang Valley as top twenty liveable metropolis and top twenty in economy growth. Nevertheless, this scenario indirectly will affects tourism industry in Malaysia where tourism sector is also one of twelve focuses in National Key Economic Areas.

Thus, the public complaints on parking service and facilities should be addressed seriously. It become an indicator of performance level assessment, signalling some problems or failures in internal deficiencies that demand a quick recovery in order to avoid any negative impact to government, local authorities, property owners and service organization such as investor encouragement, property value, customer retention, profitability and image. On other perspective, customer complaints can provide feedback to organization with the opportunity to solve certain operational malfunctions, to learn from negative situations and re-establish customer satisfaction and trust (Filip, 2013). The necessary efforts should be taken in order to improve public

satisfaction, customer retention and create profitable relationship as the key to survival and long-term growth (Eisingerich, Auh, & Merlo, 2014; Ndubisi & Ling, 2005).

1.3 Problem statement

Although it is generally accepted that the excellence parking services reliefs parking problems and increase satisfaction among motorist (European Parking Association, 2014; Litman, 2013; Health and Safety Executive, 2011; The Institution of Highways & Transportation, 2005; Mendat & Wogalter, 2003; Shaffer & Anderson, 1983), but why Malaysian public is still not satisfy on how car park facilities being managed create puzzle. Response from parking user's indicates that it is not only parking space and fees determine their satisfaction but other factors such as parking environment, security, human interaction, quality and value aspects also becomes their concern. In short, parking users demand more when they utilize the car parking facilities.

Therefore, the problem being addressed in present study was that car park customers are not satisfied with the manner in which commercial parking facilities were managed in Malaysia. Various issues related to car park had occurred in many part of Malaysia, especially in main cities like Klang Valley where aggressive commercial activities, high vehicle volume and limited space becomes contribution factors (Rajendra, 2013). The public feedback on car park facilities and services have been reported in the online media as listed in Table 1.1. The content of the feedbacks indicate numerous cause-effect factors that distressing satisfaction among car park users such as high parking fee, parking attendant attitude, poor maintenance of parking facilities, security issues, lack of facilities provided in parking area and the choice of parking products.

It is notable that the parking problem has been recognized as a long outstanding issue in the urban cities (Litman, 2013; Doulamis, Protopapadakis, & Lambrinos, 2013; Qian & Rajagopal, 2013) but studies of customer satisfaction in car park facilities was very rare and non-conclusive. Past studies claims that there were no comprehensive evaluation from customer perspective in car park facilities (He at el., 2012; Mendat & Wogalter, 2003) and mainly concentrate on parking security (Shaffer & Anderson, 1983), parking physical evidence (Mendat & Wogalter, 2003), traffic congestion (Fosgerau & Palma, 2013), urban planning (Wu, 2011), parking pricing (Manville & Williams, 2012) and parking technology (Diaconu, Andrei, Puchianu, & Predusca, 2013; Rashid, Musa, Rahman, Farahana, & Farhana, 2012).

Little efforts demonstrated to solve pressing issues on satisfaction among car park users that will not benefited to car park industry and country in term of economic development, public health, quality of life and tourism (Redman, Friman, Tommy, & Hartig, 2013). Therefore, a study on customer satisfaction in car park facilities is a serious matter and worthy studies that able to aid the stakeholders to understand and address the issues. Without indepth study, improvement effort to overcome car park issues becomes tougher and disrupt development progress in services sector, particularly to car park services as the volume of vechicle and business activities in city continue to growth rapidly over the time.

Customer satisfaction is a commonsense aspect to measure the success of marketing achievement in exchange. Attaining high customer satisfaction in car park facilities becomes a major challenge to car park operators where complaint on parking services

is everywhere nowadays. The marketing strategies implemented by the car park operators seem like not effective enough to address and improve their customer satisfaction. The marketing strategy such as service marketing mix was designed to satisfy the customer needs and helps organization to be resilient in a highly competitive business world (Perreault, Cannon, & McCarthy, 2011). A well designed marketing strategy in parking services that based on customer preferences and needs, able to allow service provider to form the best alignment of their internal capabilities to be focused and worth pursuing in business environment.

Addition to this challenge, high leasing and operational cost factors confronted by car park operators makes the allocation of resources such as capital investment, human capital and technology investment becomes tougher but yet very important resources in managing parking facilities. It had demanded that the car park operators to utilize resources appropriately and wisely toward building a strong foundation in car park service marketing. However, there is lack of empirical evidence in term of marketing strategies that support on what are the most influencing mix elements to customer satisfaction in car park facilities (He at el., 2012; Mendat & Wogalter, 2003). Addition to this, it has been well accepted that the impact of marketing mixes in creating excellence service is vary between service context, geographical and culture (Lee et al., 2014; Chumaidiyah, 2013). Due to this reason, the role of service marketing mix in car park services is still flaw. Thus, this practical gap creates valuable opportunity to be investigated and service marketing mix of 7Ps was identified as a suitable model to be used in this assessment.

Even though it is important to understand the foundation of marketing strategies for car park services, it alone is unable to clarify customer satisfaction adequately without considering quality and value aspects. Furthermore, the existence of human thinking phase such as assessment on quality and value before producing responses is unavoidable and it becomes intermediaries between stimulus factors and response (Jacoby, 2002). The public complaint as listed in Table 1.1, offer evidences to support that car park users are so concern about quality and value features provided in car park facilities and services. Consequently, imbalance treatment between quality and value to represent customer's benefits may cause dissatisfaction, distress and disappointment among car park customers. But unfortunately, most of past studies in the field of service quality and value focused on other service sectors. Up to now, far too little attention has been paid to the roles of service quality and service value in creating satisfaction in car park context. These arises the questions whether those variables has extensive direct and intervening roles to the satisfaction of car park customers. Moreover, these relationships have not yet been addressed fully and it deserves for urgent subject to be studied.

Due to these reasons, present study is interested to investigate relevant variables that affect customer satisfaction in commercial car parking facilities. After reviewing comprehensively, variables to be investigated in this study were service marketing mix elements for assessing marketing and operational efforts done in parking facilities as first influencer variable, service quality and service value as mediating variables to customer satisfaction in commercial parking facilities. The chosen variables were highly believes to be able in explaining contemporary parking issues at commercial car parking facilities in Malaysian context.

However, there is no straightforward research setting for this study. The challenges encountered in present study is lack of comprehensive study to support and explain the complexity of the relationships between service marketing mix, service quality, service value and customer satisfaction in commercial parking facilities. Through these limitations, five research gaps were identified which are (1) very little known about the practices of service marketing mix at the commercial parking facilities in Malaysia including its elements and methodology approach used to support the marketing mix concept as a mixer of marketing mix elements (Al-Dmour, Al-Zu'bi, & Kakeesh, 2013; Chumaidiyah, 2013; Sanib, et al., 2013; Yasanallah & Vahid, 2012; Cengiz & Yayla, 2007); (2) absence of technical quality aspect in SERVQUAL measurement scale may not able to assess adequately on service quality rendered in car park facilities (Kang & James, 2004); (3) inconsistent findings on service value dimensions including its analysis methodology has been inadequately explored (Lin, Sher, & Shih, 2005); (4) little empirical evidence on the relationships between service marketing mix, service quality, service value and customer satisfaction and lastly, (5) lack of empirical studies on the relationship of between service quality, service value and customer satisfaction model where service marketing mix act as stimulus factor (Goi, Kalidas, & Zeeshan, 2014).

In summary, the problem statement of present study is surrounded by issues related to customer satisfaction in commercial car parking facilities. Based on the online news, it indicates that marketing strategies implemented by car parking operator does not seem work well to enhance satisfaction of parking users because it disregard on customer's concern of service quality and service value in car parking facilities.

Additionally, lack of past studies to investigate the above complex issues create urgent need for a study where attention on car parking facilities becomes important over the time. Several study gaps were identified that covers the concept, methodology and relationship in proposed study's model.

1.4 Research questions

In line with the study background and the problem statement discussed in the preceding subheadings, the broad research question to which the study attempts to provide is: What is the influence of service marketing mix, service quality and service value on customer satisfaction in the commercial parking facilities in Malaysia?

Based on the main research question, this study was guided on the following specific questions:

- a) What are the important elements of service marketing mix in Malaysian commercial car parking facilities?
- b) Does service marketing mix, service quality, service value and customer satisfaction are influenced by each other directly in Malaysian commercial car parking facilities?
- c) Is there any mediation effect of service quality on the relationship between service marketing mix and customer satisfaction?
- d) Is there any mediation effect of service quality on the relationship between service marketing mix and service value?
- e) Is there any mediation effect of service value on the relationship between service marketing mix and customer satisfaction?

- f) Is there any mediation effect of service value on the relationship between service quality and customer satisfaction?

1.5 Research objectives

Subsequent to the aforementioned research questions, the study was dedicated to achieve the objectives of present study, as follows:

- a) To determine the importance of service marketing mix elements in Malaysian commercial car parking facilities through customer perspective.
- b) To investigate direct relationship between service marketing mix and customer satisfaction.
- c) To investigate direct relationship between service marketing mix and service quality.
- d) To investigate direct relationship between service marketing mix and service value.
- e) To investigate direct relationship between service quality and customer satisfaction.
- f) To investigate direct relationship between service quality and service value.
- g) To investigate direct relationship between service value and customer satisfaction.
- h) To examine the mediating effect of service quality on the relationship between service marketing mix and customer satisfaction.
- i) To examine the mediating effect of service quality on the relationship between service marketing mix and service value.

- j) To examine the mediating effect of service value on the relationship between service marketing mix and customer satisfaction.
- k) To examine the mediating effect of service value on the relationship between service quality and customer satisfaction.

1.6 Significant of the study

The findings of this study has significantly contributes to theoretical and practical aspects where up to the knowledges of researcher, this study can be considered as one of the Malaysia's first studies to observe the phenomenon of consumer behavior on the aspect of service marketing mix, service quality, service value and customer satisfaction on parking services in the local context.

In term of theory, the findings on service marketing mix practices through 7Ps elements has contribute to increment number of empirical evidence for application of service marketing mix concept in service industry especially in parking service context. Past studies had showed that the application of service marketing mix elements is doubtful, arguable and impractical in today's business. The finding of present study hopes to bridge the gap of current application of service marketing mix. Moreover, the present study has become first of few studies that treated seven mix elements to form service marketing mix as high order construct because mostly in the past studies, elements of service marketing mix were tested as individual variable. The finding of present study on this aspect had successfully validated and proven to support the concept of service marketing mix as "mixer of ingredient".

Additional to the above, present study hopes to contribute to the body of knowledge in service quality through the findings of service quality dimensions in parking facilities because service quality dimensions vary due to type of service industry and geographical factor. Furthermore, the finding on the role of technical quality dimension in service quality may enhance understanding on service quality concept. This study contributes to theoretical aspect via methodology analysis by validating the concept of service quality as higher order construct and mediating roles of service quality.

For methodology aspect, this study had employed PLS-SEM and its application able to enrich evidence and validation on the research framework especially in Malaysia context. Moreover, articles in recent years suggest to use PLS-SEM methodology as analysis technique in future research undertaken towards development of alternative statistical technique for structural equation modelling (Dijkstra & Henseler, 2015; Sarstedt, Ringle, Smith, Reams, & Hair, 2014b; Hair, Sarstedt, Pieper, & Ringle, 2012a). In addition, PLS-SEM offers valuable advantages which allow unique statistical technique to be applied such as formative measurement construct or high order constructs for multidimensional model. Therefore, present study able to offer empirical evidences as valuable findings in term of reflective-formative measurement to the body of knowledge in marketing study and provide an informative platform to future study in confirming new insight of the constructs available in the proposed theoretical framework.

From the practical perspectives, the findings of present study able to provide guidelines to the practitioners such as for 1,504 registered parking operators in

Malaysia in 2014 that based on statistic of Suruhanjaya Syarikat Malaysia (Shari, 2015) and owners of parking facilities to gain new insights on the roles of service marketing mix, service quality and service towards attaining customer satisfaction in the management of car parking facilities. Moreover, these constructs is very important to survival of organization as the constructs are linked to customer retention, loyalty and positive word of mouth. The right application of marketing strategies will enhance organization performance, reputation, business profitability and competitiveness advantages in service industry.

This study also able to provide a guideline to local authorities and relevance government agencies in term of improving existing rules and regulations by focusing on signified factors revealed in this study. The findings of this study can act as input for reviewing existing private car park license and specifications in setup car park facilities. Considering essential features to be incorporated in car park services leads to high perception on service quality and service value, and subsequently stimulate greater satisfaction among customer or public. The spread out of this study findings may encourage better understanding on car park operations and services among public and perhaps students in transportation, urban planning and architecture faculty would also gain benefits. Cultivate basic knowledge about car park among public through conferences and seminars may encourage constructive feedbacks from public as valuable inputs to government, local authorities and practitioners for further improvement on car park facilities and it services in future.

In summary, present study able to make valuable contributions to practical and theoretical perspective through study findings on the relationship between service

marketing mix, service quality, service value and customer satisfaction in commercial car park facilities. This study hopes to provide empirical evidence for further clarification of the proposed constructs concept and provide practical benefits to the stakeholders who are concern in car park facilities and services. This study can be a basis to carry out a future study on parking services in Malaysia or other countries since there is lack of empirical studies in car park services.

1.7 Scope of the study

The scope of present study is focused on four main streams of literature that cover service marketing mix, service quality, service value and customer satisfaction. In regard to service marketing mix, 7Ps elements namely service product, service price, service promotion, service place, service people, service process and service physical evidence were used to form the fundamental of service marketing mix construct. Other construct such as service quality was formed through dimension of tangible, reliability, responsiveness, assurance, empathy and technical quality. While service value was formed through emotional value, social value, functional value of quality/performance and functional value of price/value components. The dependent variable represented by customer satisfaction consist of six items that covers affective, emotion, fulfillment of needs, cognitive, disconfirmation and general satisfaction.

The study setting was Malaysian commercial car parking facilities which are available in the privates office building. The target respondents was the customer who is subscribing a monthly parking season pass in the selected commercial car parking facilities within Klang Valley area.

1.8 Organization of the dissertation

This dissertation was organized into six chapters. Second chapter provide an overview of parking facilities and service in Malaysia. A review of the research literature on service marketing mix, service quality, service value and customer satisfaction was described in the third chapter. It also discussed the conceptualization of the constructs and the relationships among them. The fourth chapter describes the research methodology of the study. It includes the operationalization of the constructs, the research design, sampling and data collection process. The findings of study generated by data analysis were provided and discussed in details in the fifth chapter. Finally, the last chapter had discussed managerial and theoretical implications of this study, as well as its limitations and recommendation for future research.



CHAPTER TWO

OVERVIEW CAR PARKING FACILITIES AND SERVICES IN MALAYSIA

2.1 Introduction

This chapter provides an overview of factors related to parking demand in Malaysia and Klang Valley such as economy, population, vehicle possession and factors related to parking supply such as property, buildings and regulations. Moreover, information and issues related to car parking services was described in this chapter such as relationship between property owner and customer, characteristics and type of parking.

2.2 Contributing factors to supply and demand for car parking facilities

The land area of Malaysia covers about 330,803 square kilometer that consist of states in Peninsular Malaysia, namely Johor, Melaka, Negeri Sembilan, Selangor, Pahang, Perak, Terengganu, Pulau Pinang, Kedah, Kelantan, Perlis and the Federal Territories covers Kuala Lumpur and Putrajaya. While for East Malaysia at the island of Borneo consists Sabah and Sarawak and Labuan off Sabah under the Federal Territory.

Malaysian population in 2013 was estimated at 29.7 million with growth of 1.3% (The Malaysian Economy in Figures 2013) and nominal gross income per capita in 2013 is RM32,144 with expectation to increase 6.2% in 2014 (Economic Report 2013/2014: Malaysia's economy). Malaysia is a multi-ethnic country with the main ethnic groups are Malay, Chinese and Indian.

The Malaysian economy in 2013 was 4.7% and a steady growth trend of 4.5%-5.5% was expected in 2014 (Bank Negara Malaysia Annual Report 2013). Bank Negara in its outlook report has forecast that the momentum of economy growth will be contributed through better performance in the external sector and surrounded by several moderation in domestic demand. The main drivers to the overall economy growth are expected to be from services and manufacturing sectors. The contribution of services sector is still remain a main focus in Malaysia and projected to continue its growth trend on performance and expansion in 2015.

In line with the economy growth, the total new vehicles for passenger and commercial in 2013 was 655,793 units with increment of 4.5% compare to 2012. Additionally, the accumulative total for registered motorcar in 2013 is 10,480,977 units and total registered motor vehicles including motorcycles as at 31st December 2013 was 23,705,794 units (Malaysian Road Transport Department, 2013). Table 2.1 shows the statistic of accumulative total of registered total motorcar since 2006.

Vast increment of private vehicle ownership and usage in Malaysia was due to consistent growth of economic, increment of population, improvement of income levels, friendly financial loan facilities and the availability of made-in-Malaysia cars. Although Malaysian government encourage citizen to use a public transport, most of citizen is still want to use motorcar because it able to offers a personal freedom and impress on person status of life. Other commented that the lack of viable options especially integrated, accessible and affordable public transport systems causes more Malaysians to own private vehicles is one of possible factor (Inter Press Service, 2013).

Table 2.1
Accumulative total registered motorcar in Malaysia 2006 – 2013

Year	Accumulative Total	Annual Increment Total	Annual Increment %
2006	6,941,996	468,735	7.2%
2007	7,419,643	477,647	6.9%
2008	7,966,525	546,882	7.4%
2009	8,506,080	539,555	6.8%
2010	9,114,920	608,840	7.2%
2011	9,721,447	606,527	6.7%
2012	10,354,678	633,231	6.5%
2013	10,480,977	126,299	1.2%

Source: Ministry of Transportation, Road Transport Department

Major cities in Malaysia like Klang Valley are not exempted from current global scenario effect. As the capital and commercial heart of the country, Klang Valley becomes one of main agenda to National Key Economic Area (NKEA) which represents an essential component in the plan to transform Malaysia into a high-income nation by 2020. Under one of National Key Economic Area (NKEA), Malaysian government has a strategic planning to transform Greater Kuala Lumpur/Klang Valley towards the top twenty most liveable metropolis and top twenty in term of economic growth (Official Website of Greater Kuala Lumpur/Klang Valley, 2014; Malaysia Prime Minister's Department, 2014). The overall aim is to transform the region into a world-class metropolis that will boast top standards in every area from business infrastructure to liveability (Malaysia Prime Minister's Department, 2010).

The range of Klang Valley Region is across approximately 2,843 square kilometres. This region is consist of ten (10) municipalities which are administered by local authorities such as Dewan Bandaraya Kuala Lumpur (DBKL) and Perbadanan

Putrajaya is under Federal Territory while Majlis Bandaran Shah Alam (MBSA), Majlis Bandaran Petaling Jaya (MBPJ), Majlis Perbandaran Klang (MPK), Majlis Perbandaran Kajang (MPKj), Majlis Bandaran Subang Jaya (MBSJ), Majlis Perbandaran Selayang (MPS), Majlis Perbandaran Ampang Jaya (MPAJ) and Majlis Perbandaran Sepang is under Selangor state (Malaysia Ministry Of Federal Territories, 2014). The Figure 2.1 shows the district areas covered in Klang Valley.

The total population of Klang Valley is about 7.2 million in 2010 (Malaysia Department of Statistics, 2011). Federal Territory of Kuala Lumpur has highest population density with 6,891 persons per kilometer while Putrajaya is 1,478 persons per square kilometer and Selangor state has 674 persons per square kilometer.

In term of motorcar in Klang Valley, Kuala Lumpur had recorded the highest accumulative total of registered motorcar which represents 30.4% (3,183,389 units) and Selangor represent 8.2% (861,360 units) for total accumulative total of registered motorcar in 2013. According to a study undertaken by Syarikat Prasarana Nasional Bhd, it was estimated about 2.2 million private vehicles are entering into Klang Valley daily (The Star, 2006). Apparently, high economy activities, population and the growth of vehicle in Klang Valley had demanded traffic flow and parking space to be managed accordingly.

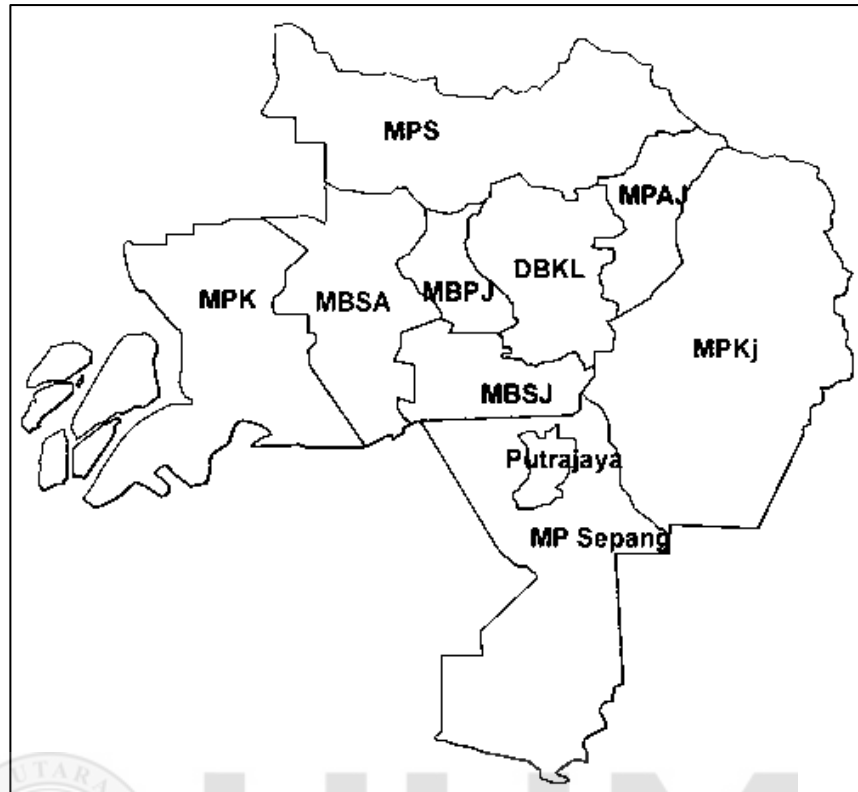


Figure 2.1
Klang Valley Area

Source: Ministry of Federal Territories and Urban Wellbeing website

Construction of buildings is also an important indicator to ensure the supply of parking space is sufficient. It was reported that total number of construction project by end of 2013 is 9,652 with increment of 328 projects compared to 2012. Selangor represent the highest contribution to construction sector with 25.7% and second highest is 16.1% from Kuala Lumpur including Wilayah Persekutuan.

While Valuation and Property Services agency under Malaysian Ministry of Finance has reported that space in commercial building as at 4th quarter of 2013 is 13,951.86 million square meter for 1,417 buildings with 77.8% occupancy for purpose-built office and 12,390.75 million square meters for 873 complexes with 79.5% occupancy. Kuala Lumpur, the main provider of office space, accounted for 51.6% (7.206 million square meters for 353 buildings) share of the national total, recorded 0.7% decrease in

its availability rate from 22.5% to 21.8%. At the end of Q4 2013, there were 1.570 million square meters of space available for occupation offered by 235 buildings. Meanwhile, Selangor, the second biggest contributor of office space in the country, recorded availability rate of 26.7%, retaining the rate registered in the previous quarter. At the end of the review quarter, the state had 752,640 square meters (130 buildings) of office space available in the market.

2.3 Regulations related to car parking facilities

In Malaysia, “Parking” is defined in Road Transport Act 1987 as the bringing of a motor vehicle to a stationary position and causing it to wait for any purpose other than that of immediately taking up or setting down persons, goods or luggage. While “parking place” is defined as a place set apart as a place at which motor vehicles or any specified class or description of motor vehicles may be parked.

The minimum parking requirement regulation is applied in Malaysia and administered by local authorities such as City Hall Kuala Lumpur, Majlis Bandaran Subang Jaya, Majlis Bandaran Petaling Jaya and so forth. For example, Table 2.2 shows the formulations to determine a minimum parking bays allocation that imposed by City Hall Kuala Lumpur to a new building construction.

Any operation of commercial parking facilities must first obtain a car park license from local authority. The car parking operator whether operated in-house by building owner or outsources to parking companies, has responsibilities to adhered to the requirement stated in the license conditions. For example, City Hall Kuala Lumpur (also known as

DBKL or Dewan Bandaraya Kuala Lumpur) has stated that the responsibilities of parking operator covers a notification of parking fee and operation hours, parking security and safety, cleanliness, driving directional signages, parking attendants, parking bays line marking, parking machine and disable parking bay (DBKL Terms and Conditions of private car park licensing).

Table 2.2
Formulation for determining a minimum parking bays allocation

No.	Type of Commercial	Car Parking Lots	Motorcycle Parking Lots
1.	Office Building/ Shopping Malls/Terminal/Convention Centre/Food Court/ Market/ SOHO	Gross Floor Area - 30% service area / 500 s.f.	Gross Floor Area - 30% service area / 1,500 s.f.
2.	Hypermarket	Gross Floor Area - 30% service area / 215 s.f.	Gross Floor Area - 30% service area / 1,500 s.f.
3.	Hotel 5 Star	Gross Floor Area - 40% service area / 500 s.f.	Gross Floor Area - 40% service area / 1,500 s.f.
4.	Hotel 4 Star and below	Gross Floor Area - 35% service area / 500 s.f.	Gross Floor Area - 35% service area / 1,500 s.f.

Source: DBKL (2010)

2.4 Government initiatives toward parking facilities

Malaysia government through National Key Economic Area strategic plan intended to improve transportation system and city congestion by constructing Mass Rapid Transit (MRT) which currently is in progress (Malaysia Prime Minister's Department, 2014). Minister in Prime Minister's Department, Datuk Seri Idris Jala had introduced "Car Park League Table" as a challenge to car park operators for improving security in car park facilities and to be more diligent in ensuring public safety ("Car parks at malls to be rated", 2012).

Other initiative, the Housing and Local Government Ministry had reported that a guidelines on requirements for planning construction for car park at business premises and shopping malls is almost completed and it was aimed to improve existing security measures in the car park facilities by emphasizing on installation of security system such as panic button, closed camera television (CCTV), siren, entry and exit of parking control system (“Guidelines on car park safety soon”, 2012).

While Federal Department of Town and Country Planning Peninsular Malaysia (2011) had provided a car park planning guidelines that emphasis on car park planning, design, safety and security towards friendly car park to motorist. However, the service scope for parking facilities is much broader that include performance of car park attendant, service process, parking equipment, parking service product and marketing rather than only parking facilities specifications and general instructions. The existing guidelines and regulations provided by the government agencies may not sufficient to educate the parking operators, facilities owners and public. Lacking in term of co-ordination including enforcement aspect to monitor current parking standards may also contribute to contemporary issues in parking facilities.

2.5 Car parking services

Car parking services in Malaysia had growth rapidly. A statistical report as provided by Suruhanjaya Syarikat Malaysia (Shari, 2015) indicates that there are about 1,504 companies has been registered under parking services as at 2014. From 2000 to 2014, the growth percentage of parking companies is at 126% with average growth of 9% annually. The highest registered parking companies among the states of Malaysia are Selangor with 417 companies, followed by Kuala Lumpur with 312 companies and

Sarawak with 206 companies. The growth trend of parking companies and the total number of parking companies by states and years were shown in Figure 2.2 and Table 2.3.

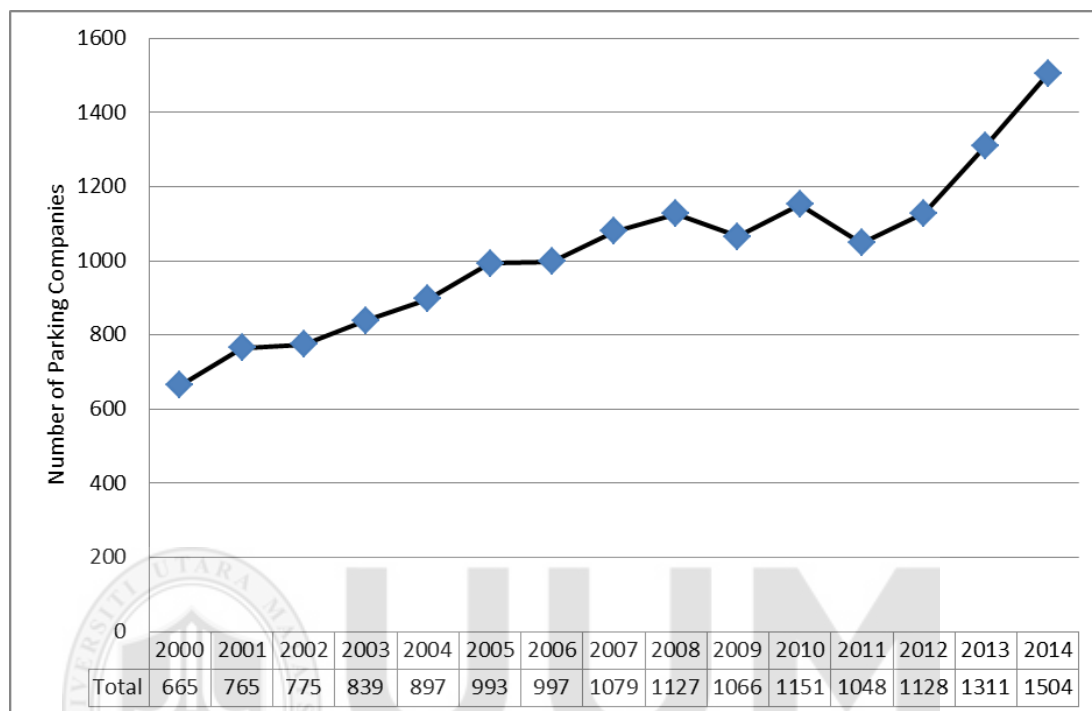


Figure 2.2
The growth trend of parking companies from 2000 to 2014

Source: Shari (2015), Suruhanjaya Syarikat Malaysia

Table 2.3
The total number of parking companies by states and years

States	Year														
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
JOHOR	86	114	90	77	86	115	127	113	144	126	120	127	138	159	164
KEDAH	13	20	10	24	43	32	33	32	51	54	54	23	21	28	31
KELANTAN	10	5	7	7	10	7	5	10	12	8	7	8	11	10	8
MELAKA	15	11	17	12	8	11	13	24	15	19	14	11	16	13	13
NEGERI SEMBILAN	19	22	16	22	13	16	12	12	23	22	14	26	32	28	36
PAHANG	10	18	13	18	14	25	20	27	31	21	22	21	32	30	41
PERAK	25	15	13	17	15	22	29	45	24	22	29	24	25	36	48
PERLIS	2	--	3	3	6	2	3	4	5	5	2	--	3	2	6
PULAU PINANG	49	54	63	58	51	72	56	66	72	66	94	66	71	87	92
SABAH	43	33	29	37	53	50	57	56	62	66	49	69	34	62	92
SARAWAK	33	37	43	60	82	62	77	81	86	113	124	111	121	147	206
SELANGOR	175	211	216	247	251	293	275	318	311	263	332	316	322	402	417
TERENGGANU	12	26	32	29	24	8	22	26	27	33	12	10	10	18	26
W.P. LABUAN	4	2	4	6	6	5	5	7	8	11	3	7	3	3	11
W.P. PUTRAJAYA	--	--	--	--	--	--	--	1	--	--	2	--	1	--	1
KUALA LUMPUR	169	197	219	222	235	273	263	257	256	237	273	229	288	286	312
TOTAL	665	765	775	839	897	993	997	1079	1127	1066	1151	1048	1128	1311	1504

Source: Shari (2015), Suruhanjaya Syarikat Malaysia

In regard to the model of parking services, three parties normally involved in parking services that is parking service operator, the parking facility owner and the motorist. In some situation, the owner of parking facility runs the in-house parking operation. In general, tripartite relationship among parties are involved in day to day operation of car park and the complication occurred in this operation relationship is depend to what extend the owners of parking facility have direct contact of motorist who parked their vehicle in the parking facility.

Thus, the relationships behind a car park service are complex. The car parks operators need to provide a service to both the owner and motorists where the objective of service to each party is vary. Additionally, service for parking facility owner by car park operator is more on commercial terms such as leasing, profit sharing and monthly reporting of car park performance. On the other hand, service for motorist who uses the parking facility is more on service satisfaction that includes parking availability, security and parking convenience.

Generally, there are two categories of parking that is on-street parking and off-street parking. For on-street parking facilities, the parking lots are provided at outside of roadways or along the curbs of street that normally controlled by local authorities. The parking charges to the users of on-street parking facilities is based on parking duration using manual ticketing or parking meter installed near to parking lots. The collection of parking fees is paid to the local authorities and for those user parked exceeding paid duration will be issued a summon by the enforcement officer of local authority after checking the parking ticket displayed at vehicle dashboard.

While for off-street parking, it normally inside or surrounding buildings and an open air parking lots. The off-street facilities are often build to accompany the on-street facilities, as the on-street parking alone fails to cope with the large demand for parking (Shoup, 2013). In contrary to on-street parking, off-street parking facilities normally be owned by private companies. Table 2.4 summarizing the characteristic on and off-street parking.

Table 2.4
The characteristic on and off-street parking

Items	On-Street Parking	Off-Street Parking
Required Physical Changes	Parking lots line painting, installation of signage, parking meters.	Securing for land, paving, installation of parking collection system, parking equipment, and construction of administrative buildings.
Time for Development	Require a short time.	It takes a long time to finance and construction of parking facilities
Operational Arrangement	Inspection and enforcement by local authority officer or traffic police.	The operation and enforcement is operated solely by private entity such as car park operator.
Targeted Users	For short term parking	Short term parking for visitors based on duration parking fee and long term parking for tenant's employees using monthly pass.

Source: adapted from Asia Development Bank, 2008

In regard to parking products for off street parking, there are two types of parking for motorist, short term and long term parking. Short term parking means the parking user parked their vehicle based on hourly, per entry or flat rate per day fee. This type of user is normally a visitor and customer or supplier to building tenants and often called as casual parkers. When entering the parking facilities, the user is needed to take a parking ticket for time based pricing model or pay during entry in case of per entry rate. The user is required to pay parking ticket at auto-pay station or central cashier

before collecting their vehicle. In case of non-automated payment system, the user needs to pay their parking fee to cashier located at exit.

While long term parking means parking user pay the utilization of parking in monthly basis often called as monthly season parker. This monthly season parking provides multiple accesses up to twenty four hour in seven days using parking access card, transponder or monthly sticker. Subject availability of parking lot, the user can apply whether parking lot to be reserved or non-reserved. Building occupants or employees of tenant in the building is normally uses this type of parking product.

In summary, the demand of the parking space is derive from economy activities, population, incomes of population and vehicle possessions. While supply of parking space is much depend on available of building, building construction, property development and regulation to determine parking space. However, providing parking space is costly and become worse if over supply compared to demand for example less business activities or less public attraction to certain property area.

In delivering parking services, the parking operator must understand the relationship between the property owner and customer and also the regulations enforced by local authorities for licensing. In order to provide an excellence parking services, the car park operator should have a proper planning and strategies that capable to cater short and long term parking for on-street or off-street parking. The scope of planning to be considered is to determine the main business activities in the building such as shopping malls, hotel or office building including deployment of parking systems, pricing scheme and other service delivery channels.

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

The purpose of this chapter is to provide a review of the past literature that relates to present study and to support the body of existing research. The chapter begins with literature review exploration on customer satisfaction, service marketing mix, service quality and service value. This chapter also provides literature support on the mediation role of service quality and service value.

In addition to the above, this chapter had discussed the underpinning theories namely Stimulus-Organism-Response (S-O-R) theory to explain the theoretical framework applied in the present study. Moreover, this chapter intended to provide reasonable explanation to support the hypotheses development based on an intensive review of the relevance literature.

3.2 Customer satisfaction

Interestingly, customer satisfaction becomes an attractive topic for the past four decades since 1970s (Parker & Mathews, 2001). The scholars keep continue to explore the antecedent and consequence of customer satisfaction that able to fit in today's business undertaking (Albayrak & Caber, 2015; Athanassopoulos & Iliakopoulos, 2003). Therefore, the role of customer satisfaction still remains a central tendency of marketing concept for relationship between pre-consumption and post-consumption (Ameer, 2014). Customer satisfaction was deliberated as the core of success (Siddiqi,

2010), business performance, profitability and competitive advantage (Yeung, Ramasamy, Chen, & Paliwoda, 2013).

Past research has identified customer satisfaction as an antecedent to customer loyalty (Kursunluoglu, 2014), engross in positive word of mouth and highly possible to form future purchase intention (Kitapci, Akdogan, & Dortyol, 2014), customer retention (Edward & Sahadev, 2011), behavioral intention (Wu, 2014) and influences customer trust (Akamavi, Mohamed, Pellmann, & Xu, 2015) and employee trust (Han & Hyun, 2015). Furthermore, a satisfied customer was found encourage customer involvement in business process (Eisingerich et al., 2014); influence to brand loyalty (Nam, Ekinici, & Whyatt, 2011), brand equity and shareholder value (Torres & Tribó, 2011).

Acknowledging the importance to form customer's satisfaction, past researchers had identified the determinants of satisfaction for instance such as service quality (Rajaratnam, Munikrishnan, Sharif, & Nair, 2014), perceived value (Eid & El-Gohary, 2015), physical environment and customer emotion (Ali, 2014), service features and employee job satisfaction (Pantouvakis & Bouranta, 2013), servicescape (Miles, Miles, & Cannon, 2012); elements of service marketing mix (Hashemi & Abad, 2013; Sarker, Amim & Begum, 2012; Cengiz &Yayla, 2007), service employee competencies (Delcourt, Gremler, Riel, & Birgelen, 2013; Evanschitzky, Sharma, & Prykop, 2012; Ramasubbu, Mithas, & Krishnan, 2008); technology and service justice (Wu, 2013).

3.2.1 Definition of customer satisfaction

Generally, there were two basic interpretations of satisfaction within the past literature. First, it was suggested that satisfaction is an evaluation process between a “pre-consumption expectation” and the “post-consumption perceived performance” by comparing both aspects. For example, Yi (1990) defined that customer satisfaction is a collective outcome of perception, evaluation and psychological reaction to the consumption expectation with a product or services and Kotler (2000) defined satisfaction as a person’s feelings of pleasure or disappointment resulting from comparing a product’s or service’s perceived performance or outcome in relation to his or her expectations.

On second interpretation, satisfaction was interpreted as an outcome of a consumption activity or experience (Cheng, 2011; Parker & Mathews, 2001). According to Varva (1997), satisfaction is not a universal occurrence and level of satisfaction among those whose experiencing a hospitality service were not same. These phenomena could be explained through different needs fulfillment for customers, purposes and preceding experiences that stimulus the customer’s expectations. Varva (1997) define satisfaction as the end-state resulting from the experience of consumption. Another definition of customer satisfaction as defined by Oliver (1997) was the consumer’s fulfillment response, the degree to which the level of fulfillment is pleasant or unpleasant. Oliver’s definition was mostly used in customer satisfaction studies.

3.2.2 Concept of customer satisfaction

The conceptualization of customer satisfaction was explained in various ways to suit with the context of research undertaking. Applying the right concept of customer

satisfaction is important to avoid any distraction of performance result or outcome from customer target group.

Most of the definitions of customer satisfaction in literature were process based which involve evaluation process (Ameer, 2014). This category of definition conceptualizes customer satisfaction as cognitive components by adapting the expectancy disconfirmation model (McMullan & O'Neill, 2010). In Oliver (1980) study on the expectancy disconfirmation paradigm of satisfaction theoretical framework, had viewed that consumers compare post-purchase performance evaluation of products and services against pre-purchase expectations when judging satisfaction. Oliver further elaborates that satisfaction was a primary function of standard and perceived discrepancy experience may occurred at the certain of beginning point.

A state of positive disconfirmation is experienced when perceived performance is greater than customer's pre-purchase expectation and the customer could be highly satisfied or delighted. However, when post-purchase performance decreases below than customer's pre-purchase expectation, it will result a negative disconfirmation that causes the customer feel dissatisfaction (Loureiro, Miranda, & Breazeale, 2014).

Customer satisfaction concept under the process based is reflects to several attribute judgments related to a particular transaction which known as transaction-specific satisfaction (Loureiro, et al., 2014; Koufteros, Droge, Heim, Massad, & Vickery, 2014). In Jones and Suh (2000) study, they refer transaction-specific customer perspective to the consumer's dissatisfaction and satisfaction with discrete service encounter.

In a transaction-specific satisfaction, customers make an assessment or judgment at a particular time during service encounter or consumption situation (Koufteros et al., 2014; Anderson, Fornell, & Lehmann, 1994; Oliver, 1980). The domain of encounter satisfaction is not the total of experience consumption which may be determined by other factors such as quality features (Ekinci & Dawes, 2009; Anderson, 1994), service features, price (Andaleeb & Conway, 2006) and service value (Wu & Liang, 2009; Fornell, Johnson, Anderson, Cha, & Bryant, 1996).

However, Jones and Suh (2000) commented that the concept of satisfaction that based on transaction-specific may not be perfectly connected with global satisfaction due to variation of customer satisfaction level from different service transaction episodes. They further elaborate that when overall satisfaction is high, consumer do not appear to let a last encounter experience to determine their repurchase intention. This mean that when transaction-specific satisfaction is low, repurchase intention is remain high as long as overall satisfaction is high. This indicates that consumer is willing to give another chance to service provider to improve on level of service in future.

An alternative perspective, customer satisfaction was conceptualized as an outcome-oriented approach by focusing on nature of satisfaction instead of cause of satisfaction (Parker & Mathews, 2001). A study by Oliver (1989) suggests that multiple emotion factors exist within consumption setting and product or service attributes facilitate occurrence of satisfaction emotion. In this concept, the performance product or service is a primary affect to satisfaction level and suggests a better predictor to further processing such as behavioral intention rather than expectancy-disconfirmation

process model as a key to future behavior. Oliver propose four stages of satisfaction framework that relate to arousal and reinforcement aspect namely “satisfaction as contentment”, “satisfaction as surprise”, “satisfaction as pleasure” and “satisfaction as relief”. In addition to this, other scholars had challenged the domination of satisfaction cognitive model due to poor performance in predicting future behavior intention (Koenig-Lewis & Adrian, 2014).

As a part of outcome-oriented approach, customer satisfaction also viewed as an affective state with positive feeling resulting from an evaluation of the overall consumption experience (Cronin, Brady, & Hult, 2000). Through this understanding, past literature has explored the concept of cumulative satisfaction or also known as overall satisfaction. Oliver (1999) defines overall satisfaction as a cumulative process across a series of transactions or service encounters. This means that cumulative satisfaction is represented by function of all previous transaction specific satisfactions.

Past studies had recommended that cumulative satisfaction concept is more consistent with treatments of customer satisfaction in both economy psychology and welfare economics (Johnson, Herrmann, & Gustafsson, 2002). Study undertaken by Loureiro et al. (2014) had confirmed that cumulative perspective is a superior forecaster of customer loyalty as well as result of previous studies. The important of cumulative approach is it takes advantage of aggregate series of occasions as well as measures and provides a reliable performance benchmark for making broad based comparison (Johnson et al., 2002).

From a composite perspective, the satisfaction concept should have both components of cognitive and affective components in which they are not commonly exclusive components. Oliver (1993) argue that satisfaction from cognitive perspectives is still not adequately presented and incorporation of affective components into satisfaction concept from two affective states namely positive and negative effects in post-consumption level was suggested. This satisfaction concept was supported by other scholar such as Koenig-Lewis & Adrian (2014), Olsen (2002), Liljander & Strandvik (1997) and Dubé-Rioux (1990).

Oliver (1993) further describes that by merging affect disconfirmation and attribute based satisfaction judgments, satisfaction variance was well explained than expectancy-disconfirmation paradigm model. However, the affective process was varied in intensity depending upon the situational, product or service and population (Yang & Peterson, 2004). Consequence to attribute based satisfaction study, Oliver defines satisfaction differently with his study in 1980. Oliver (1997) defines satisfaction as the consumer's fulfillment response, the degree to which the level of fulfillment is pleasant or unpleasant.

Following this line of argument, Lin (2003) had concluded that customer satisfaction was derived from a cognitive and affective assessment by comparing expected and perceived performance via multiple factors. In addition, Lin (2003) further explains that if the perceived performance is below than expected outcome, it will causes dissatisfaction feeling among customers. In contrast, if the perceived performance is exceeds expectation, customer will feel satisfaction. A study's finding by Narteh and Kuada (2014) was supporting Lin's study.

The cumulative satisfaction concept was applied in the present study because it more suitable with proposed scope of population, more consistent (Johnson et al., 2002), more superior prediction (Loureiro et al., 2014) and broader scope of satisfaction can be evaluated through aggregate series of occasions.

3.2.3 Measurement of customer satisfaction

Measuring customer satisfaction is an evaluation process for organization to identify customer response toward product or services, continuous improvement, added value to business and prospect for future growth. Selecting a right measurement scale to customer satisfaction is crucial for accurate result in determining further action or recovery action.

Generally, there were two famous types of scale applied in the measurement of customer satisfaction, a single item and multiple items. Some researchers like Shin and Elliot (2001), used a single item rating scale of four to seven point for measuring overall satisfaction as simple basis evaluation to reflect “very satisfied” to “very dissatisfied”. Most of customer satisfaction measurement was developed to simply evaluate on the global or net satisfaction with post-purchase of product and service (Shin & Elliot, 2001).

Although single-item scale is simple, this scale does have not less than two shortcomings. Firstly, the single-item scale provides very limited information and unable to evaluate density of satisfaction construct separately via different dimensions. Therefore, the complexity of customer satisfaction cannot be assessed thoroughly using single-item scale. Secondly, issue related to reliability estimation might be a

major concern due to difficulties with a single-item assessment. The only reliability estimate for single-item measurement was through a test-retest format (Yi, 1989).

Mostly, scholars had recognized that customer satisfaction was a complex construct in nature and the application of multi-item scales is recommended to be more suitable in way to provides better understanding about satisfaction from the customer perspective rather than a single item scale (Gilbert & Veloutsou, 2006). The multi-item approach will enable satisfaction construct to be measured empirically through levels of scale reliability which was found impossible to single-item measure. Thus, multi-item measures are able to explain more broadly on customer satisfaction aspects from which it may be produced a desired result through valid methodology and measurement (Nunnally, 1967).

In regard to customer satisfaction measurement approach, there are two approaches namely transaction specific and cumulative satisfaction approach were still applicable in recent studies throughout various industry. The objectives of studies will determine which approaches to be used in studies respectively. However, studies in 2014 and 2015, the scholars are more inclined to use multiple items scale compared to one single item scale. Multiple items scale has been viewed able to represent various component of customer satisfaction such as general satisfaction, affective response, cognitive response, disconfirmation, fulfillment of need and also value. Mostly, a five-point or seven-point Likert scale had used in recent years studies for examining on how strong customers disagree and agree with the statement of items. The measurement of customer satisfaction used in recent years studies were shown in Appendix A.

3.3 Service marketing mix

Today, the services sector is growing remarkably in many countries and contributes significantly to country's economy, people well-being and life style (Kesavan, Mascarenhas, Bernacchi, & Panitz, 2014; Kaura, 2013; Lovelock & Writz, 2011). Modern customers are not only purchase goods but insisting a quality service after sales or services that able to assist and give a value added to their daily life or business activities. Lack of concern from manufacturers or service providers in service aspect, may cause dissatisfaction and complain among customers such as untimely deliveries, poor attitude or unskilled personnel, inconvenient operation hours, performance below standard and complexity of procedures (Lovelock & Wright, 2002).

Even though marketing mix concept has been gone through a long debate, scholars still found the relevancies of marketing mix elements in their studies such as on banking services (Kushwaha & Agrawal, 2015), customer equity (Lee, Ko, Tikkanen, Phan, Aiello, Donvito, & Raithel, 2014), customer retention (Chelliah, Kwon, Annamalah, & Munusamy, 2013), online pharmacies (Su, Li, Hu, & Chen, 2013), business to business export markets (Helm & Gritsch, 2013), and brand loyalty (Arokiasamy, 2012). While Sinh (2013) states that the 4Ps marketing mix model remains the central structure for overcoming problems and strategizing activities in marketing management although it has weaknesses.

Rafiq and Ahmed (1995) in their study had found that Booms and Bitner (1981) marketing mix framework which consists additional elements of people, process and physical evidence and also known as 7Ps, was well accepted by its respondent among senior academicians, academicians and research students mostly from United States

and Europe. The Booms and Bitner's framework was more comprehensive and the use of the 4Ps mix was inadequate because not covering other importance areas such as relationship marketing. This is in line with Vignali and Davies (1994) study that elements of service should be included in the marketing mix.

The 7Ps of service marketing mix framework is suitable for marketing tools in service sectors. This framework has been applied in past studies such as Islamic marketing (Hashim & Hamzah, 2014), brand equity (Aghaei, Vahedi, Kahreh, & Pirooz, 2014; Al-Dmour et al., 2013), tourism marketing (Seryasat, Salmani, Zamani, Karimian, & Seryasat, 2014; Champatong, 2014), competitive advantage (Chumaidiyah, 2014), consumer satisfaction (Charoensettasilp & Wu, 2014; Mucai, Mbaeh, & Noor, 2013), marketing performance (Chumaidiyah, 2013), hospital services (Sreenivas, Srinivasarao, & Srinivasa 2013), banking marketing performance (Kaura, 2013) and restaurant marketing performance (Mishra, 2013; Lin, 2011).

3.3.1 Definition of service marketing mix

The definition for marketing mix is slight different with marketing due to presence of mix wording. The idea of the mix is the same idea as when mixing a cake (Goi, 2009). All elements in marketing mix shall work together to achieve customer satisfaction and needs. The word of "overall" (Baron, Davies, & Swindley, 1991), "blends" (Kotler & Armstrong, 1989), "co-ordinate" (McCarthy & Perreault, 1987), or "combination" McCarthy (1964) were used in the definitions to imply the concept of marketing mix. For example, retail marketing mix was defined by Baron et al. (1991) as those activities that show similarities to the overall process of marketing, requiring the combination of individual elements.

Other definition of marketing mix is a combination of all of the factors at a marketing manager's command to satisfy the target market (McCarthy, 1964). While Kotler and Armstrong (1989) defined marketing mix as the set of controllable marketing variables that the firm blends to produce the response it wants in the target market. According to Rafiq and Ahmed (1995), the marketing mix as defined by Kotler and Armstrong (1989) was widely accepted and was adapted in present study as operational definition.

3.3.2 Concept of service marketing mix

The marketing mix model has been navigated into marketing thought, research studies and practice from the time when it was made to known in 1960s. The concept of marketing mix was used to assist company to configure marketing activities in order to meet customer satisfaction and needs (Goi, 2009), improve product and service flexibility (Islam, Yang, Hu, & Hsu, 2013), tools for managerial decision (Birnik & Bowman, 2007; Lovelock & Wright, 2002) and as part of marketing strategic development (Palmer, 2004; Perreault & McCarthy, 2002). Although the marketing mix concept has been challenged greatly, the recent years studies had suggests that the marketing mix is still relevant to today's business (Aghaei et al., 2014; Seryasat et al., 2014; Champatong, 2014; Al-Dmour et al., 2013)

In early stage, Borden had listed out twelve elements of mix for manufacturers namely product planning, pricing, branding, distribution channels, personal selling, advertising, promotions, packaging, display, servicing, physical handling, and fact finding and analysis. Subsequently, McCarthy (1964) had refined Borden's (1964) conceptual thinking further by reducing Borden's twelve elements into four elements

or today known as 4Ps, namely product, price, promotion and place. Subsequently, marketing mix was defined as a combination of all of the factors at a marketing manager's command to satisfy the target market.

Based on the original concept of McCarthy's 4Ps model as depicted in Figure 3.1, the model includes five external factors namely cultural and social environment, resources and objectives of the firm, existing business situation, economic environment, and political and legal environment that interconnected to mold the 4Ps. At the center of 4Ps model has alphabetic C represent consumer buying behavior which means the decision for four elements of marketing mix must towards customer satisfaction and fulfillment of needs.

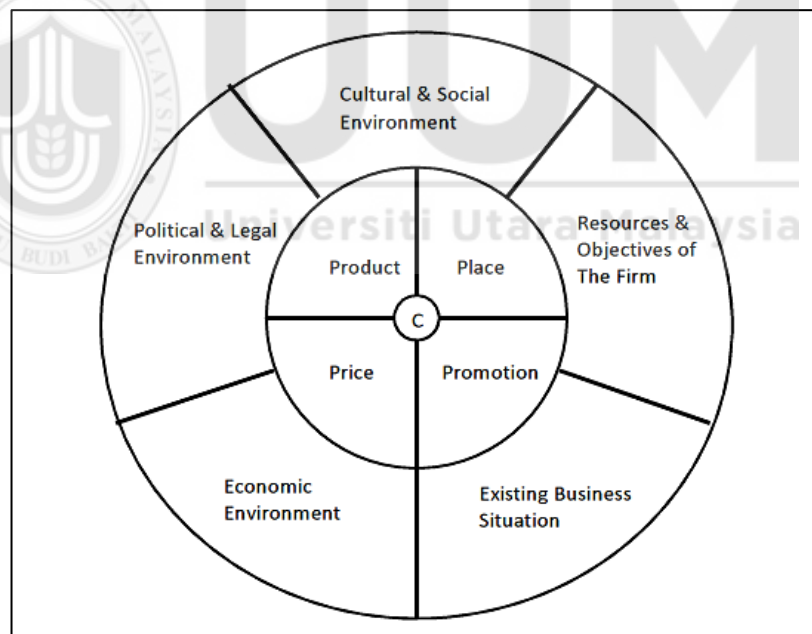


Figure 3.1
The original concept of McCarthy's 4Ps
Source: Fitzgerald (2014)

The marketing mix concept emphasize combination of various factors namely product, price, promotion and place in such a way toward attaining the organizational and customer objectives (Kotler, 2002). When do a combination, the company must

understand the wants and needs of the market customer. In Perreault & McCarthy (2002) book, they urge that the customer should be the target of all marketing efforts. Appropriate marketing strategies, plans and effort should be formulated and implemented accordingly that able to satisfy and meet customer needs. However, the element of mix may not contribute at same level, but all elements were expected to be treated as equally important (Perreault & McCarthy, 2002).

However the concept of marketing mix has been criticized greatly in term of theoretical and practical. In Bellmunt and Deltoro (2005) article, they had summarized the criticism on marketing mix concept based on theoretical and practical application perspective. Under theoretical point of view, the bases of criticism categorized in three types which due to (1) over simplification of Borden's concept; (2) never explained properties of the classification; and (3) lack of consistency with the marketing concept. Consequently, several scholars attempt to change nomenclature of marketing mix as shown in Table 3.1.

The scholars attempt to broaden and introduce new direction of marketing concept by changing mind set from product orientation to consumer orientation (Staudt & Taylor, 1965; Kelly & Lazer, 1967; Lipson & Darling, 1971; Lauterborn, 1990; Waterschoot & Bulte, 1992; Dev & Schultz, 2005), more broader scope (Ettenson, Conrado, & Knowles, 2013; Doyle, 1995; Bruner, 1989) and new marketing concept for modern business (Yudelson, 1999; Nichols & Woods, 1997).

Table 3.1
Propose to change nomenclatures of 4Ps

Source	Element 1	Element 2	Element 3	Element 4	Argument/proposal
McCarthy (1964)	Product	Price	Promotion	Place	Marketing mix concept

Table 3.1 (Continued)

Source	Element 1	Element 2	Element 3	Element 4	Argument/proposal
Staudt & Taylor (1965)	Product and service mix		Communications mix	Distribution mix	To broaden marketing concept to consumer perspective
Kelly & Lazer (1967)	Product/service mix (including price)		Communications mix	Distribution mix	To broaden marketing concept consumer perspective
Lipson & Darling (1971)	Product component mix	Terms of sales mix	Communications mix	Distribution mix	To broaden marketing concept consumer perspective
Kotler (1972)	Configuration	Valuation	Symbolization	Facilitation	To broaden marketing concept that cover not-for-profit organization
Bruner (1989)	Concept	Cost	Communications	Channels	4Ps may not be adequate to describe the breadth of marketing applications and offer new marketing conceptualization
Lauterborn (1990)	Consumer	Cost	Communications	Convenience	4Ps is product oriented. It should be focused on marketing planning for customer
Waterschoot & Bulte (1992)	Product Mix	Price Mix	Promotion mix with 6 type mix	Distribution mix	4Ps concepts is flaw and need a better classification of marketing mix. Promotion mix as communication function to marketing mix
Doyle (1995)	Product	Price	Communication	Distribution	Lack of consumer interactivity for service marketing
Nichols & Woods (1997)	Product development & differentiation	Valuation and pricing	Integrated marketing communications	Channel and value chain management	4Ps are incomplete framework for the practice of marketing today
Yudelson (1999)	Performance	Penalty	Perception	Process	The 4Ps are not the proper basis of the 21st century marketing.
Dev & Schultz (2005)	Solution	Value	Information	Access	4Ps apply to internal orientation and suggest to change to customer orientation
Ettenson, Conrado, & Knowles (2013)	Solution	Value	Education	Access	4Ps are product focus strategies and lack of focus B2B environment

Source: Adapted from Yudelson (1999)

Despite of criticism and weaknesses, the concept of marketing mix still receive a great attention from marketing scholars. Past studies as shown in Appendix B attempt to improve or enhance the theoretical and practicality of marketing mix concept that relevance to marketing context and do not denying the contribution from the marketing mix concept. Further, past studies also attempt to expand the marketing mix concept

from internal orientation such as operational and managerial function to customer focus based which include customer orientation strategy (Gordon, 2012; English, 2000; Bennett, 1997) and relationship marketing (Grönroos, 1994; Gummesson, 1994). Appendix B also shows the shift of central attention of marketing mix from managerial perspective to customer perspective especially after Boom and Bitner's framework was introduced in 1981.

The Boom and Bitner's framework can be applied to manufacturing sector which extended to after sales service and services base like restaurant, airlines, hotel and banking sector. Several scholars had used 7Ps framework to explore further its application in service marketing area by adding personalization (Goldsmith, 1999), publication (Melewar & Saunders, 2000), productivity and quality (Lovelock & Wright, 2002) and used people instead of participations (Afridi, 2009). These indicate that the 7Ps of service marketing mix are able to be used as a basic tool for the business organization in twenty first century environment to formulate strategies and operation tactical towards marketing efforts, customer satisfaction and business performance. For better understanding, the elements of service marketing mix namely product, price, promotion, place, people, process and physical evidence were discussed in the following subheading.

3.3.3 Elements of service marketing mix

The role of service marketing mix has been recognized as important in architecture of marketing efforts which customer deems is first priority. The service marketing mix adapted from Booms and Bitner (1981) framework which also known as 7Ps has seven

mix elements namely product, price, promotion, place, people, process and physical evidence.

Studies on service marketing mix had recognized its contribution in present business environment toward marketing effectiveness and performance (Mucal et al., 2013), enhancing customer satisfaction through right business decision making (Charoensettasilp & Wu, 2014), creating positive service value and image (Seryasat et al., 2014), customer retention (Champatong, 2014) and influencing competitive advantage (Chumaidiyah, 2014).

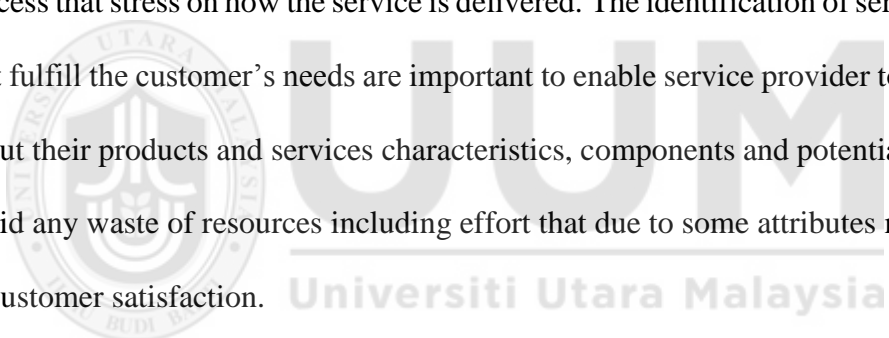
3.3.3.1 Service product

Basically, the scope of service product includes anything in form of tangible or intangible that is offered by an organization to satisfy, fulfill needs and expectations, value-added, convince and attractive to the customers. In defining a service product, a continuum of the goods and services shall be considered to determine the degrees of service oriented that need to be provided (Palmer, 2011). Generally, service is a combination of both tangible and intangible components (Lovelock et al., 2011). As mentioned by Levitt (1981), everybody sells intangibles in the marketplace, no matter what is produced in the factory.

There were several definitions of service product by past literature. Instantly, Palmer (2011) defines service product as anything an organization offers to potential customers whether it be tangible or intangible and seeks to satisfy customers. Other definition, service product is the intangible activities and performance designed by interactive

process in order to satisfy customer needs and expectations, and convince them, this process could be done by using tangible products (Al-Dmour et al., 2013).

In Lovelock et al. (2011) book, they explained that the service product consist a core product that focus to the primary needs of customer and supported by systematic elements of service that will be able to give a value-added benefit to customers for using the core product more effectively. It involves a multiple series of processes steps to operationalize services. They states that the concept of service product consist three key elements (1) the core service dealing with what is being delivered; (2) auxiliary service related to value added to services other than the core service; and (3) delivery process that stress on how the service is delivered. The identification of service product that fulfill the customer's needs are important to enable service provider to understand about their products and services characteristics, components and potential in order to avoid any waste of resources including effort that due to some attributes may not lead to customer satisfaction.



Designing concept for service product is challenge to marketing market where one organization may represent different products or services to cater different group or customer, at different places and for different occasion or situation (Brechan, 2006). As shown in Table 3.2, the focus and total of components associate into service product were varied among service type. Generally, the common components of service product were product variety, personnel, other services associate in core product, value for money and quality of product.

For parking service, products like monthly season pass reserved and non-reserved and casual parking is covered under product variety. Application of technology in managing car parking contributes to operational system efficiency which represent innovative and technology aspects of service product. Integration of high quality standard such as certification of ISO9001 and customer service system in service product will increase confidence and satisfaction among parking users.

Table 3.2
The components of service product used in past studies

No	Source	Industry	Components of Service Product											
			Variety	Time/Efficient	Environment	Personnel	Brand	Quality	Design	Features	Warranties	Value/Price	Services	Information
1	Dominici & Palumbo (2013)	e-Learning		x		x				x				x
2	Al-Dmour et al. (2013)	3 Telco companies	x				x						x	
3	Sanib, et al. (2013)	4 type of Hotel	x					x		x			x	
4	Kaura (2013)	Banking	x									x	x	x
5	Azadi & Rahimzadeh (2012)	e-Commerce	x							x				
6	Akroush (2011)	164 Service organizations	x			x	x	x					x	
7	Lin (2011)	5 fast food industry	x				x			x	x		x	
8	Lovelock et al. (2011)	General Service	x	x	x	x	x	x					x	
9	Palmer (2011)	General Service	x				x	x	x					
10	Fuller & Matzler (2008)	Tourism	x			x				x		x		x
11	Brechan (2006)	Transportation		x	x			x				x		x
12	Yuksel (2004)	Shopping	x		x	x		x	x			x		x
13	Verma, Thompson, Moore & Louviere (2001)	5 Pizza outlets	x	x		x		x			x	x		
14	Teye & Leclerc (1998)	2 Cruise ships			x	x		x					x	x

3.3.3.2 Service price

Price is one of key concern when customer engaging the services or buying goods. Pricing interrelated to other service elements and was used to establish positioning in the market. If the offered price is higher, it may sustainable if its match to the quality level, brand, accessibility to service, risk, exclusiveness and extra benefits to customer (Kotler & Amstrong, 2012). While low pricing normally associate with low investment to quality standard and limited other service features (Palmer, 2011).

The concept of service price had been defined in various meaning by scholars, for example, service price is to be what is given up or sacrificed to get a product or service (Zeithaml, 1988); the amount of money that consumers pay to obtain the product (Chelliah et al., 2013); and the value of items which are needed for the acquisition of a service product (Al-Dmour et al., 2013).

There were two views for pricing that is from customer perspective and organization perspective. For customer perspective, they will assess value on what has been trade-off between the expected benefits to be received and the cost that associate with customer's time, effort and money to acquire the service (Zeithaml, 1988). From organization perspective, price is the only element that able to generate revenue or sales and profit to the organization (Palmer, 2011).

In order to decide the price to be offered to the customers, the organization have to really consider influence factors such as what costs to produce product or service, the amount the customer is willing to pay, the price charged by competitors and the constraint on pricing that are imposed by authorities or government (Palmer, 2011).

Poor implementation on pricing scheme will cause the organization may loss customers, losses to business, damaging business reputation and affect business survival (Champatong, 2014).

Through Huber, Herrmann, and Wricke (2001) study, they had found a positive relationship between variation on satisfaction and willingness of pay. They claims that the consumer is not homogeneous unite and the product or service can be segmented to react relatively to the change of satisfaction level which depends on different prices scheme. If the customer shows a high satisfaction, the organization will able to charge higher price compare to competitors because the customers is willing to pay and value maintaining the relationship (Zeithaml, Berry, & Parasuraman, 1996).

Past studies had employed various components of service price in which varies among industries context. However, pricing factors such as reasonable price, quality, discount, competitiveness and segmentation were found commonly used in past research studies for measuring service price from customer perspective. Table 3.3 shows the service price components used in previous research studies.

Table 3.3
The components of service price used in past research studies

No	Source	Industry	Components of Service Price									
			Discount	Competitive	Quality	Benefits	Reasonable	Policies	Allowances	Value	Methods	Segmentation
1	Noyan & Şimşek (2014)	4 Supermarket	x			x	x					
2	Chang & Hsu (2013)	Online travel	x	x	x	x	x					
3	Al-Dmour et al. (2013)	3 Telco companies		x	x		x					x
4	Kaura (2013)	Banking			x		x					x
5	Oduunlami (2013)	Beverage	x				x	x	x			x

Table 3.3 (Continued)

No	Source	Industry	Components of Service Price									
			Discount	Competitive	Quality	Benefits	Reasonable	Policies	Allowances	Value	Methods	Segmentation
6	Sreenivas, Srinivasarao, & Srinivasa (2013)	2 hospitals		x	x		x	x				x
7	Azadi & Rahimzadeh (2012)	e-Commerce						x		x	x	
8	Frias-Jamilena, Barrio-Garcia, & Lopez-Moreno (2012)	Tourism	x			x						
9	Akroush (2011)	164 Service organizations	x	x			x					x
10	Martin, Ponder, & Lueg (2009)	Retail					x					x

In parking industry, parking price is very sensitive to the customer. The influence factors for structuring parking price in commercial building is base to the cost of property rental, level and scope of service, investment on parking technology including parking accessories and the demand of parking utilization (Mokonyama, 2011; Seibert, 2008; Shoup, 1997).

While Litman (2008) suggest to apply a convenient parking pricing method that suit to customer and situations such as (1) several tier for parking rates to maintain optimal utilization of parking lots: (2) different parking rates structure to cater short-term parking in main areas and boost longer-term parkers; (3) offer discounted parking rates that suited to special condition, such as for night parking, weekdays parking in shopping malls parking and parking on Sunday or Public Holiday; and (4) invest revenue surplus to increase level of traffic enforcement, security, facility upkeep marketing efforts and parking technology systems for customer convenient.

3.3.3.3 Service promotion

Organization will face a business difficult to success if there is no effective promotion as communication channel for their service product to customer (Lovelock, Vandermerwe, Lewis, & Fernie, 2004). Generally, promotion is communication method from service provider to persuade, educate and interact to the customer for the benefits of organization such as increase demand, consumption, branding and valuing services as this confirmed in Chelliah et al. (2013) study.

Several definitions of service promotion from past literature were to educate customer and upkeep their knowledge by providing various appended sources available (Patil & Pradhan, 2014) and activities that persuade target customers to try the product (Chelliah et al., 2013). Present study refers to definition of service promotion provided by Wickham (2009) states that service promotion as to effectively communicate the core benefits and differentiated features of the firm's product and services such that the firm's target customers are aware of their existence, features and locations for purchase.

Study by Park and Lennon (2009) had confirmed that promotion related to pricing such as incentive and discounts has important determinant to customer perception in value. This component able to influence customer through generating a positive perception of fair price, money saving and motivate customer to make purchase decision including patronage. In Cengiz and Yayla (2007) study, promotion element had influenced highly to word of mouth through indirect relationship. Component of promotion such as consistent promotional activities, quality service features and creative advertisement play important parts to ensure promotional strategies has

effectively deployed. Positive image and feeling among customers is created through effective promotion and consequently, able to influence customer to respond positively such as loyalty and word of mouth.

For those services that involve high interaction with customer such as hotel, restaurant and retail chain store, employees of the service provider play an important role as a promotion component to brand reputation, service value, customer satisfaction, loyalty and word of mouth (Islam et al., 2013; Sanib et al., 2013; Akroush, 2011). The personnel quality factors like knowledge, servicing skill and attitude as demonstrated by service employees during service process to customers can be a great service promotion for reassuring customer to continue subscribe the services and stimulate customer's cognitive that he or she had choose the right service.

Reference made to Table 3.4 had showed that the past studies had applied several components in promotion variable such incentive or discount, public relationship to create awareness of marketing activities, application of suitable promotion channel to target customer such as TV, radio, newspapers, magazines, posters, brochures and websites, information about service products, quality of service personnel and consistency of promotion activity. Specialty as a component of promotion was found less used because it is much depends on involvement of technical level require for particular service like fashion and restaurant. Previous studies also had less emphasis on subjective norm aspect like pressured or influenced by other people to be a component in service promotion element.

Table 3.4

The list of service promotion components in previous research

No	Source	Industry	Components of service promotion											
			Creativity	Channel	Credibility	Incentives/ Value	Social/Public Relation	Subjective norms	Personnel	Products	Performance	Specialty	Activity	
1	Lee et al. (2014)	3 Fashion retailers	x	x							x		x	x
2	Al-Dmour et al. (2013)	3 Telco companies	x	x	x	x	x	x						
3	Sanib, et al. (2013)	4 type of Hotel				x	x				x			x
4	Islam, Yang, Hu, & Hsu (2013)	4 retail stores				x	x				x			x
5	Odunlami (2013)	Food and beverage	x		x							x		x
6	Kaura (2013)	Banking	x	x	x	x	x				x	x		
7	Anitsa, Girard, & Anitsal (2012)	380 retailers	x		x		x					x		
8	Akroush (2011)	164 Service organizations	x		x		x				x			
9	Park & Lennon (2009)	Online				x	x					x	x	
10	Sapre & Nagpal (2009)	Media	x			x	x					x		
11	Ivy (2008)	12 Universities				x	x					x		
12	Cengiz & Yayla (2007)	503 accounting office	x										x	x
13	Verma, Thompson, Moore, & Louviere (2001)	5 Pizza outlets	x	x		x				x			x	x
14	Teye & Leclerc (1998)	2 Cruise ships				x	x			x				x

Promotion is also one of essential element in car parking services as today users expect a high customer service, service quality and value (European Parking Association, 2014). This concurred by Murphy (2011, Parking), he stated that parking facilities is important as a “front door” to the business or organization it serves. The experience during service process must be captured and express the essence of the service brand. While Shrier (2012) claims that branding in parking makes different and image is extremely important.

The use of signages within the parking facilities is so important to ensure customer has adequate information about the parking services. The informative signage placed

within the parking facilities is useful to remind customer on safety and security in relation to customer belongings before leaving their vehicle, the driving access way, the parking policy, payment facilities and customer service contact (The Institute of Highways & Transport, 2005; Shaffer & Anderson, 1983). Creatively use of colour scheme used on the signages and pillars able to attract customer's attention to read the message and give a positive perception on how the facility was designed, maintained and managed (Mendat & Wogalter, 2003).

3.3.3.4 Service place

Product or services must available at the "right" place for ensuring the business's objectives successfully achieved. It means making goods or services available at the right quantities and location as when customers want it (Perreault & McCarthy, 2002). Service place is vital for business sustainability, competitiveness and marketing networking as a platform of sales transaction, service delivery and service promotion between service provider and customers.

Several definitions of service place used in past literature are create value for customers by making the products available in accessible locations when needed (Anitsa, Girard, & Anitsal, 2012) and the place where the customers can buy the product and how the product reaches out to that place (Lin, 2011).The service promotion defined by Chelliah et al. (2013) as the company activities that make the product available is referred in this study.

Depending on service nature being offered, the organization must do a planning suitably and choose the right platform as service place. Lovelock et al. (2011) states

that there were three types of interaction between customer and service organization in service place such as (1) customer goes to service organization; (2) service organization comes to customer; and (3) customer and service organization transact remotely through email or electronic communication.

There were several components used to measure service place and subjected to type of industry. The frequent components used in past literature were coverage, channels, location, accessibility and effectiveness of service delivery. However, components like environment and assortment is important to certain service nature such as hospital and retails sector. Table 3.5 shows the components used in service place from past literature.

Table 3.5
The list of service place components in previous literature

No	Source	Industry	Components of service place												
			Coverage	Multi-channel	Location	Environment	Distribution	Segmentation	Accessibility	Assortment	Role Effectiveness	Sales Contact	Inventory	Transportation	
1	Lee et al. (2014)	3 Fashion retailers	x	x	x	x									
2	Al-Debi & Mustafa (2014)	10 five star Hotel	x	x						x		x			
3	Al-Dmour et al. (2013)	3 Telco companies	x	x	x					x		x			
4	Sreenivas et al. (2013)	2 hospitals	x	x	x	x				x		x			
5	Islam, Yang, Hu, & Hsu (2013)	4 retail stores	x	x	x						x		x		x
6	Odunlami (2013)	Food and beverage	x	x	x										x
7	Kaura (2013)	Banking	x	x	x					x			x		
8	Attafar, Rahimi, & Bidmeshk (2013)	Insurance	x	x	x	x				x	x				
9	Akroush (2011)	164 Service organizations		x								x	x		
10	Lin (2011)	5 Fast Food Retails	x							x		x			
11	Sapre & Nagpal (2009)	Media	x	x						x	x				
12	Ivy (2008)	12 Universities		x						x					
13	Cengiz & Yayla (2007)	503 accounting office				x				x					

Service place for parking service is utmost important. Without place, the service cannot be offered and sell. Additionally, parking service is more on tangible in nature and it expect customer to come to the parking facilities for experiencing the service delivery at site. However, application for seasonal parking and payment method can be extended via online payment. Thus, the parking operator should focus more on parking service rendered in the parking facilities. The European Parking Association (2014) suggest that the parking facilities should be able to ease traffic flow, served with high service quality, be a safest place to leave a car and allows more flexibility of time. Addition to the above, The Institute of Highways and Transport (2005) suggests that the parking facilities should be sensitive to customer parking needs such as to ease parking bays for disable drivers, lorry, motorcycle, pedestrian within the facilities and so forth and also considering on the environment conditions within the facilities and sufficient signages.

3.3.3.5 Service people

It is undisputed that service employee is often the most important aspect in service organization in regard of service quality, branding, customer satisfaction and competitive position. According to Lovelock et al. (2011), service employees is a part of the service product, represent the organization and often a core part of brand.

People element has been proposed by Judd (1987) as a distinctive element of the marketing mix. Additionally, Judd (2003) further proposes that people power be formalized, institutionalized and managed like other marketing mix elements as a distinctive element and in determining a marketing strategy. In order to support the important of people element in service marketing mix, Lin (2011) study in western fast

food stores had found that people element affects other element of service marketing mix. Rafiq and Ahmed (1995) in their study had found that people element as proposed by Booms and Bitner (1981) is most accepted new element in marketing mix.

Present study refers to definition provided by Al-Dmour et al. (2013). They defined service people as consist of staff with the required attitude, service knowledge and relational skills to ensure that the consumers will receive the service for which they are paying. Other definitions from past literatures were all of the personnel who demonstrate service and other customers who partake in the service environment (Anitsa et al., 2012) and to make available a human interface between the consumer and the products and services that offered by the firm as when its deemed necessary (Wickham, 2009).

In Lin (2011) study, she suggests that the performance of service should be started from the source of people. For this reason, as suggested by Palmer (2011), Lovelock at el. (2011) and Mudie and Pirrie (2006) that service organization should put more attention on people management to achieve specified service delivery standard and service quality with right components such as employees planning for right number, recruitment for right employees, training for right skills and knowledge, motivating for the team, organization structure for internal process, well designed support systems and job design. The measurement components for service people mostly used in past literatures are skills, knowledge, attitude and problem solving. Please refer to Table 3.6.

Although technology of car park was used in many parking facilities, people element is still needed in parking management and play important factor to influence customer

satisfaction and business branding. The interaction between employees and parking customer is exist during payment of parking ticket during entry or exit, application and billing of monthly season parking and problem solving such as customer vehicle having problem, unreadable parking ticket or machine problem and assistance for direction to building. On other aspect such as appearance of service employees, car park patrolling and enforcement and traffic control by employee during peak time also become factors making the customer feel more confidence and secure.

Table 3.6
The list of service people components in previous research

No	Source	Industry	Components of service people											
			Customer feedback	Co-ordination	Management Involvement	Attitude	Business Objective	Value	Skill & competent	Knowledge	Problem solving	Response	Readiness	
1	Kushwaha & Agrawal (2015)	15 Indian banks				x						x	x	x
2	Mustafa, Yunus, & Azman (2014)	Private Preschool									x	x		
3	Al-Debi & Mustafa (2014)	10 five star Hotel				x	x				x	x		
4	Al-Dmour et al. (2013)	3 Telco companies							x	x	x		x	x
5	Sreenivas et al. (2013)	2 hospitals							x	x		x	x	
6	Charoensettasilp & Wu (2013)	Low cost airlines				x					x		x	
7	Hiransomboon (2012)	Tourism				x					x	x	x	x
8	Akroush (2011)	164 Service organizations	x	x	x	x	x	x	x					
9	Lin (2011)	5 Fast Food Retails			x	x					x	x	x	

3.3.3.6 Service physical Evidence

Physical evidence surroundings service delivery is important driver to customer decision and it gives first impression to the customer about services standard offered by the organization (Mudie & Pirrie, 2006).

According to Bruhn and Georgi (2006), service physical evidence was divided into three categories that is servicescape, service environment and service material. Servicescape is a physical location in where service to happen which covers physical design like machine and furniture, employees tangible attributes such as appearance including dress and ambiance of servicescape like visual element, aural elements, olfactory elements and tactile elements. While, service environment covers overall atmospheric of service location that also include surrounding neighbourhood of service location, exterior design, quality of service location, cleanliness, appropriateness of service location and includes material used in performing services like service encounter handout, ticket, receipt, signage of policy, menu etcetera.

Scholars generally agreed that the definitions of physical evidence were related to physical location for service interaction and also includes environment, personnel, equipment, communication material, security and safety. In present study, service physical evidence is defined as as the environment in which the service is delivered and any tangible goods that facilitate the performance and communication of the service (Al-Dmour et al., 2013). While other scholars defined service physical evidence as relate to the style and appearance of the physical surroundings and other experiential elements encountered by customers at service delivery sites (Kushwaha & Agrawal, 2015) and the environment in which the service is delivered with physical or tangible commodities and where the firm and the customer interact (Sreenivas et al., 2013).

With reference to the Table 3.7, components used to evaluate physical evidence in services setting is mostly refer to appearance of equipment or furniture such as modern

look, how the equipment is arranged, surrounding environment, quality of equipment, personnel and signages. Component of physical evidence that related to safety, security and sensitivity to nature also used to assess physical evidence (Al-Debi & Mustafa, 2014). In order to ensure physical evidence is assessed correctly, the service organization must understand the nature of services, customer expectation and the degree of physical evidence used in their services. For example, to determine whether the physical evidence is core or supplementary services such as parking bays is core but direction signages is supplementary services.

Table 3.7
The list of service physical evidence components used in previous studies

No	Source	Industry	Components of service physical evidence									
			Environment	Equipment/Furniture/Other	Personnel	Tangible product	Signages	Modern Look	Technology	Arrangement	Safety & Security	Nature Sensitivity
1	Kushwaha & Agrawal (2015)	15 Indian banks						x	x			
2	Al-Debi & Mustafa (2014)	10 five star Hotel		x					x	x	x	x
3	Al-Dmour et al. (2013)	3 Telco companies			x				x	x	x	
4	Sreenivas et al. (2013)	2 hospitals	x	x				x	x		x	
5	Kaura (2013)	Banking	x	x	x	x	x					
6	Akroush (2011)	164 Service organizations	x		x				x		x	
7	Lin (2011)	5 Fast Food Retails	x	x		x					x	
8	Sapre & Nagpal (2009)	Media						x	x			

Car parking facilities is a place where the customer will experience the parking services. Parking lots as a core product provided in the facilities is non-transferable and customer has to come to the facilities for services. Thus, appropriate allocation of physical evidence in parking facilities will affect a positive customer experience and satisfaction during service consumption. In Shaffer and Anderson (1983) study on

attractiveness and security of physical features in parking facilities had used nine factors for evaluation. The attractiveness element in parking facilities includes design, maintenance, proximity to street, parking lot size and location of parking facilities. While for security perception in parking facilities covers design, maintenance, building visibility, lot size, lot use, people, proximity to street and parking location.

Other study, Mendat and Wogalter (2003) uses five factors namely (1) visibility and compliance; (2) layout and design; (3) safety and crowding; (4) difficulties at access point; and (5) environment and aesthetics to study on parking facilities in term of design and maintenance. The British Parking Association (2010) provide guidelines for parking safety assessment that covers parking lots, pedestrians access, signage, surveillance that include security equipment, staff presence and patrols and vehicular access. In studies of Rashid et al. (2012) and Ismail, Reza, rokoni, and Sarkar (2012) suggests that technology and automation use in parking system such as equipment, autopay station, parking guidance system and parking central monitoring system able to enhance parking management in the parking facilities, convenience and more security control. Application of advance parking management system will improve parking customer experience and increase positive perception on service quality, service value and satisfaction.

3.3.3.7 Service process

Service process or the ‘how’ of service delivery can be consumed differently from one experience to the next is highly influence to consumer’s overall assessment of a service (Gilmore, 2003). Service delivery is linked to the physical evidence, the management

of service delivery, service people and service place elements for performing service and interaction.

In general, scholars had defined service process in same direction which stress on procedures, flow of activities and managerial or administrative functions to deliver the services. Studies by Sreenivas et al. (2013) and Wickham (2009) suggests the inclusion of customer interaction in the definition of service process. Present study defines service process as procedures, mechanism and flow of activities by which a service is acquired (Al-Dmour et al., 2013). Other definitions for service process are the method and sequence of actions in the service performance (Singh, Chakraborty, & Raju, 2011) and to provide a structured system through which the firm and customer are able to interact and perform their roles effectively in a market transaction (Wickham, 2009).

In Lovelock and Wright (2007) idea, they suggests that the service process can be designed effectively by considering several aspects such as involvement of tangibility or intangibility aspects in service processes, direct receiver of the service process, service delivered at appropriate time and location, customization or personalization versus standardization, nature of relationship grounded on customer segmentation, effort to balance between demand and supply, extent to which integration roles between facilities, equipment and people in service experience during service process.

There are many components in service delivery process and it can differ widely between the service industries. Based on past literature as listed in Table 3.8, components used to assess the service process were mostly refer to convenience to customer, time consumption to perform services, variety of services, technology,

accessibility and personnel. Some scholars like Al-Dmour et al. (2013) and Sapre and Nagpal (2009) use process component that relate to promise fulfilment, privacy of customer information, accuracy, problem solving and service policy including terms and conditions of services for evaluating service delivery process.

Table 3.8

The list of service process components used in previous studies

No	Source	Industry	Components of service process												
			Speed	Convenience	Accessibility	Quality Standard	Service/after sales treatment	Service Personnel	Accuracy	Promise fulfilment	Privacy	Problem solving	Service policy	Technology	
1	Lee et al. (2014)	3 Fashion retailers	x	x	x										
2	Al-Debi & Mustafa (2014)	10 five star Hotel		x		x	x	x							
3	Al-Dmour et al. (2013)	3 Telco companies	x							x	x	x	x	x	
4	Sreenivas et al. (2013)	2 hospitals	x	x	x										
5	Kaura (2013)	Banking	x	x	x										x
6	Akroush (2011)	164 Service organizations				x	x	x						x	x
7	Lin (2011)	5 Fast Food Retails	x	x			x	x							x
8	Sapre & Nagpal (2009)	Media		x			x			x			x		x

Car parking services can be categorised as service factory because labour intensity and degree of interaction including customization is low (Mudie & Pirrie, 2006). In general, parking service is a standard process and the service location is not changeable. The application of parking technology in services is capable to minimize dependency on human factor and improve parking services by offering twenty four hours operation, high accuracy of time and payment, better car park monitoring, online support for system breakdown and traceable parking transaction.

In the environment of automated parking system, casual parking customer only interacts with parking equipment for ticketing and payment and be guided through parking signages. The customer will seek for assistance from parking attendant in the event of equipment breakdown, inquiry for direction due to insufficient of signages or customer's vehicle breakdown or damaged. Thus, factors like response time, readiness to assist and service recovery system is crucial to parking service. However, a monthly season parking customer will have more experience interacting with parking attendant compared to casual parking customer because of monthly season parking involve application process, invoicing, payment and arrangement of reserved parking lot. Therefore, the essential components of service process in delivery parking service is convenience, accuracy, accessibility, performance of parking systems, service employees, process procedures and problem solving.

3.3.4 The relationship between service marketing mix elements

Marketing systems are collections of entities that form coherent groups (Danyi, 2008). The management of organization must work hand in hand to execute major responsibilities to recognize the interconnections among the components contain in the systems. They should have a well understanding on the potential strengthen or weaknesses through combinations, coordination and integration of business factors and resources towards achieving the business objective effectively.

A central problem of marketing management is to combine all the marketing elements and resources into a service marketing mix that will assure the attainment of organization objectives such as business profit, quantity, corporate image, business reputation and return on investment by satisfying consumer wants and needs. The

marketing mix is the result of blending (Kotler & Armstrong, 1989) and combination (McCharty, 1964) of all marketing components into integration as a whole at a particular period of time and must creatively serve.

The relationship between seven elements of service marketing mix has found interconnected as study undertaken by Lin (2011) in five western fast food chain store in Taiwan through Decision Making Trial and Evaluation Laboratory (DEMATEL), Analytic Network Process (ANP) and Simple Additive Weighting (SAW) concluded that (1) people affect to other six elements of service marketing mix; (2) product affect all other elements except people; (3) promotion affects price, place, physical evidence and process; (4) price affects place, physical evidence and process; (5) place affects physical evidence and process; (6) physical evidence affects only process; and lastly, process affects by all other elements. Additionally, Lin (2011) suggests that organization can improve their marketing strategies in business operation by following the priority ranking of service marketing mix elements.

Chumaidiyah (2013) opines that although the seven elements of the service marketing mix are equally important and interrelated between the elements, but the impact of each element is vary between elements and also depends on type of services. Other scholar, Lee et al. (2014) in their study on the impact of marketing mix (4P) to brand and customer equity shows that the elements had direct and indirect effect differently due to culture, geographical location and what outcome variable to be investigated. The scholar further suggests that the organization should analyse and strategize the marketing activity carefully because the acceptance among customers is complex and no straightforward application with another culture or geographical area. In addition

to the above, the ranking result of service marketing mix elements from past studies are provided in Table 3.9 as shown below.

Table 3.9
The ranking among the elements of service marketing mix in past studies

No	Source	Industry	Dependent variable	Country	Element of Service Marketing Mix						
					Product	Price	Place	Promotion	People	Physical Evidence	Process
1	Charoensettasi Ip & Wu (2014)	Low cost airlines	Satisfaction	Thailand	1	6	5	7	2	3	4
2	Champatong, (2014)	Tourism	No. of visting	Thailand	4	7	5	6	2	3	1
3	Seryasat et al. (2014)	Tourism	Marketing performance	Iran	3	5	6	2	4	7	1
4	Al-Dmour et al. (2013)	3 Telco companies	Brand equity	Jordan	4	2	5	3	6	7	1
5	Sreenivas et al. (2013)	2 hospitals (Nurses)	Marketing performance	India	1	7	6	4	2	3	5
6	Chumaidiyah (2013)	84 Telco	Marketing performance	Indonesia	1	5	6	3	2	7	4
7	Hiransomboon (2012)	Tourism	Buying decision	Thailand	3	7	4	6	1	2	5
8	Yasanallah & Vahid (2012)	Consumer Cooperative	Status of mix	Iran	3	6	5	7	1	2	4
9	Sarker et al. (2012)	Tourism	Satisfaction	China	1	7	6	4	3	5	2
10	Alipour (2012)	Financial	Increase of investment	Iran	6	4	7	3	5	1	2
11	Lin (2011)	5 Fast Food Retails	Marketing performance	Taiwan	1	4	3	2	7	5	6
12	Moniri (2011)	Financial	Increase of customer	Iran	2	4	7	6	1	5	3
13	Alipour & Darabi (2011)	Consultancy	Marketing audit	Iran	1	4	7	6	2	3	5
14	Rafiq & Ahmed (1995)	Education	Marketing relevancy	UK & European	1	4	5	3	2	7	6
Average Ranking					1	6	7	5	2	4	3

Through comparison of fourteen studies in service industries as listed in Table 3.9, averagely product element shows the highest influence ranking, followed by people element, process element, physical evidence element, promotion element, price and lastly is place. Table 3.9 also provide evidences to support variation effect of each service element due to uniqueness for particular service which is depend on service

type, culture and location as claimed by Lee et al. (2014) and Chumaidiyah (2013). Under those circumstances, continuous research study in specific industry, different culture and location is encouraged to extent the existing knowledge. For example, the study on the effect of service marketing mix elements in parking services in Malaysia context will contribute a valuable knowledge since the study on this aspect is considerable none.

3.3.5 Service marketing mix and customer satisfaction

A proper plan to blend the elements of service marketing mix will effectively increase the role of the elements to act as stimulus factor to customer satisfaction. On the contrary, customer will experience dissatisfaction if planning on the mixing elements is done poorly. This will cause organization losing customers, reputation damaged and profits reduce.

Most of past studies had investigated the effect of service marketing mix elements on customer satisfaction through separate elements and this investigation methodology is not portray clearly to the theme of marketing mix definition and concept. Inconsistent results derived from past studies between the relationship service marketing mix elements and customer satisfaction as shown in Table 3.10 lead to argument on (1) the reputation of marketing mix as powerful tools; (2) lack of understanding on the role of service marketing mix in service firms due to misconception interpretation; and (3) the relevance elements of service marketing mix in service context.

In general, the elements of service marketing mix somehow influence to customer satisfaction but the result is inconsistent. For example, Sarker et al. (2012) found that

all elements of service marketing mix except price element were significant to tourist satisfaction in China but study by Alegre and Garau (2010) had found the price element significant to tourist satisfaction in Balearic Island and while Al-Muala and Al-Qurneh (2012) had found process element is not significant to tourist satisfaction in Jordan which contradict with Sarker et al. (2012) study.

Table 3.10

The relationship between service marketing mix elements and customer satisfaction

No	Source	Industry	Country	Elements of service marketing mix and customer satisfaction								
				Product	Price	Place	Promotion	People	Physical Evidence	Process	SMM	
1	Charoensettasilp & Wu (2014)	Low cost Airlines	Thailand									*
2	Ali & Amin (2014)	Hotel	China	-	-	-	-	-	*	-	-	-
3	Mucaj et al. (2013)	Hotel	Kenya	-	-	-	-	ns	ns	*	-	-
4	Tuan (2012)	Academic	Vietnam	-	*	-	-	-	-	-	-	-
5	Heung & Gu (2012)	Restaurant	USA	-	-	-	-	-	*	-	-	-
6	Al-Muala & Al-Qurneh (2012)	Tourism	Jordan	*	*	*	-	*	-	ns	-	-
7	Sarker et al. (2012)	Tourism	China	*	ns	*	*	*	*	*	*	-
8	Cengiz & Yayla (2007)	Financial	Turkey	ns	ns	ns	*	-	-	-	-	-
9	Thamrin (2012)	Shipping	Indonesia	-	-	-	-	-	-	-	-	*
10	Alegre & Garau (2010)	Tourism	Balearic Island	*	*	*	-	*	*	-	-	-
11	Ahmad & Ahmad (2008)	Telco	Nigeria	*	*	ns	-	*	-	-	-	-
12	Morris, Copper, & Gross (1999)	Wedding	USA	*	*	*	*	*	-	-	-	-

* = At least $p < 0.05$

ns = not significant

- = not tested

Charoensettasilp and Wu (2014) and Thamrin (2012) in their studies had concluded that service marketing mix influence customer satisfaction in significant relationship and plays important role to shape customer satisfaction. However, their study did not clearly explain for measuring service marketing mix. Past literatures mainly propose the conceptual of service marketing mix without sufficient support via empirical

research. Past studies also were found lacked in emphasizing the role of service marketing mix to customer satisfaction except for marketing performance, branding and loyalty as dependent variable.

Furthermore, numerous studies such as Sarker et al. (2012), Al-Muala and Al-Qurneh (2012) and Alegre et al. (2010) had analyzed the service marketing mix elements separately by analysing a direct single element to customer satisfaction. This method of relationship analysis may not in line with the concept of marketing mix as the result of blending, compounding, combination, package and mixing marketing factors that serve as a whole at a particular period of time (Danyi, 2008; Jacoby, 2002; Baron et al., 1991; Kotler & Amstrong, 1989; McCharty, 1964; Borden, 1964).

Imbalance focus and distribution of firm's resources in developing an effective service marketing mix may cause business performance is not effective and optimize. Therefore, this study posits that the service marketing mix is a second order construct through integration of seven elements of mix to mold the latent construct. By establishing this construct, present study able to investigate the relationship between the service marketing mix and customer satisfaction in a right manner as the set of controllable marketing variables that the firm blends to produce the response it wants in the target market (Kotler & Amstrong, 1989).

3.4 Service quality

Service quality always be the one of customer attention and played a pivotal roles in marketing and business service delivery. Organization with high service quality will

leads to high customer's satisfaction (Han & Hyun, 2015; Suki, 2014; Giovanis, Zondiros, & Tomaras, 2014; Vanniarajan & Gurunathan, 2009; Olorunniwo et al., 2006), boost an organization's image (Wu, 2014; Sivakumar & Srinivasan, 2009), service value (Jo, Lee, & Reisinger, 2014) and positive customer's behavior such as re-use intention, recommendation intention and loyalty (Rozita, Zana, Khairulzaman, & Norlizah, 2014; Kim & Damhorst, 2010). On the contrary, poor service quality will causes customer to response negative attitude, bad word of mouth and low customer repurchase (Lovelock & Writz, 2011).

Thus, it is essential to the service organization to understand the requirement of their customers and able to adjust their services according to the needs of customers (Vanniarajan & Gurunathan, 2009). Another essential point, Purcărea, Gheorghe, and Petrescu (2013) suggests that a persistent investigation of the consumer expectations and perceptions is needed to ensure a long survival of service organization. The right evaluation of service quality will assist organization's managers to identify opportunities, weakness, close the service gaps and organization's resources will be precisely distribute where there is necessary need.

As identified by Seth et al. (2005) after reviewing nineteen service quality models in their study, proposes that the main components towards improvement of service quality are (1) deep understanding on market and customer focus; (2) highly motivated staff; (3) precisely comprehend the concepts of service quality and associate factors affecting the same; (4) possess an effective indicators and customer feedback system; (5) effectively operationalize system; and (6) efficient implementation of customer relationship management system. They added that the above aspects should be

considered in future research in order to have a valid and reliable feedback of service quality status for the organization performance.

3.4.1 Definition of service quality

Service quality is commonly defined as a discrepancy between the service expectation and perceived service that is delivered by the organization and the service performance by employees (Chang & Wang, 2011).

In early foundation of service quality concept, Grönroos (1984) service quality model also known as Nordic perspective had identified two dimensions of service quality namely technical quality that concerned to “what customer gets” and functional quality related to “how he gets it”. Grönroos’s study define technical quality as “what the consumer receives as a result of interactions with a service firm” and functional quality, it defined as “the way in which the technical quality is transferred”. Further, Grönroos concluded that the technical and functional quality of service built up the corporate “image” of the company.

Zeithaml (1988) in his study in the mean-end model had defined service quality as global judgment or attitude relating to the overall excellence or superiority of the service and this definition also cited again by Parasuraman et al. (1988). Mittal and Gera (2013) claims that the definition of service quality is given by Zeithaml (1988) is the most widely accepted by other scholars for studying service quality. This study use definition provided by Zeithaml (1988).

3.4.2 Concepts of service quality

The concept of service quality has been stressed intensively in marketing studies and academic books since the concept is so important and act as main determination to customer satisfaction and behaviour (Ziethaml & Bitner, 2003; Lovelock et al., 2002). However, managing service quality is a challenge because it is subjected to the type of industries (Wu, 2014), type of service setting (Sandhu & Bala, 2011), customers segmentation and external factors such as economic, market trends (Seth et al., 2005) and culture (Ganguli & Roy, 2013). Due to these reasons, Sandhu and Bala (2011) reported that the service quality was measured in various ways and no agreement across industries was resulted although numerous attempts and debate to generalize the measurement of service quality.

Generally, there were two major schools of thought leads the service quality literature that is the Nordic school is refer to Grönroos's (1984) two-dimensional model and American school is refer to Parasuraman et al. (1988) of five dimensional SERVQUAL model (Karatepe, Yavas, & Babakus, 2005; Caro & Garcia, 2007) and scholars generally choose one approach of the two schools (Ahmad, Awan, Raouf, & Sparks, 2009).

The first service quality model was developed by Grönroos (1984) through Nordic perspective which consists of three dimensions namely technical quality, functional quality and image. This model was developed based on disconfirmation paradigm of customer satisfaction that depends of expected service and perceived service (Martínez & Martínez, 2010).

The first dimension namely technical quality was defined as “what” the customer receives as a result of the interaction with the service provider. According to Grönroos (2000), technical dimension consists of five components that include employee’s technical ability, employee’s knowledge, technical solutions, computerized systems and machine quality. The second dimension that is functional quality was defined as the way in which the technical quality is transferred in which it represented by seven components namely behaviour, attitude, accessibility, appearance, customer contact, internal relationships and service-mindedness. The image as last dimension is refer to the company’s corporate image through the way of the consumer perceives the firm after influenced by two dimensions, the technical quality and the functional quality.

According to Kang and James (2004), if the image of the company is perceive positively by a customer, minor error is tolerable provided that this error is not recurring. In contrast, a customer will not tolerate for error made by the company if company’s image perceive negatively. The Grönroos (1984) technical and functional service quality model was illustrated in Figure 3.2.

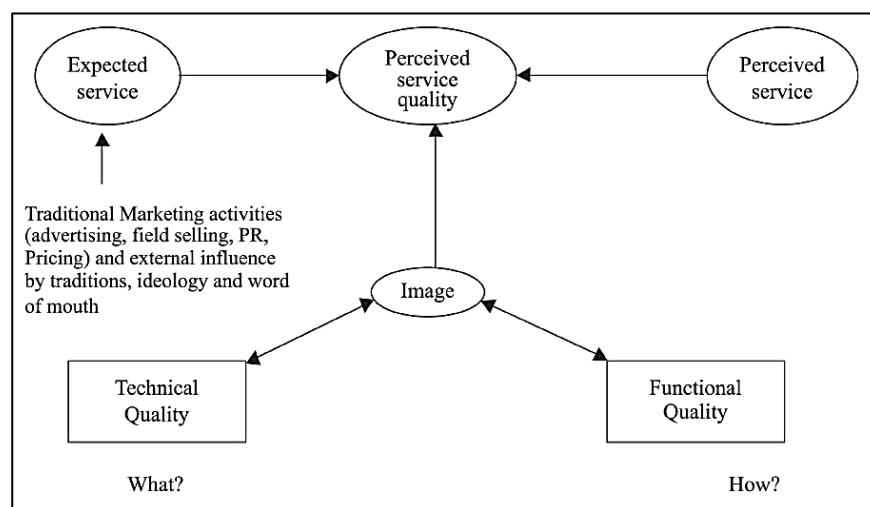


Figure 3.2
 Grönroos (1984) technical and functional service quality model
 Source: Grönroos (1984)

Additionally, as shown in Figure 3.2, expected service was fashioned by marketing activities and external influence such as common practices, ideology, word of mouth, pricing, locations and promotion factors. On the other hand, perceived service was the outcomes of consumer's perception through several dimensions of services which include technical and functional aspects integrated in service (Martínez & Martínez, 2010). According to Grönroos (2000), the formation of perceived service quality was not solely due to functional and technical quality dimensions but also from the result of variation that occurred in between expected and perceived quality should be considered. Positive perception of service quality will be assessed by the customer if the service experience was met or above the service expectations (Grönroos, 2007).

Several studies were undertaken to investigate Grönroos's model. Studies carried out by Hanzaee and Mirvaisi (2011) in hotel industry in Iran and Kang and James (2004) in telecommunication in Korea reveals that technical and functional quality contributes significant relationships to image dimension. Consequently, image dimension has a significant relationship to service quality perception and the studies also found strong relationship between service quality perception and customer satisfaction. Result of both studies confirmed that functional quality had a stronger effect to image compared to technical quality. In addition, Kang and James (2004) study suggests that Grönroos's framework is a more meaningful to represent service quality compared to the American perspective as its restricted attention on the dimensions of functional quality only.

Prior to the development of SERVQUAL model, Parasuraman et al. (1985) had proposed GAP model separated by five gaps that consists of ninety seven items from

ten dimensions. After refining and purification process, Parasuraman et al. (1988) propose five dimensions with twenty two items and named it as SERVQUAL model. Undoubtedly, SERVQUAL also known as “American perspective” was the most referred concept and validated scales across variety type of service industries (Ahmad, Ihtiyar, & Omar, 2014; Mittal & Gera, 2012; Nadiri & Hussain, 2005).

The SERVQUAL model was considered as a multi-dimensional construct consists five dimension namely tangibility, reliability, responsiveness, assurance and empathy (Cui, Lewis, & Park, 2003). Parasuraman et al. (1988) contended that despite of the different nature of the services industry, the assessment of service quality by customer is still based on same common criterion that stipulated in five dimensions in SERVQUAL model. The definition of five dimensions of SERVQUAL was defined in Table 3.11.

Table 3.11
Definition of SERVQUAL dimensions

Dimension	Definition
Tangible	: Physical facilities, equipment and appearance of personnel.
Reliability	: Ability to performance the promised service dependably.
Responsiveness	: Willingness to help customers and provide prompt service.
Assurance	: Knowledge and courtesy of employees and their ability to inspire trust and confidence.
Empathy	: Caring, individualized attention the firm provides its customers.

Source: Parasuraman et al. (1988)

SERVQUAL model is based on disconfirmation paradigm. Parasuraman et al. (1985; 1988) theorized and operationalized SERVQUAL as a gap between consumer expectations of ‘what they want’ and their perceptions of ‘what they that drives perception of service quality. In addition, Parasuraman et al. (1988) states that SERVQUAL dimensions are able to provide overall measurement of service quality. In their study across four different service industries had found that reliability was a

most critical dimension, followed by assurance, responsiveness, tangible and least important dimension was empathy.

According to Kontogeorgos, Tselempis, and Aggelopoulos (2014), the SERVQUAL model can be used as a diagnostic instrument to assist public and private organizations to improve the quality standards by recognizing the strengths and weaknesses for their service procedures. Subsequently, SERVQUAL model as a base have been replicated, adapted and developed to several scales for measuring services (Lee, Lee, & Park, 2014; Rajaratnam et al., 2014).

However, the impact of five SERVQUAL's dimensions to overall service quality was varied. For example, the result of Yousapronpaiboon (2014) study in higher education at Thailand indicates that reliability achieved a higher score, followed by empathy, assurance, responsiveness and tangible. Another study by Ravichandran (2010) in bank sector at India found that tangibles recorded the highest mean score and followed by empathy, responsiveness, reliability and lowest mean was assurance dimension.

Moreover, the number of dimensions to explain service quality sometime varies after factor analysis was carried out. For example, Kontogeorgos et al. (2014) study in public service in Greek ministry using Principle Component analysis on five dimensions of SERVQUAL had resulted only three factors which later were named as customized service, service conditions and tangible. Another scholar, Miranda, Chamorro, Murillo, and Vega (2012) in their study using partial least square (PLS) path modelling in healthcare services had derived only four dimensions namely health

staff quality attributes, efficiency measures, no health staff quality attributes, and facilities instead of five SERVQUAL dimensions.

Due to inconsistent of result and dimensions, SERVQUAL model had faced a great challenge for criticism. However, Parasuraman, Berry, and Zeithaml (1991) recommended that SERVQUAL scale was not rigid and it should be adapted or modified accordingly for particular service sectors or different cultures as long as the integrity of scales is preserved.

Several scholars have been doubtful about whether the five SERVQUAL dimensions including its components are valid and relevant when assessing service quality in different service industries (Cronin & Taylor, 1992; Finn & Lamb, 1991; Carman, 1990). Other scholar claim that expectation component in SERVQUAL can be a misleading indicator and unable to capture the dynamic of changing expectation that vary from time to time (Erdil & Yıldız, 2011).

Cronin and Taylor (1992) argued that the conceptualization of service quality as a gap between expectation and performance was inadequate. They opined that expectation component in the SERVQUAL model can be removed and only use performance component to evaluate perception of service quality. They proposed SERVPERF scale as alternative method. Through this methodology, the scale became more efficient where fifty percent of number of items to be measured was reduced (Jain & Gupta, 2004). Furthermore, validity of SERVPERF as more superior scale compared to disconfirmation-based SERVQUAL scale was supported by empirical evidence of Cronin and Taylor (1992) study in four industries namely banks, pest control, dry

cleaning and fast food restaurant. The superiority of SERVPERF was supported by many studies such as Mittal and Gera (2012) in retail banking; Erdil and Yıldız (2011) in airline industry; Jain and Gupta (2004) in fast food restaurant and Burch, Rogers, and Underwood (1995) uniform rental service.

Attention to analyse the concept of service quality as hierarchical or high order construct had gradually increased in past studies where service quality was viewed more effectively and more meaningful through a global judgment (Clemes, Shu, & Gan, 2014; Wu & Ko, 2013; Clemes, Cohen, & Wang, 2013; Howat & Assaker, 2013; Channoi, Clemes, & Dean, 2013; Chen, Lee, Chen, & Huang, 2011; Clemes, Gan, & Ren, 2011; Caro & Garcia, 2008; Caro & Garcia, 2007; Olorunniwo & Hsu, 2006; Olorunniwo et al., 2006; Kang, 2006).

Service quality was considered as highly complex in nature (Dhar, 2015) and service quality was a complex process for service evaluation that may drive from several level of abstraction (Suuroja, 2003). In reviewing Brady and Cronin (2001) study, service quality concepts from the Nordic school and the American school models were integrated into a new hierarchical model. In Brady and Cronin's model suggests a service quality model that consists of three dimensions namely interaction quality, physical environment quality and outcome quality. Each of dimensions in hierarchical model consists of three sub-dimensions and the cumulative assessment of the sub-dimensions represents the perception of that particular dimension that leads to the overall service quality perception. The Brady and Cronin's conceptual model was depicted in Figure 3.3 below.

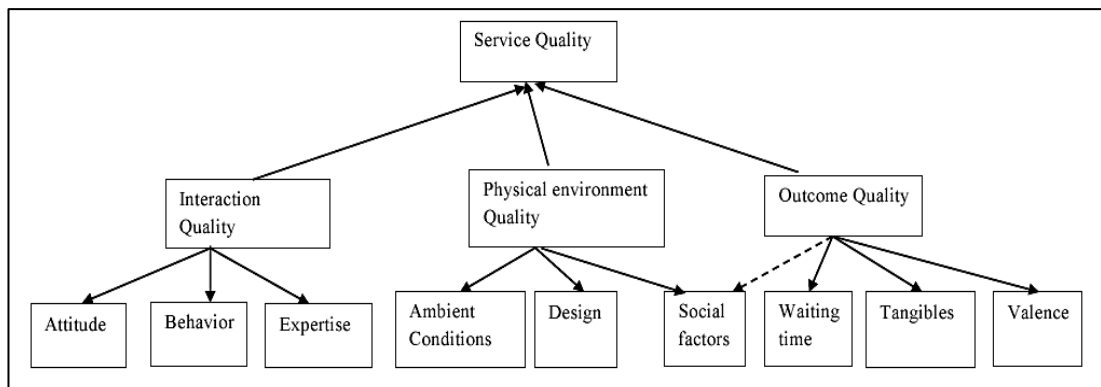


Figure 3.3
A hierarchical approach of perceived service quality
 Source: Brady & Cronin (2001)

Result revealed by Brady and Cronin (2001) concludes that assessment derived from combination of interaction, environment quality and outcome quality dimensions forms customer perception on overall service quality. Further, the hierarchical model suggested by them was fulfilled the requirement of multilevel conceptualization that offers a single, comprehensive, supported by strong base of multidimensional theoretical framework and allows to be analysed on several level of abstraction. Additional, Brady and Cronin advise the dimension may different due to the service industry characteristics and remind future study to fully investigate deeper on items within the dimensions.

The study by Clemen et al. (2014) in mobile communication service in China had confirmed that hierarchical model as proposed by Brady and Cronin (2001) able to represent customer's assessment on overall service quality. In their study, interaction quality shows the most vital role, followed by physical environmental quality and outcome quality. They further suggested that service provider to focus on interaction quality during service delivery stage as this dimension contribute a greatest influence

to customers and also to put great effort to improve service quality through well trained and professional employees.

3.4.3 Measuring service quality

Concern shown by service organization and academician on service quality is always increasing and interesting as the customer's needs and expectation are changed over the time causes service providers to adapt with the current trend of customer's demand and lifestyle. Measuring service quality is a complicate task. Ladhari (2008) study had reviewed thirty studies that posited service quality as a multidimensional construct. However, the dimensions are not same in respect of number and nature which subjected to the type of services and the dimensions may vary even within the same type of service industry. It indicates that the measures applied to appraise service quality are diverging among customer groups and situations.

Due to these factors, varieties of instruments were developed to measure quality in specific services industry. For example, SERVQUAL (Parasuraman et al., 1988) for financial institutions, repair and maintenance company and telecommunication; SERVPERF (Cronin & Taylor, 1992; 1994) for hotels, clubs and travel agencies; DINESERV (Stevens, Knutson, & Patton, 1995) for food and beverage establishments; LODGSERV (Knutson, Stevens, Wullaert, Patton, & Yokoyama, 1990), LODGQUAL (Getty & Thompson, 1994), HOLSERV (Mei, Dean, & White, 1999) for hotels; SERVPERVAL (Petrick, 2002) for airlines; SITEQUAL (Yoo & Donthu, 2001) for Internet shopping; E-S-QUAL (Parasuraman, Zeithaml, & Malhotra, 2005) for electronic services; SELEB (Toncar, Reid, Burns, Anderson, & Nguyen, 2006) for educational services; HISTOQUAL (Frochot & Hughes, 2000) for

historic houses; LibQUAL (Cook & Heath, 2001; Thompson, Cook, & Thompson, 2002) for library; ECOSERV (Khan, 2003) for ecotourism; Retail Service Quality Scale (RSQS) for retail (Dabholkar et al., 1996); Ahmad et al., 2014); e-SERVQUAL (Zeithaml, Parasuraman, & Malhotra, 2002) for website and CASERV (Wong & Fong, 2012) for casino.

The view of Lin (2010) study had affirmed that SERVQUAL had received the most attention compared to other instrument of service quality and it also had been recognized as being the most extensively used instrument for assessing service quality (Stodnick & Rogers, 2008; Albacete-Sa´ez, Fuentes-Fuentes, & Llore´ns-Montes, 2007; Akbaba, 2006) in service management and marketing literature (Stodnick & Rogers, 2008). The components represent five dimensions in SERVQUAL were listed in Table 3.12.

Table 3.12
Components of SERVQUAL dimensions

Dimension	Definition	Components
Tangibles	Physical facilities, equipment and appearance of personnel.	Equipment, physical facilities and employee appearance.
Reliability	Ability to performance the promised service dependably.	Promise, problem solving, service dependable, timing and record accuracy.
Responsiveness	Willingness to help customers and provide prompt service.	Information to customer, prompt service, willingness to assist and spend time.
Assurance	Knowledge and courtesy of employees and their ability to inspire trust and confidence.	Trust, safe transaction, polite and adequate support for employee’s performance.
Empathy	Caring, individualized attention the firm provides its customers.	Attention from firm and employee, awareness on customer’s needs, customer’s interest and convenience operating hours.

Source: Parasuraman et al. (1988)

The SERQUAL model has twenty two (22) items for expected service quality and twenty two (22) items for perceived service quality (Parasuraman et al., 1988). In Jain and Gupta (2004) comparative study between SERVQUAL and SERVPERF in fast

food restaurant, 7-point Likert scale ranging from “1 = strongly disagree to 7 = strongly agree” was adapted and was compared to arrive at gap scores.

There were numerous studies propose the assessment of perception should be based on actual service performance because it was found reliable, valid and able to overcomes weaknesses in SERVQUAL model (Caro & Garcia, 2007; Welsh & Raven, 2006; Nadiri & Hussain, 2005; Jain & Gupta, 2004). According to Martínez and Martínez (2010), the service quality that refer to performance-based measurement was able to achieve excellence result of psychometrically assessment in terms of construct validity and operational efficacy aspects through its performance indicators and generate a broader explanation of the variance in an overall assessment of service quality than SERVQUAL.

Notable hierarchical approach and multidimensional study for measuring service quality is Brady and Cronin (2001). Their hierarchical model was adapted from Parasuraman et al. (1988), Rust and Oliver (1994) and Dabholkar et al. (1996) study. Brady and Cronin (2001) hierarchical model was a third-order factor which operationalized by combining both the formative and reflective methodology. The construct of service quality was molded through three main dimensions namely interaction quality, physical environment quality and outcome quality. Each main dimension was reflected by sub-dimensions namely attitude, behavior and experience under interaction quality dimension; ambient conditions, design and social factors under physical environment quality dimension; and waiting time, tangibles and valence was under outcome quality dimension that serve as indicators of the main dimensions. Formative model means that the construct is formed or induced by its

measures (Bagozzi, 2011). Thus, operationalization service quality construct as a formative assessment means that alteration in the dimensions may cause alteration in the construct of service quality but changes in the indicators of sub-dimensions is common (Martínez & Martínez, 2010; Diamantopoulos & Siguaw, 2006).

Perceived service quality from SERVQUAL model were also used as hierarchical construct such as Untachai (2013), Lam, Lee, Ooi, and Phusavat (2012), Chen et al., (2012) and Ledden, Kalafatis, and Mathioudakis (2011). Mostly, the nomological validity on the hierarchical or higher order construct model was confirmed through structural equation model using analysis of moment structures (AMOS), partial least square (PLS) or LISREL statistical software. Table 3.13 show the list of hierarchical concept applied in recent years studies.

Table 3.13
The list of hierarchical concept applied in recent years studies

No	Source	Research Context	Method	Service Quality Model	Dimensions
1	Wu, Li, & Li (2014)	Theme Parks, Taiwan	PLS-SEM Formative	Adapted from Brady & Cronin's Hierarchical model	<ul style="list-style-type: none"> - Interaction Quality - Physical environment quality - Outcome quality - Access quality - Overall experiential quality
2	Rajaratnam et al. (2014)	Rural tourism destinations in Malaysia	PLS-SEM Formative	Adapted from SERVQUAL (perceived service only)	<ul style="list-style-type: none"> - Accessibility & Logistics - Core Tourism Experience - Hygiene - Information - Security - Value for money - Hospitality
3	Wu & Li (2014)	Historic Center of Macau, China	SEM-AMOS Reflective	Adapted from Brady & Cronin's Hierarchical model	<ul style="list-style-type: none"> - Interaction Quality - Physical environment quality - Outcome quality - Access quality - Overall experiential quality
4	Clemes et al. (2014)	Mobile communication service, China	Structural Equation Modeling, Reflective	Adapted from Brady & Cronin's Hierarchical model	<ul style="list-style-type: none"> - Interaction Quality - Physical environment quality - Outcome quality
5	Howat & Assaker, 2013	Outdoor aquatic centers, Australia	PLS-SEM Formative	SERVPERF	<ul style="list-style-type: none"> - Core services - Secondary services - Staff

Table 3.13 (Continued)

No	Source	Research Context	Method	Service Quality Model	Dimensions
6	Ganguli & Roy (2013)	Retail banking, India	SEM-AMOS Reflective	Adapted from Brady & Cronin's Hierarchical model	- Interaction quality - Technology quality - Auxiliary quality
7	Untachai (2013)	Hospital services, Thailand	SEM-LISREL Formative	Adapted from SERVQUAL (perceived service only)	- Tangible - Responsive - Reliability - Assurance - Empathy
8	Wu & Cheng (2013)	Airport industry, Taiwan	SEM-AMOS Reflective	Adapted from Brady & Cronin's Hierarchical model	- Interaction Quality - Physical environment quality - Outcome quality
9	Wu & Ko (2013)	Tourist Hotel, Taiwan	SEM-AMOS Formative	Adapted from Brady & Cronin's Hierarchical model	- Interaction Quality - Physical environment quality - Outcome quality
10	Clemes et al. (2013)	Public university, China	SPSS Formative	Adapted from Brady & Cronin's Hierarchical model	- Interaction Quality - Physical environment quality - Outcome quality - Overall service quality
11	Miranda et al. (2012)	Health care service, Spain	PLS-SEM Formative	Adapted from SERVQUAL (perceived service only)	- Facilities - Health staff quality - No health staff quality - Efficiency
12	Lam et al. (2012)	Services industry, Malaysia	Structural Equation Modeling, Reflective	Adapted from SERVQUAL (perceived service only)	- Tangible - Responsive - Reliability - Assurance - Empathy
13	O'Cass & Carlson (2012)	Website sport consumers	PLS-SEM Formative	Website service quality	- e-Communication quality - e-System operation quality - e-Aesthetic quality - e-Exchange process quality
14	Chen et al., (2012)	Financial service, Taiwan	PLS-SEM Reflective	Adapted from SERVQUAL (perceived service only)	- Tangible - Responsive - Reliability - Assurance - Empathy
15	Ledden et al. (2011)	Higher education, United Kingdom	PLS-SEM Formative	Adapted from SERVQUAL (perceived service only)	- Tangible - Responsive - Reliability - Assurance - Empathy
16	Chen et al. (2011)	National Park, Taiwan	SPSS Formative	Adapted from Brady & Cronin's Hierarchical model	- Personnel service - Interpretation service - Physical facilities - Environment quality - Recreational facilities - Venue quality - Convenience quality - Information quality
17	Rod, Ashill, Shao, & Carruthers (2008)	Internet Banking services, New Zealand	PLS-SEM Reflective	Adapted from SERVQUAL (perceived service only)	- Tangible - Responsive - Reliability - Empathy - Overall service quality

Note: PLS = Partial Least Squares; AMOS = Analysis of moment structure; SEM = Structural Equation Modeling

Based on the above literature review, this study applied only perceived service quality scale from SERVQUAL. Without underestimate the role of technical quality, this dimension was included together with another five dimensions of SERVQUAL to form service quality as second order construct. In car parking services, technical aspect in determining the smooth of parking operation is essential for ensuring excellent experience of car parking. Moreover, today's parking services uses automated parking system and machines that require a close monitoring and discipline on equipment maintenance in order to avoid equipment breakdown.

3.4.4 The relationship between service quality and customer satisfaction

An extensive attention in services literature has been given to the connection between service quality and customer satisfaction (Izogo & Ogba, 2015; Rajaratnam et al., 2014). Service quality play a crucial role to attain competitive advantage lies in delivering high service quality that able to effect in customer satisfaction and shaping positive outcome to the business undertaking such as customer loyalty and reduce business competitors (Meidutė-Kavaliauskienė, Aranskis, & Litvinenko, 2014).

Some of latest studies have presented consistent evidences on the direct and positive relationships between service quality and customer satisfaction such as studies carried out by Han and Hyun (2015), Kashif, Shukran, Rehman, and Sarifuddin (2015), Izogo and Ogba (2015), Rajaratnam et al. (2014), Hussain, Al-Nasser, and Hussain (2014), and Giovanis et al. (2014). These findings were in line with past studies such as Spreng and MacKoy (1996), and Cronin and Taylor (1992).

Several scholars examine a direct relationship effect between each dimension of service quality to customer satisfaction. For instant, quantitative findings by Munusamy, Chelliah, and Mun (2010) on service quality delivery and its impact of customer satisfaction in the banking sector in Malaysia revealed that assurance, empathy, reliability and responsiveness dimension have a relationship but it has no significant effect on customer satisfaction. Only tangible dimension has positive relationship and have significant impact on customer satisfaction. The result the analysis is not in congruent to findings by Kashif et al. (2015) in Malaysia Islamic banks using PAKSERV which adapted from SERVQUAL scale where tangible, assurance, sincerity, personalization and formality dimension have significant relationship with customer satisfaction but not reliability.

Another study finding by Kitapci et al. (2014) in public health care service had found assurance, empathy and responsiveness dimension have significant relationships with customer satisfaction but not tangibles and reliability. While Izogo and Ogba (2015) study had found that all SERVQUAL dimensions was significant to customer satisfaction and the result proves the instruments applied to measure service quality was highly reliable and valid. However, inconsistent result of SERVQUAL dimensions effect to customer satisfaction in past studies may be as a result of the cultural differences (Izogo & Ogba, 2015).

Due to complexity of service quality abstract, studies applying hierarchical model or higher order construct of service quality was growth. For example, Rajaratnam et al. (2014) study in rural tourism destination in Malaysia had used seven dimension of service quality namely accessibility and logistics, core tourism experience, hygiene,

information, security, value for money and hospitality via formative approach using structural equation model methodology were found significant relationship to forming service quality as second order construct. The findings of their study show that that service quality was significant to tourist satisfaction and indicates service quality was a direct antecedent to customer satisfaction. Additionally, they confirmed that service quality is a multidimensional construct. While Clemes et al. (2014) study in mobile communication services in China had adapted service quality hierarchical model as proposed by Brady and Cronin (2001).

From the above literature, although there were several approaches for measuring a service quality such as multi-dimensions of service quality, unidimensional of service quality and hierarchical model of service quality, service quality is still remain as a significant construct to customer satisfaction. This is due to the nature of service quality and customer satisfaction relationship was seen as linear which is showing a high service quality performance may result to high response of customer satisfaction.

3.4.5 The relationship between service marketing mix and service quality

The service marketing mix consist various pivotal elements of service marketing programme which need to be considered in order to ensure an effective planning and successful implementation of the marketing operation that able to reach customer's need and expectation (Aghaei et a., 2014; Kaura, 2013). The elements of mix such as product, price, place, promotion, people, physical evidence and process is consider as internal factors that can be controlled and determined by the service firms.

The focal point of definition for service marketing mix is to satisfy customer needs and wants (Kushwaha & Argawal, 2015). While service quality centralized to fulfillment of needs and demand of customer and also the certainty of delivery to balance customer's expectation. According to Kotler (2000), Lovelock and Gummesson (2004), and Kotler and Kevin (2009), service quality shall begin from the consumer needs and ended on consumer perception. In that matter, the elements of service marketing mix are referred for evaluating the excellence of service quality from customer perspective. Through that basis, the relationship between service marketing mix and service quality is connected. This relationship was also supported by Nasution, Sembada, Miliani, Resti, and Prawono (2014) where they had illustrated the relationship between service marketing mix and service quality in their Customer Experience Framework as showed in Figure 3.4 where the customer experience journey is started from the innermost layer outwards. The framework tells that the customer experience is similar with a journey where the perception and responses will be accumulated at every contact point between customer and service provider.

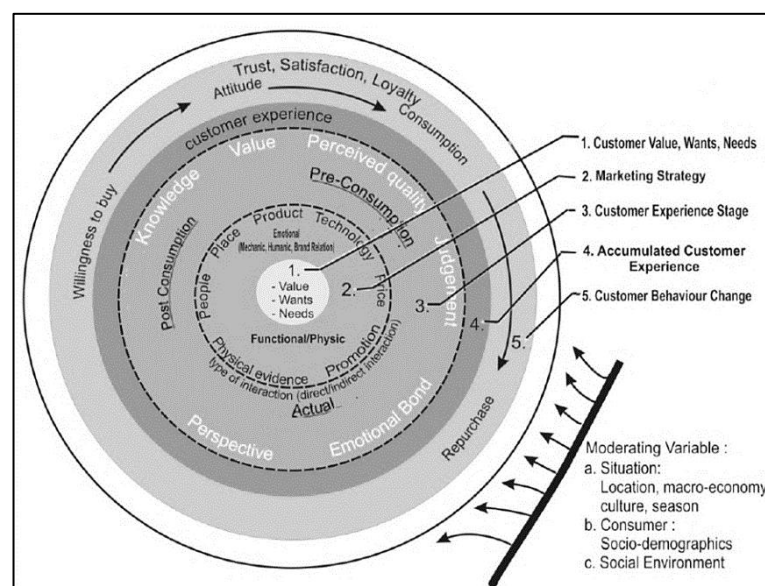


Figure 3.4
Customer experience framework.
 Source: Nasution et al. (2014)

For example, the service firm provides a platform for customer to choose the offered service based on their needs and expectation, experience it and evaluate the service after consuming the service. If the service quality that they consumed is below their expectation, then the consumer will lose interest on such service provider and vice versa. Therefore, it is crucial for service firms to deploy right mixes that able to produce a high service quality standards incorporated in the services features. The same also goes to Grönroos's concept a way back in 1984. In Grönroos (1984) functional and technical quality model, states that marketing mix activities such as promotion, pricing and selling place can be applied as a promises to influence the expectation of customer. He suggests that resources and marketing activities under control and outside the immediate of control of the firm must be recognized to ensure sufficient impact to service quality.

Conversely, there were a little studies to investigate the relationship between service marketing mix and service quality or stimulus factors to service quality judgment. A study conducted by Islam et al. (2013) to examine the relationship between marketing mix, service quality and customer loyalty in retail chain stores at Taiwan, argue that marketing mix elements such as product, price, promotion and place can be exploited for improving service quality in aspect of tangibility, reliability, responsiveness, assurance and empathy. They explained that place element of marketing mix is possible to enlarge tangibility dimension of service quality by way of better representing the physical facilities, tools and equipment for customer service, product supports reliability and empathy. While promotion strengthens responsiveness dimension due to provided preference service and information to customers. The finding of their study shows that service quality was influenced by marketing mix

significantly with twenty seven percent variations. However, their study did not explain on how marketing mix and service quality has been analysed for example whether in formative, reflective or unidimensional. Furthermore, application of marketing mix scale instead of service marketing mix for the context of retail chain stores may not enough to explain the effect to service quality due to absence of people, physical evidence and process element.

Other study carried out by Cengiz and Yayla (2007) in accounting office services in Turkey had found that only product element of marketing mix has significant effect to perceived quality but not for other elements such as price, promotion and place. However, they did not discuss their findings between these variables in their article. Conceptualize marketing mix as separate elements to be tested to the other variable is inconsistent with the definition of marketing mix concept as mixer of ingredient (Borden, 1964), combination of all (McCharty, 1964) or as a “package” (Jacoby, 2002) which may not be able to fully explain the role of marketing mix.

While, other studies on service marketing mix and service quality is fragmented. Past studies only investigate one or partial elements of service marketing to service quality. For instant, Baker, Parasuraman, Grewal, and Voss (2002) in card-and-gift stores environment in United States used the people and physical evidence elements like store’s design and ambient factor to represent stores environment. The people and stores design were found significant to interpersonal service quality perception and merchandise quality perception but not ambient factor.

A study of Dhar (2015) in tourist hotel had found that benefits of training for employees as a part of people element has direct relationship to service quality and mediated by organizational commitment. The important of people element as a part of marketing activities to quality perspective is supported by Al-alak (2013) study in Malaysian banking sector. In relation to process element, study of Janipha, Ahmad, and Ismail (2015) had found that purchasing process makes significant contribution to quality of firm's resource, customer's financial and conditions of final product.

Based on the above literature, it had showed that there were limited and inclusive studies to explain the relationship between service marketing mix and service quality. However, the conceptual of both constructs was closely related and several studies support the existence of relationship but yet not comprehensive. This study attempted to close the gap.

3.4.6 Service quality as mediator between service marketing mix and customer satisfaction

Service quality always becomes a central subject in marketing literature and can be considered as a door to another perception and responses such as service value and customer satisfaction. The above literature review discuss the findings and possibilities of two interconnected relationships between service marketing mix to service quality as well as between service quality to customer satisfaction.

However, past studies conceptualize service quality construct as mediator is limited and these theoretical interlinkages between service marketing mix, service quality and customer satisfaction is still remain as a gap in the service context. Past studies (Chen

et al., 2012; Wu, Li, & Li, 2014; Rajaratnam et al., 2014) frequently considered service quality scales as stimulus factors like SERVQUAL and hierarchical models to measure customer satisfaction where the dimensions and indicators of quality is refer to the elements of service marketing mix for example product features, technology and quality from product element, employee knowledge and adaption of service culture is a part of people element, environmental aspect is refer to place and physical evidence element and reliable transaction and operation hours is referred to process element. Although service quality is important, it alone is may not enough to ensure competitiveness of firm's business (Islam et al., 2013).

Service marketing mix also plays important roles to influence customer satisfaction. For example, Al-Muala and Al-Qurneh (2012) and Sarker at el. (2012) study had supported significant relationship between elements of service marketing mix and customer satisfaction. Although limited studies on the relationship between service marketing mix and service quality, there were several studies (Islam et al., 2013; Cengiz & Yayla, 2007) reveals significant relationship between the service marketing mix elements and service quality that offer study prospects in future study.

A structural equation model study by Islam et al. (2013) in four retails stores in Taiwan, had found that mediation effect of service quality between marketing mix and customer loyalty. They had applied Baron and Kenny's (1986) three-path regression analysis and SOBEL test for a difference in coefficients testing the indirect effect for significant differences from zero. The role of service quality as mediating variable was also supported by Andrade, Lima, Pereira, Fornara, and Bonaiuto (2013). Their study findings derived from structural equation modelling methodology had showed that the

relationship between objective environmental and outpatient patient's satisfaction was mediated by perception of physical environment quality but not for inpatient respondents.

The above literature shows the mediation role of service quality is still remains flawed and fragile due to lack of studies conceptualizing service quality as a mediation construct. Therefore, it would be interesting to know whether marketing mix has an indirect influence on customer satisfaction through the existence of service quality as a mediating variable between these constructs. The present study argues that the service marketing mix provides a service platform as a stimulus factor to the customer for evaluating quality factors that later cause customer response on satisfaction after having experience and consumption of services. In short, service quality depends on a marketing mix which is eventually reflected in the customer's satisfaction.

3.5 Service value

All about value creation comes from services (Lovelock et al., 2011; Bruhn & Georgi, 2006). Customers are clever enough to consider and determine any benefits obtained before deciding to use a service. This situation urged the company to provide a valuable service to the customer's view of points for competitive advantages, profitable and business growth.

In line with the growing acceptance of service value, the idea of "value creation" has become an essential measure in consumer behavior such as customer satisfaction and behavioral intentions (Eid & El-Gohary, 2015; Jo et al., 2014), building customer

relationship that leading to business growth and profitable (Chahal & Kumari, 2012) and a key aspect in the management of business strategic (Lovelock et al., 2011). This means that offering higher value to the customers will enable organization to (1) strengthen profit and sustain competitive advantage through incorporation of important strategic direction (Huber, Herrmann, & Morgan, 2001; Lapierre, Filiatrault, & Charles, 1999); (2) easy it managers in the resources allocation planning that connected to service design and delivery phase (Cronin, Brady, Brand, Hightower, & Shemwell, 1997); and (3) improve systems of service encounters that drive to positive result from customer (Cronin et al., 2000).

Despite of wide attention and studies were carried out in the past, several issues associated to the fundamental concern of service value is still remain unclear. With reference to Boksberger and Melsen (2011), Sánchez-Fernández and Iniesta-Bonillo (2007), and Lin, Sher, and Shih (2005) studies, unsolved issues pertaining to service value is covering (1) there is lack of compromise in respects to the definition and the concept. Consequently, service value construct always been wrongly applied in the social sciences and specifically in the services marketing studies (Khalifa, 2004); (2) no consensus between scholars about the definitions and concepts causes the results of the empirical measure are inconsistent and uncoordinated causes the subject has been criticized; and (3) the relationship between service value to other construct such as service quality and customer satisfaction has been debated controversially.

As issues related to the value is yet to reach an agreement on the generalization, continuous study of this construct is needed in order to narrow down the knowledge gap as this study is attempt to investigate the service value including it connections to

other constructs. In Sánchez-Fernández and Iniesta-Bonillo (2007) study, they opines that service value is based on situational and context-dependent. Due to this nature of value, the assessment judgment on the value is a function of the changing standards. These standards are likely to vary according to the settings, locality, culture and time in which the evaluation of value was held.

3.5.1 Definition of service value

Past literature indicates that several issues related to the fundamental concern in construct service value was still remains unresolved which include lack of consensus and inconclusive for the definition of service value (Ledden et al., 2011; Boksberger & Melsen, 2011; Khalifa, 2004). This make a task to define service value becomes a challenge due to complexity of value concepts and should not simply use in any research study in order to evade any misused or overused of service value concepts (Khalifa, 2004).

Researchers applied various terms to describe the service value construct, although the terms were mostly referred to the same concept (Woodruff, 1997). According to Woodall (2003), eighteen different names were found for the value consumers that arise from interaction of purchasing and consuming the product. Further, Woodall added that the most ordinarily term used in marketing literature include ‘customer value’ (Anderson & Narus, 1998; Dodds, 1999; Holbrook, 1996; Woodruff, 1997), ‘perceived value’ (Liljander & Strandvick, 1992; Patterson & Spreng, 1997), and ‘value’ (Berry & Yadav, 1996; de Ruyter, Wetzels, Lemmink, & Mattson, 1997; Ostrom & Iacobucci, 1995).

Less frequent terms used were ‘consumption value’ (Sheth, Newman, & Gross, 1991), ‘value for the customer’ (Reichheld, 1996) ‘value for customers’ (Treacy & Wiersema, 1993), ‘customer perceived value’ (Grönroos, 1997), ‘consumer value’ (Holbrook, 1999), ‘perceived customer value’ (Lai, 1995), ‘buyer value’ (Slater & Narver, 1994) ‘service value’ (Bolton & Drew, 1991), ‘subjective expected value’ (Bolton, 1998), ‘perceived value for money’ (Sweeney, Soutar, & Johnson, 1999), ‘net customer value’ (Butz & Goodstein, 1996), ‘perceived service value’ (LeBlanc & Nguyen, 1999), ‘consumer surplus’ (Anderson, 1995) and ‘expected value’ (Huber et al, 1997).

There was variation of value definitions from customer perspective that had been used in the past literature as shown in APPENDIX C. Definition of service value as defined by Zeithaml (1988) will be used in present study. Service value was defined as a consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given.

3.5.2 Concept of service value

The debates on the concepts of value are still ongoing as scholars disagree with several points in constructing the concepts of value that able to provide a better understanding to industry setting, business situation and customer segmentation. Sánchez, Callarisa, Rodriguez, and Moliner (2006) had reviewed several past literatures and commented that value was an abstract construct and it depends on type of customers, cultures context and period of times. This indicates service value as a dynamic variable that include experienced before buying, during buying stage, at the time consumption and after consumption.

Generally, there were two major approaches to the conceptualization of service value which was unidimensional approach and multi-dimensional approach. On the first approach, the concept of service value is refer to unidimensional approach which have two parts as a construct, one of benefits received by customer in term of economic scale, quality, brand, social and relationship; and another of perceived sacrifices made by the customer in two aspects such as monetary and non-monetary, for example price, time, effort, risk and convenience (Boksberger & Melsen, 2011; Sánchez et al., 2006).

According to Sánchez-Fernández and Iniesta-Bonillo (2007), the most popular conceptualizations of value in past literature is treating 'value' as a cognitive trade-off between benefits and sacrifices where 'value' was defined in terms of performance (quality) and price as functional nature. The study of value has been dominated using unidimensional approach and most of the research in the field has focused on economic-based consumer utilitarianism to explain the service value.

Subsequently, Dodds et al. (1991) study which based on Monroe's (1979) conceptual model, perception of value was interpreted as cognitive trade-off between perceptions of quality and sacrifice and consequently, they had found that external factors such as product price, product brand name and store name affect the perceptions of product quality and value. This founding value conception was referred to the consumer economic theory and the utility concept.

Correspondingly, Zeithaml (1988) study who adapted the Dodds and Monroe (1985) model frame, suggested that the construct should be comprehend as a trade-off between benefits and sacrifices in which consumers conclude benefits by global

assessment of product and services that include its attributes and price. By this means, a means–end model as proposed by Zeithaml (1988) was developed from rational decision-making or cognitive model as depicted in Figure 3.5.

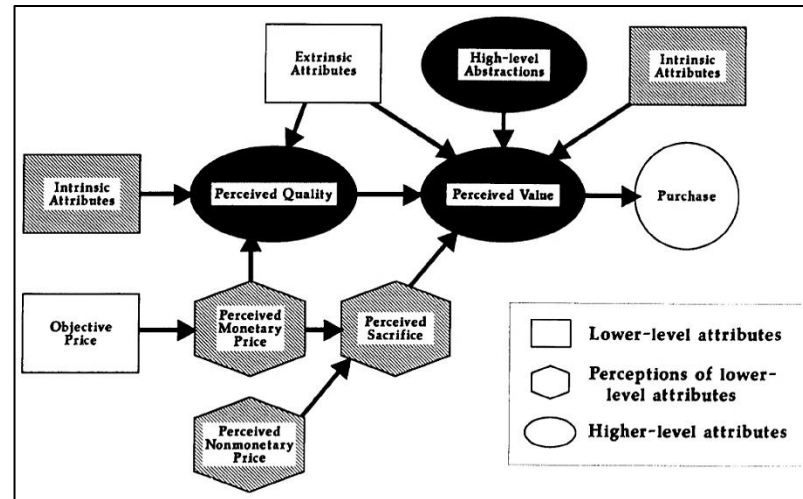


Figure 3.5
A means-end model relating to price, quality and value
 Source: Zeithaml (1988)

Using the means-end theory, Zeithaml (1988) had identified four dimensions of service value that is value as low price, value as whatever the consumer wants in a product, value as the quality obtained for the price paid and value as what the consumer gets for what he or she gives. Finally, service value was defined the customer’s overall assessment of the utility of a product based on perceptions of what is received and what is given.

Although scholars noted on the concept merit of simplicity through the unidimensional approaches, numerous scholars such as Sánchez et al. (2006), Sweeney and Soutar (2001) and Sheth et al. (1991) feels that the concept do not truly represent the complexity of value construct especially the unidimensional approach less emphasis on the role of value via feeling and consumption habits factors to form the value construct.

The second approach for service value was understood as a multi-dimensional construct with consideration the role of functional and the affective component to formulate a holistic representation for a complexity of service value. The functional component is represented by the rational and economic valuations of individuals whereas the quality of the product and service is also part of this dimension. In other component, the affective dimension is alienated into an emotional dimension that involves feeling or internal emotion and a social impact of the purchase represent the social dimension. In the same path, several scholars had embraced a multi-dimensional approach, for example like Sheth et al. (1991), de Ruyter et al. (1997), Sweeney and Soutar (2001) and Sánchez et al., (2006).

Notable study by Sheth et al. (1991) had identified up to five dimensions for their value conceptual model namely social, emotional, functional, conditional and epistemic. Sheth et al. (1991) claimed that a decision made by consumer may be derived partly or all of the five consumption values. These five types of value had been found able to influence in different ways of consumption value on why consumer decide to purchase or not to purchase or to consume or not to consume for a particular product, select one type of product over another and select one brand over another.

Other scholar in similar opinion, de Ruyter et al. (1997) had proposed a more holistic concept to value, which consisted integration of affective and cognitive response components such as value for money. As conceptualized by de Ruyter et al. (1997), service value was constructed from three dimensions namely emotional, functional and logical. The emotional dimension represents the affective assessment at the moment

of service encounter, the functional dimension represents pragmatic aspects of the service scene and lastly, the quality of service and the price explain the logical dimension that shape consumer's logical thinking on value for money. Service performance at every process stages can be assessed in respects of the above dimensions.

In subsequent study, Sweeney and Soutar (2001) value model exclude the epistemic and conditional dimensions as suggested by Sheth et al. (1991). Consequently, the five dimensions were reduced and altered to four dimensions namely functional value for quality and performance such as quality perception and output of the product or service, adaptability and practicality of product; functional value for price and value for money; social value and emotional value represents intangible aspects exist within the relationship. The scale of measurement developed by Sweeney and Soutar was named as PERVAL.

In same line with multi-dimensional concept, Sánchez et al. (2006) had examined the presence of cognitive and affective dimensions concerning to installation, personnel and product in travel services agency. They had found that cognitive elements such as quality and price play a central role. While, affective element such as emotional components in value construct play also pivotal role in both satisfaction and loyalty because affective components are concentrated on the internal feelings caused by the experience of purchase and consumption and as a result from the consumer's social environment. Their study supports the experiential understanding as proposed by Holbrook (1996) and confirms the multi-dimensional construct of service value as proposed by Sweeney and Soutar (2001) which was based on the conceptualization of

value initiated by Sheth et al. (1991). With existence of affective component, Sánchez et al. (2006) suggests that value perceived by customer was not only on product but also on sales outlet of travel agency.

Subsequently, Sánchez et al. (2006) had established a measurement scale of post-purchase service value that consists of twenty four (24) items and named it as GLOVAL. Six dimensions of service value were proposed to be incorporated in GLOVAL model. Total of four dimensions link to functional value such as functional value of the establishment, functional value of the service purchased for quality and performance, functional value of the contact personnel and functional value for price. Another two dimensions were related to the affective dimension of service value that represented by emotional value and social value. Sánchez et al. (2006) treated the service value as second order construct through a formative approach. Figure 3.6 shows the GLOVAL model.

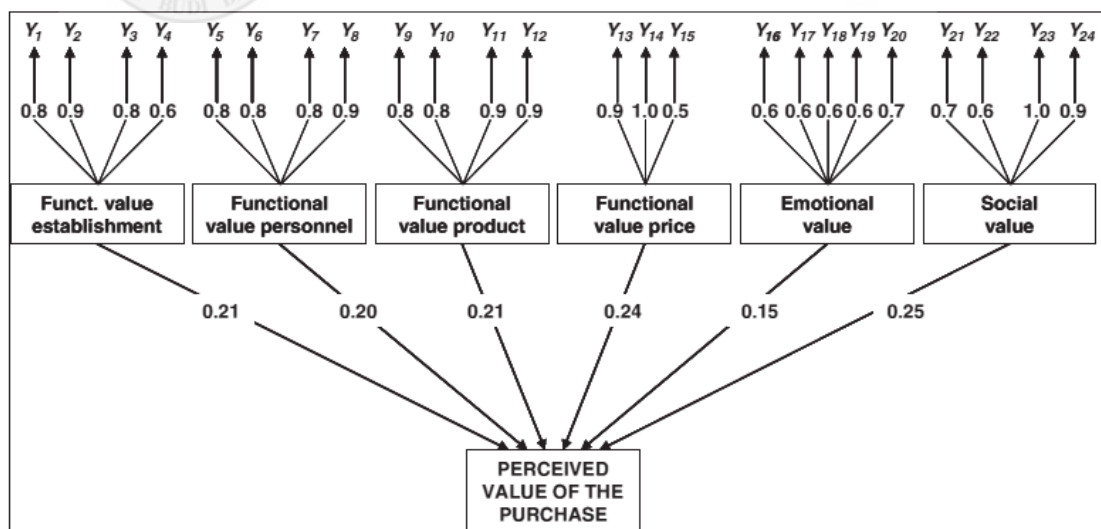


Figure 3.6
 GOLVAL model
 Source: Sánchez et al. (2006)

3.5.3 Measurement of service value

Generally, service value was measured through unidimensional and multidimensional constructs (Chahal & Kumari, 2012; Sánchez-Fernández & Iniesta-Bonillo (2007). The unidimensional construct was mostly used in past studies but the conceptual of service value as multidimensional construct of service value has become increasingly important in recent years studies (Gallarza & Saura, 2006).

The unidimensional construct adopts a utilitarian perspective and identifies benefits in term quality and ratio of sacrifice in term of price, time and distance (de Ruyter et al. (1997). However, Ruiz, Gremler, Washburn, and Carrión (2008), Al-Sabbahy, Ekinci, and Riley (2004) and Oh (1999) had commented that the use of a single item scale would not capture dimensions of this construct adequately as a single dimension is likely resulting a limitation of understanding of service value construct which is also include its antecedents and consequences.

Acknowledged on the limitations of single scale measurement, multi-items measurement of value was introduced and growing. Several scholars interested in exploring composite nature of value have adopted conventional value typologies for example Petrick and Backman (2002) use seven items from Grewal, Krishnan, Baker, and Borin (1998) scale of transaction versus acquisition value of twelve items measurement where they found both factors related to service value especially transaction value shows majority of explained variance. Another example, Bajs (2015) use two items represented by acquisition value and trade-off of total cost components to measure service value which had significantly influenced by destination appearance, emotional factors, quality and monetary aspects. Different findings in Howat and

Assaker (2013) study, they use two items that related to value for money questions to measure service value where perceived quality had very strong influence to service value. Several past studies which had applied the unidimensional approach were listed in Table 3.14.

Table 3.14
The list of unidimensional service value approach applied in past studies

No	Source	Research Context	Method	Concept	Component of service value (Number of item/s)
1	Bajs (2015)	Tourism	Reflective	Benefit and Sacrifice	Acquisition value (1) Trade-off with total costs (1)
2	Sabiote-Ortiz, Frías-Jamilena & Castañeda-García (2014)	Tourism	Reflective	Service value	Value for money (2) Overall perceived value (1)
3	Howat & Assaker (2013)	Aquatic Centers	Reflective	Service value	Value for money (2)
4	Gallarza, et al. (2013)	Tourism	Reflective	Service value	Value for money (2) Overall perceived value (1)
5	Ryu, Han & Kim (2008)	Restaurant	Reflective	Service value	Value for money (2) Overall perceived value (1)
6	Petrick & Backman (2002)	Golf Travelers	Reflective	Service value	Value for money (1) Acquisition value (4) Transaction value (3)
7	Kashyap & Bojanic (2000)	Tourism	Single item	Service value	Overall value (1)
8	Martensen, Grønholdt, Eskildsen & Kristensen (1999)	Education	Reflective	Benefit and Sacrifice	Future goals (1) Effort (1)
9	Oh (1999)	Hotel	Single item	Service value	Overall value (1)
10	Murphy & Pritchard (1997)	Transportation	Single item	Service value	Value for money (1)
11	Webb & Jagun (1997)	Higher Education	Reflective	Benefit and Sacrifice	Acquisition value (1) Transaction value (1)

However, due to the complexity of value construct, broaden views of service value construct were adopted through multidimensional perspective that covers experiential, cognitive and also affective aspects (Moliner, Sánchez, Rodríguez, & Callarisa, 2007). The notable study findings of Sheth et al. (1991), multidimensional approach of service value has been established that made up from five dimensions as elaborated in preceding sub-heading. Instrument scales such as PERVAL (Sweeney, Soutar, & Johnson, 1996; Sweeney & Soutar, 2001) and GLOVAL (Sánchez-Fernández & Iniesta-Bonillo, 2007) were referred to multidimensional approach for service value

concept. The PERVAL scale was grounded on the theory proposed by Sheth et al. (1991) and it has four dimensions categorized under functional, social and emotional value compared to five dimensions originally developed by Sheth et al. (1991).

Numerous scholars such as Bolton and Drew (1991), Lin et al. (2005) and Ruiz et al. (2008) adhere to the view that service value should be conceptualized and operationalized as a high-order construct. A study of Ledden et al. (2007) had found that service value will have a greater explanatory capacity when the construct is conceptualized as higher order. The abstraction of the value concept is not clearly defined in multidimensional models and it is not harmonized with the definition concept. The weaknesses in multidimensional models fail to take account of overall value that causes the models unable to reflect prudently to the right trade-off experience of “give versus get”.

As proposed by Zeithaml (1988) in his trade-off model, a higher-order construct using formative approach to mold service value should be applied in future research. This is in line with Ruiz et al. (2008) recommendation that the formative approach of service value was found superior than a reflective approach of value and appears generalizable across various settings. The operationalization of service value through formative approach at higher-order construct must have several dimensions for an intensive understanding of the construct. The several past studies which had conceptualize service value as high order construct and multidimensional model were listed in Table 3.15.

Table 3.15

The list of high order construct and multidimensional approach applied in past studies

No	Source	Research Context	Method	Concept	Component of service value (Number of item/s)
1	Eid & El-Gohary (2014)	Muslim tourist package	Formative	Muslim Tourist Perceived Value Cognitive, Affective and Islamic value	Quality (4) Price (4) Emotional (4) Social (4) Physical attribute (4) Non-physical attribute (4)
2	Chen (2013)	Agriculture farms	3 rd order Reflective- formative- formative	Perceived value formed by benefits and sacrifices	Product benefits (3) Emotional benefit (3) Social benefit (3) Inconvenience (3) Risk (2)
3	Williams & Soutar (2009)	Tourism	Reflective Analyzed via individual dimension	PERVAL	Value for money (4) Novelty value (4) Functional Value (4) Emotional Value (4) Social Value (4)
4	Ruiz et al. (2008)	3 group service industries • customized, personalized • semi-customized, nonpersonalized • standardized services	2 nd order Reflective- Formative	Service value Index	Service quality (4) Service equity (4) Confidence benefits (5) Sacrifice (1)
5	Turel, Serenko & Bontis (2007)	Usage of SMS	2 nd order Reflective- Formative	PERVAL	Quality (4) Emotional value (5) Value-for-money (4) Social value (4)
6	Sánchez, et al. (2006)	Tourism	2 nd order Reflective- Formative	GLOVAL Overall perceived value of a purchase	Establishment (4) Personnel (4) Product(4) Price (3) Emotional value (5) Social value (4)
7	Lin et al. (2005).	Online shopping	2 nd order Reflective- reflective Reflective- formative	Give-versus-get	Monetary sacrifice (2) Web site design (5) Fulfillment/reliability (3) Security/privacy (3) Customer service (3)
8	Ulaga & Eggert (2005)	Manufacturing suppliers	3 rd order Reflective- formative- formative Benefits and Sacrifices	Relationship value B2B	Product (3) Service (2) Know-how (3) Time-to-market (2) Social (3) Process costs (2) Price (1)
9	Lages & Fernandes (2005)	Telecommunications service	2 nd order Reflective	SERPVAL Service personal values	Peaceful life (4) Social recognition (5) Social integration (3)
10	Petrick & Backman (2002)	Golf travelers	Reflective Analyzed via individual dimension	Acquisition and transaction value	Acquisition value (3) Transaction value (4)

Table 3.15 (Continued)

No	Source	Research Context	Method	Concept	Component of perceived value (Number of item/s)
11	Petrick (2002)		Reflective	SERV- PERVAL perceived value of services	Quality (4) Emotional response (5) Reputation (5) Monetary price (6) Behavioral price (5)
12	Sweeney and Soutar (2001)	Durable product in retails	Reflective	PERVAL perceived value	Emotional value (5) Social value (4) Quality (6) Price (4)
13	Mathwick, Malhotra & Rigdon (2001)	Catalog and internet shopping	2 nd order Reflective Construct – Aesthetics, playfulness, service excellence and customer ROI	EVS Consumer experiential value	Visual appeal (3) Entertainment (3) Escapism (3) Enjoyment (2) Efficiency (3) Economic value (3)
14	Babin & Kim (2001)	Travel in US	Reflective Analyzed via individual dimension	Hedonic and utilitarian travel value	Hedonic travel value (6) Utilitarian travel value (4)

The measurement scales of PERVAL developed by Sweeney and Soutar (2001) was adapted in present study. Additionally, service value was assessed as second order construct through formative measurement of four dimensions of PERVAL.

3.5.4 The relationship between service value and customer satisfaction

Service value and customer satisfaction is pivotal aspects in marketing academic and business world because these variables are critically linked to market share, relationship marketing and purchase intention and also behavior (Lee, Lee, Lee, Park, & Moon, 2008). Thus, relationship between the service value and customer satisfaction has been deliberated seriously in the literature marketing services.

There were two types of customer satisfaction role to service value as antecedent and consequence. According to Oliver's model (1999), the first type of customer satisfaction is may result from performance outcomes such as product effectiveness,

service quality or cost-based value such as low price. The second type of satisfaction is termed value-added satisfaction which suggesting that satisfaction is derived from customer service value. In the event of customer is dissatisfy it will resulting in a negative impact to customer service value. In Chang and Hsu (2013) study confirmed that the value based satisfaction is the result from a cognitive comparison process where cognitive evaluation taking place before the affective response occurred.

For present study, the first type of customer satisfaction was referred that focus on customer satisfaction is consequence from service value where providing value to customers continuously will highly satisfy customers (Schiffman & Kanuk, 2004). Generally, the direct relationship of service value has been accepted as a reliable predictor of customer satisfaction in past studies in various service industries and consistent from past and present studies (Eid & El-Gohary, 2015; Walsh, Shiu, & Hassan, 2014; Gallarza et al., 2013; Ryu, Lee, & Kim, 2012). The list of the significant relationship between service value and customer satisfaction in past studies were enlisted in Table 3.16.

Table 3.16
The significant direct relationship between service value and customer satisfaction

No	Source	Research Context	Method	Value concept	Variance Explained (R ²)
1	Eid & El-Gohary (2015)	Muslim tourist in UK, Egypt and UAE	Reflective 6 dimensions were tested individually SEM-AMOS	Muslim Consumer Perceived Value multi-dimensional Traditional Quality; Value for money, Emotional, Social Islamic Physical & Non-physical attribute PERVAL	0.64 Only non-physical Attribute was found not significant to satisfaction
2	Walsh et al. (2014)	Furniture stores in US and UK	Reflective 4 dimensions were tested individually SEM-AMOS	Multi-dimensional	0.52 to 0.55 All dimensions are significant

Table 3.16 (Continued)

No	Source	Research Context	Method	Value concept	Variance Explained (R ²)
3	Wu (2014)	Gaming in China, Macau	Reflective SPSS	Overall value and value for money Multi-items	0.84 For perceived value, image but service quality is not significant
4	Chen (2013)	Agriculture farms in China	3 rd order Reflective-formative-formative SEM-PLS	Perceived value formed by benefits and sacrifices	0.26
5	Howat & Assaker (2013)	Outdoor aquatic centres in Australia	Reflective SEM-PLS	2 items value for money	0.29 for perceived quality and value
6	Ryu et al.(2012)	Chinese restaurant in US	Reflective SEM-AMOS	Multi-items Benefits and sacrifices PERVAL	n.a.
7	Williams & Soutar (2009)	Adventure tourism in Australia	Reflective Analyzed via individual dimension SEM approach	Multi-dimensional	0.62
8	Lin et al. (2005).	Online shopping in Taiwan	2 nd order Formative model Reflective model Unidimensional model	Give-versus-get	n.a. All models is significant
9	Lages & Fernandes (2005)	Telecommunications service in Portugal	SEM-AMOS 2 nd order Reflective SEM-LISREL	SERPVAL Peaceful life Social recognition Social integration	0.16 to 0.19
10	Cronin, Brady, & Hult (2000)	6 service industries in US	Reflective SEM-LISREL	4 model tested Used 2 items – overall value 1 items and get and give 1 items	0.42 to 0.44 Also found significant SAT → SV in Value model
11	Patterson & Spreng (1997)	B2B 3 consultancy firms in Australia	Single item measurement for value SEM-LISREL	Unidimensional single item	n.a. Strong impact value to satisfaction

* n.a. = not applicable

3.5.5 The relationship between service marketing mix and service value

Service marketing mix and service value has been recognized as important as aspects that able to preserve or boost the organization's product or services toward competitiveness (Gallego, Rubalcaba, & Hipp, 2013), increase customer loyalty, branding (Tridhoskul, 2014) and profitability (Puustinen, Maas, & Karjaluo, 2013).

The service marketing mix as a basic tools that used by organization to plan, strategize and later, to operationalize all marketing effort. In this regard, all elements of service marketing mix such as service product, price, place, promotion, people, process and physical evidence should work together that able to influence customer in valuing the services. A systematic review study by Birnik and Bowman (2007) claims that marketing mix and value chain integration were orthogonal. Thus, they suggests that future research should combines marketing mix research into the integration of value chain for better understanding on the relationship between customer experience and operational delivery.

Additional support to the above suggestion, Gallego et al. (2013) views that activities highly recognized in value chain includes (1) inbound logistics such activities concerned with receiving and storing externally sourced materials; (2) operations such as activities related to the production of goods and services; (3) outbound logistics such as activities concerned with distributing the final product; (4) other support that relate to the management of human resource and (5) innovative such as technology, organizational, strategic, operations and commercial as value added in product or services. Excellence delivery of service marketing mix will offer a good consumption experience and boost a positive feeling to the customer as emotional things is part of value dimension.

Through theoretical perspective, Chang et al. (2011) and Jacoby (2002) in stimuli-organism-response (S-O-R) paradigm suggests that external stimuli factor lead to internal states of individual to think and evaluate. According to Bagozzi (1986), when consumer behavior is depicted as an S-O-R system, the stimuli is external to the person

and consist of both marketing mix variables and other environmental inputs. In line with this theory, service marketing mix elements is a part of external stimuli such as products, brands, logos, ads, packages, prices, stores and store environments (Jacoby, 2002). While value is included in the organism stage which act as cognitive system such as thinking and evaluation. Structural equation measurement study by Goi, Kalidas, and Zeeshan (2014) in the international and local retailers of coffee-house had found that stimulus factors had influenced to organism and responses significantly. Thus, this paradigm support that the elements of service marketing mix is link and able to affect the customer judgment on service value.

Very little was known about the relationship between service marketing mix as a whole construct or its elements and service value. Among empirical studies that have been conducted is Cengiz and Yayla (2007). They claimed that no empirical studies have been conducted to analyze the relationship between marketing mix, service quality, service value, customer satisfaction, customer loyalty and word of mouth. Based on their study in accounting services setting through structural equation measurement method, they had found only price and place element is significant to service value while product and promotion element is not as shown in Figure 3.7. Their study also found that several insignificant relationships between marketing mix elements with other variables like service quality and customer satisfaction. Therefore, Cengiz and Yayla (2007) demand a further investigate among these variables in other service context and region.

Other studies like Ye, Li, Wang, and Law (2014) for quality perspective in hotel setting in China had found that location, cleanliness and employee's service were significant

to service value. Price had more significant effects on service value but through negative relationship.

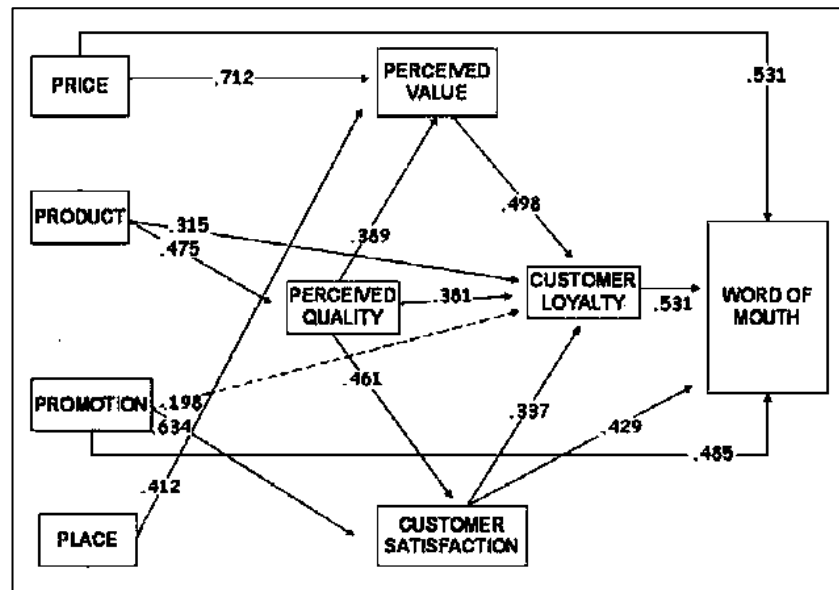


Figure 3.7
 Structure equation analysis result
 Source: Cengiz and Yayla (2007)

In contrary, a study of Ryu et al. (2012) in Chinese restaurant in USA had found quality of physical environment and service were not significant with customer service value but quality of food which represent product element had found significant relationship to customer service value.

In effort to provide more findings of past studies, Table 3.17 showed the relationship between service marketing mix elements and service value where the results was generally inconsistent. Therefore, the relationship is not yet clearly or completely understood and the investigation on the relationship between service marketing mix and service value has received very little attention in literature.

Table 3.17

The relationship between service marketing mix elements and service value

No	Source	Industry	Country	Elements of service marketing mix and service value							
				Product	Price	Place	Promotion	People	Physical Evidence	Process	SMM
1	Ye, Li, Wang & Law (2014)	Hotel	Beijing, China	-	-*	*	-	*	*	-	-
2	Ryu et al. (2012)	Chinese Restaurant	USA	*	-	-	-	ns	ns	-	-
3	Thamrin (2012)	Shipping	Indonesia	-	-	-	-	-	-	-	ns
4	Kwun (2011)	Campus Foodservice	USA	*	-	-	-	*	ns	-	-
5	Park & Lennon (2009)	Fashion	USA	ns	-	-	*	-	-	-	-
6	Ladhari & Morales (2008)	Library	Canada	-	-	*	-	*	-	*	-
7	Cengiz & Yayla (2007)	Accounting service	Turkey	ns	*	*	ns	-	-	-	-
8	Oh (1999)	Hotel	USA	-	-*	-	-	-	-	-	-

* = At least $p < 0.05$ -* = negative relationship at least $p < 0.05$

ns = not significant

- = not tested

3.5.6 The relationship between service quality and service value

No doubt that service quality and service value had long been of interest to marketing researchers. The service quality concept was defined as the customer's assessment of the overall excellence or superiority of the service (Zeithaml, 1988). While Cronin and Taylor (1994) conceptualize the service quality that reflected to the performance based evaluation of service quality perception during a service encounter. In Bolton and Drew (1991) article, they had defined perceived service quality was consisted of components though performance, expectation and disconfirmation. The functional quality such as responsive, reliability, empathy and assurance and technical quality such as tangible become main drivers to customer in assessing the worthiness of

buying product or engaging the services in term of price, effort, emotion, relationship and social. The customer will enjoy the high quality performance, speed of service delivery, convenience and friendly services through superiority of service given by provider as an important impact for customer comparing what he/she get compare to what he/she give.

Therefore, service quality play important role in determining service value. Result from Cronin et al. (2000) study shows that perception of quality had defined largely on service value where it emphasize greatly on quality rather than cost linked with its exchange transaction. Other scholar, Shukla (2010) report the past studies such as Andreassen and Lindestad (1998) and Dodds et al. (1991) including more recent studies as shown in Table 3.18 had consistently found similar results that customer's evaluation of perceived service value was depends directly on customer's evaluation of perceived service quality. Ledden, et al. (2011) acknowledged that several scholars like Gallarza and Saura (2006), Ruiz et al. (2008), Sánchez-Fernández and Iniesta-Bonillo (2009) and Walsh et al. (2014) had treated quality as a dimension of the get component of value. Furthermore, Sweeney, Soutar, and Johnson (1999) have emphasized that the role of service value was vital part in decision making process and perceived service quality was a main antecedent variable of service value.

Table 3.18
The significant direct relationship between service quality and service value

No	Source	Research Context	Method	Service Quality Concept	Value concept	R ²
1	Wu (2014)	Gaming in China, Macau	Reflective SPSS	Overall service quality	Overall value and value for money Multi-items	0.59
2	Jo et al. (2014)	Tea Guest House, Korea	Reflective SEM	2 dimension of service quality Staff* Facility*	2 dimension of perceived value Functional Emotional	0.49 0.71

Table 3.18 (Continued)

No	Source	Research Context	Method	Service Quality Concept	Value concept	R ²
3	Howat & Assaker (2013)	Outdoor aquatic centres in Australia	Formative for service quality SEM-PLS	2 nd order of service quality formed by 4 dimensions	Unidimensional 2 items value for money	0.43
4	Gallarza, et al. (2013)	Travelling in Spanish	Reflective SEM-PLS	Unidimensional Service quality of 9 items	Unidimensional 3 items derived from overall perceived value, sacrifice and benefit	n.a.
5	Ghalandari (2013)	Hypermarkets in Iran	Reflective SEM-LISREL	Unidimensional Perceived service quality of 4 items	Unidimensional perceived value of 4 items	n.a.
6	Ryu et al. (2012)	Chinese restaurant in US	Reflective SEM-AMOS	Physical environment quality ^{n.s.} Food quality* Service quality ^{n.s.}	Unidimensional Multi-items Benefits and sacrifices	n.a. Only food quality was significant to perceived value
7	Swaid & Wigand (2012)	Online-focused shopping in US	Reflective SEM-AMOS	Overall service quality	Unidimensional Perceived value of 4 items	n.a.
8	Ledden, et al. (2011)	Higher education in UK	Reflective and formative PLSGRAP H	2 nd order Service quality formed by SERVQUAL dimensions	Functional* Epistemic* Social-others* Social-students* Emotional* Image* Money* Time ^{n.s.}	0.23 – 0.27 0.34 – 0.54 0.19 – 0.21 0.60 – 0.61 0.11 – 0.28 0.31 – 0.33 0.19 – 0.43 0.03
9	Kim & Damhorst (2010)	Apparel Internet shopping	Reflective SEM-AMOS	Unidimensional Perceived service quality of 3 items and Perceived apparel quality of 3 items	Unidimensional Perceived value of 5 items	Low treatment = 0.35 Low treatment = 0.47
10	Kuo, Wu, & Deng (2009)	Mobile value-added	Reflective SEM-LISREL	SERVPERF Customer service and system reliability* Navigation and visual design* Content quality* Connection speed*	Unidimensional Perceived value of 3 items	0.46
11	Lee, Lee, Lee, Park, & Moon (2008)	Hotels 3, 4 and 5 star	Reflective SPSS	SERVPERF Tangibles* Reliability* Responsiveness* Assurance ^{n.s.} Empathy*	Unidimensional Perceived value of 6 items	0.58, 0.53, 0.55 Empathy* all hotel grades and assurance not significant in all hotel grades. Mix result for other quality dimensions

Table 3.18 (Continued)

No	Source	Research Context	Method	Service Quality Concept	Value concept	R ²
12	Cronin et al. (2000)	6 service industries in US	Reflective SEM-LISREL	Unidimensional of 10 items	4 model tested Used 2 items – overall value 1 items and get and give 1 items	n.a. significant in all industries

* significant

n.a. = not applicable

n.s. = not significant

3.5.7 Service quality as mediator between service marketing mix and service value

Service marketing mix, service quality and service value is important variables exist between service provider and customer. Service marketing mix helps organization to strategize and operationalize the services to be offered to customers (Aghaei et al., 2014; Kaura, 2013). This can be considered as first contact stage to customers. After customers are attracted and subsequently subscribe the services, customer will make an assessment quality of the service that had been experienced. Service people, process, physical evidence, service product and communication were related to dimension of service quality including technical quality (Janipha et al., 2015; Al-alak, 2013; Baker et al., 2002).

At another stage, customer will make a judgment whether the service subscribed by the customer is worthy or otherwise which this stage can be called as service value judgment. Quality and performance of services is a part of service value dimensions (Walsh et al., 2014; Sánchez-Fernández & Iniesta-Bonillo, 2009; Ruiz et al., 2008; Gallarza & Saura, 2006; Sweeney et al., 1999).

In Nasution et al. (2014) article, they had conceptualized the relationship between service marketing mix, service quality and service value in their Customer Experience Framework. They propose that service marketing mix as a stimulus starter of customer journey and customer will accumulate experience and also response at every contact point. At the next stage, stimulus interacts with customer and the process toward customer response derived from customer experience will be occurred such as cognitive process which involve assessment of service quality and service value. In this regard, service quality is antecedent to service value (Sabiote-Ortiz, Frias-Jamilena, & Castaneda-Garcia, 2014; Voima, Heinonen, & Strandvik, 2010). The interlinked between stimulus and cognitive as role of organism was also supported by S-O-R theory as explained Goi et al. (2014) and Jacoby (2002).

The investigation on service quality as mediator between service marketing mix and service value has been given less attention from past studies. In study of Cengiz and Yayla (2007) in accounting services, it was found that product mix has a direct relationship to service quality and it was found significant in direct relationship to service value. Additionally, product mix has indirect relationship to service value through service quality. However, no further explanation on this relationship in their study. A study of Thamrin (2012) in ship passenger's satisfaction had found that service marketing and service quality simultaneously influence service value. Further, he concludes that service marketing mix and service quality can be jointly affects customer satisfaction where service value had a direct relationship to customer satisfaction.

As mentioned above, there were limited empirical studies to investigate these relationships. Due to this reason, it is valuable for present study to continue investigating on this relationship.

3.5.8 Service value as mediator between service marketing mix and customer satisfaction

Integration of service value in the relationship between service marketing mix and customer satisfaction will contribute to a more variance explains in satisfaction construct. Past studies had affirmed that service value was an antecedent to customer satisfaction (Prebensen, Woo, & Uysal, 2013; Gallarza et al., 2013; Ghalandari, 2013; Chen, Liu, Sheu, & Yang, 2012; Hume & Mort, 2010).

The relationship between service marketing mix and service value is interconnected. The elements of service marketing mix such as product, price, promotion, place, people, process and physical evidence become a stimuli factor to consumption value. Sheth et al. (1991) further explain that functional value may derive from characteristic of attributes like looks, features, reliability, durability and price which relates to product, price, process and physical evidence element. The decision to choose type of product or service may represent a symbolic status or visible consumption value that explained by social value dimension.

In order to stimulate positive judgment of service value, service provider must comprehend the mix of service marketing elements. The elements of service marketing mix must be seen as one package to the customer where deficiency in any one element may cause failure (Kellerman, Gordon, & Hekmat, 1995). However, the

implementation of service marketing mix is depends on service provider's resources, market conditions and fluctuation of customer needs (Goi, 2009). Thus, the strategy decision on the elements of mix should be made after considering the impact of other mix elements that aligned to satisfy the customer needs.

The findings from Kwun (2011) study reveal that food quality and menu variety represent product element has been partially mediated by service value for female consumers. The items of service quality in Kwun's study represent the people element which had found completely mediated by service value. While for male consumers, service value only partially mediate food quality and customer satisfaction.

The role of service value as mediating variable between service marketing mix and customer satisfaction was not fully investigated in the past. It would be interesting to find out the mediating role of service value as contribution to knowledge in present study.

3.5.9 Service value as mediator between service quality and customer satisfaction

The role of service value is crucial within the service provider and customer relationship. Moreover, the role of service value is considerable as unique where this variable can serve the relationship as mediator (Cronin et al., 2000) and moderator (Caruana, Money, & Berthon, 2000). Thus, it is vital to have a better understanding on the role of service value.

Service value has been empirically known as a mediating variable in the relationship between service quality and customer satisfaction (Chen et al., 2012; Lee et al., 2008).

A study conducted by Brady, Robertson, and Cronin (2001) and Cronin et al. (2000) suggests that the cognitively oriented service quality and service value appraisal was antecedent to customer satisfaction assessment. Based on literature review studied by Chen et al. (2012), service value serves more influential predictor than service quality in service assessment. Empirically, the study findings by Kuo et al. (2009) affirms that the total effects of post-purchase intention were highly contribute from service value, followed by service quality and customer satisfaction. It was concluded that delivering a higher service value will increase a positive behavioral intention and word of mouth among customers.

A study using structural equation model carried out by Hume and Mort (2010) in performing arts setting in Australia reveals core service quality to customer satisfaction and repurchase intention has been fully mediated by service value but not peripheral service quality and appraisal emotion. They suggests that managers should focus on core service quality as key factor such show or act in performing arts to determine repurchase intention. Their study also found that the core service quality, peripheral service quality and appraisal emotion had a direct relationship to service value but not for customer satisfaction and service value was significant to customer satisfaction. Therefore, the complex mediation role involved by service value should warrants for further research.

Another evidence for the mediation role of service value is Kwun (2011) study. His study in campus foodservice had found that mediation role of service value was varied between gender. For female consumers, the relationship between service quality and customer satisfaction was entirely mediated by service value. While food quality,

menu has been partially mediated by service value. On contrary, only food quality was mediated by service value for male consumers. The result indicates that assessment made by male and female consumers on campus foodservice attributes offer mixed trade-off benefits on service value and provide different effects on satisfaction and consumer attitude.

Result from Kwun (2011), Kuo et al. (2009) and Cronin et al. (2000) study indicates that service quality, service value and customer satisfaction can collectively contribute to a large effect on post-purchase intention and perception of customer service. Further, they suggest analysis on the integration of these variables shall be carried out simultaneously through multivariate analytic approach.

The above literature reviews had supported the role of service value as mediating variable between the relationship of service quality and customer satisfaction. Due to the service type and location factors may uncertain the finding of the relationship, continuous investigation on this relationship will contribute to existing knowledge. Since the study on this relationship has been overlooked in parking service specifically in Malaysia context, the question is remain. Therefore, it would be valuable to present study to find answer on this relationship to fill the existing gap.

3.6 Underpinning theory: Stimulus-Organism-Response

The expression Stimulus-Organism-Response (S-O-R) was firstly introduced by Robert S. Woodworth in 1921 (Hergenhahn & Henley, 2014). Woodworth disagree with environment adjustment was only restricted to the stimuli-response (S-R) relationship. He claimed that psychologists has left out the role of brain mechanism

and then emphasize the important of organism in S-O-R relationship. Woodworth used the term of mechanism which was refers to the way organism interacts with the environment in order to satisfy a need. The internal condition of the organism activates the organism behavior and the organism will be become inactive unless it was activated through present of a need or drive (Hergenhahn & Henley, 2014).

The S-O-R model contain of three stages namely, stimulus, organism and response. Stimulus is refer to all those factors that have impact to individual internal states and stimulates the individual (Eroglu, Machleit, & Davis, 2001). According to Belk (1975), he explains that “all those factors” represents five categories of situational characteristics namely physical surrounding, social surrounding, temporal perspective, tasks definition and antecedent states. Bagozzi (1986) describes that in situation where consumer behavior was following a sequence of S-O-R system, the stimuli factors are external to the individual and marketing mix elements such as product, price, advertisement, brand and other surrounding setting are part of stimuli factors (Chang et al., 2011). While, Jacoby (2002) argue that stimulus was best known as a “package” of many that often interrelating and competing stimuli.

Organism refers to human internal processes that represented by emotional and cognitive systems including prior experience also known as “long-term memory” (Jacoby, 2002). The structure of organism is intervenes process between stimuli external to the individual and the final outcome, reactions or responses emitted which consist of perceptual, physiological, feeling and thinking activities (Bagozzi, 1986) for example past experience, knowledge, beliefs, emotional, service value (Jacoby, 2002) and perceived service quality (Wang, Hernandez, & Minor, 2010; Kim & Moon,

2009). Lastly, response stage in the S-O-R framework embodies the ending results and the final judgements of consumers, which can be favorable or unfavorable behaviors (Sherman, Mathur, & Smith 1997; Donovan & Rossiter, 1982). Jacoby (2002) refers response as those responses that was externally detectable include verbal, non-verbal and behavioural responses such as word of mouth, usage, purchase and revisit. However, Jacoby (2002) also states that responses such as intention, satisfaction, beliefs and attitude were not visible to an outsider which also known as internal response.

The theoretical framework of S-O-R was present in Figure 3.8. The S-O-R framework explains that the stimulus encourage the variation of effect or response depending on the state of the organism as a mediator which in turn causes approach as positive response or avoidance as seen as negative response. The organism mediates the relationship between the stimulus and the response factor.

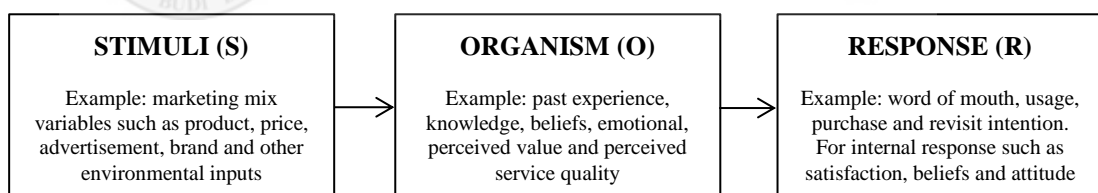


Figure 3.8
S-O-R theoretical framework
 Source: Adapted from Chang et al. (2011)

In the similar thought, Mehrabian and Russell (1974) model had applied the S-O-R framework in their environmental psychology study. Later, Donovan and Rossiter (1982) had adopted Mehrabian and Russell (1974) model and introduce it into marketing context. The model postulates that environmental stimuli (S) pointer to an emotional reaction as internal part of organism (O) that drives consumer's behavioral

response (R). Further to this model, emotion states was used to represent organism mechanism where pleasure, arousal, and dominance dimensions were conceptualized in emotion construct. Past studies had adopted Mehrabian and Russell's model to investigate the relationship of environmental stimuli as a predictor of emotional states and emotional as a predictor of consumer behaviours in several industries such as retailing (Goi et al., 2014; Kim & Lennon, 2013; Vieira, 2013; Chang, Eckman, & Yan, 2011) and restaurants (Hyun & Kang, 2014; Jang & Namkung, 2009; Liu & Jang, 2009).

However, several scholars in view that the Mehrabian and Russell's model has been limited to environmental aspect as stimuli and may not adequately to represent the consumer's behaviour response. For example, Goi et al. (2014) study finds that beside environmental elements, the value based on price paid by customer play a significant role in stimulus construct. Another finding by Goi et al. (2014), the impact of stimulus to the response was higher compared to the impact of organism to response. This indicates that the environmental factor may not sufficient to appeal customer to visit a store and customer's response occurred is not only accordance to the cue of S-O-R model but also need to consider incorporation of stimuli as a predictor of response.

Another scholar Hyun and Kang (2014) finds that environment and non-environmental factors such as price, product quality and service quality were found significant to emotion aspect as more holistic approach to investigate the relationship between emotional and customer behavioural response. In same result with Goi et al. (2014) study, Jang and Namkung (2009) suggests that stimuli aspects should be examined in broaden contact to organism and response despite the sequence of S-O-R. Their

suggestion also parallel with Hyun and Kang (2014) study where stimuli factors should not only limited to environment factor and to consider other elements such as product and service quality.

In Jacoby (2002) article, he propose a reconceptualization of S-O-R framework. He argues that the S-O-R framework was based on linear relations or logically relationship phenomena which suggest a sequential of $S \rightarrow O \rightarrow R$ process. The framework may not be able to fit with dynamic process which influenced by multitude phenomena, the constructs and relationships especially when the phenomena is non-linear and not necessarily logical. He further claims that existing framework may cause difficulties to categorize due to lack of clarification on a particular phenomenon under stimulus, organism and response such as factor of ethnic, religious, social class, reference group and other social influences, beliefs, attitudes, intentions and satisfaction.

Thus, Jacoby (2002) proposes the comprehensive relationship framework between S-O-R as shown in Figure 3.9. The diagram shows seven sectors of psychological systems that is sector 1 represent “Encountered Environment” as experienced by individual at a particular moment which includes marketing mix, communication and other impinging factors; sector 2 represent “Automatic Processing” involve unconsciously process incoming stimuli or internally activated stimuli or both; sector 3 represent “Experiential Storehouse” related to the individual's emotive and cognitive systems, including all retained prior experience; sector 4 represent “Consciousness” consists mental responses of the moment of which the individual is consciously aware; sector 5 represent “Nontrace Stimulus-Response Events” are automatic and leave no psychological trace of their occurrence; sector 6 represent “Internal Responses”

contains those outcomes from Sector 4 that are not directly visible to an outsider such as learning, changes in beliefs, attitudes, intentions, impressions, judgments and satisfaction; and 7 represent “External Responses” which consists of all those responses that are externally detectable that include nonverbal responses, verbal responses and behavioral responses.

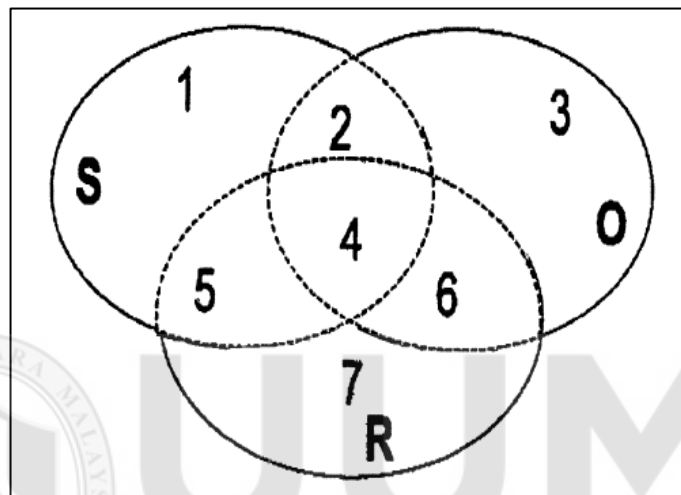


Figure 3.9
*Toward reconceptualizing Stimulus-Organism-Response:
 A temporally bound two-dimensional representation*
 Source: Jacoby (2002)

Jacoby (2002) claims that the proposed reconceptualization of S-O-R framework offers compatible with traditional S-O-R framework which able to accommodate various phenomena, the reconceptualize framework is parsimonious, provide better understanding of dynamic psychological, flexible, easier to identify and visualize, showing where and how variables inter connected to other variable. For example, extension of S-R relationship in the S-O-R framework as illustrated in Jacoby framework was supported by Goi et al. (2014) study. Their study in the coffee shop retailing, the stimulus factor was found to have a stronger effect toward response compared to the organism effect to response. This suggest future research to consider a broaden factors to be incorporated into stimuli dimension instead of physical

environment dependable and further suggest to develop a better instrument to clarify organism dimensions. The extended S-O-R framework adapted in Goi et al. (2014) study was illustrated in Figure 3.10.

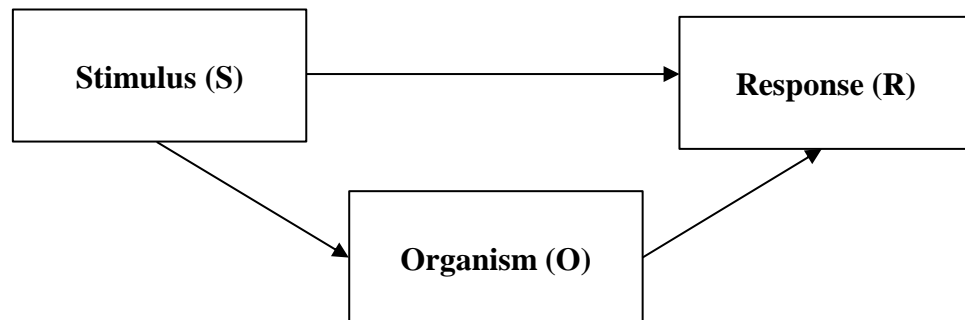


Figure 3.10
Extended S-O-R framework
Source: adapted from Goi et al. (2014)

3.6.1 Relationship of Stimulus-Organism-Response theory with the present study model

One of the fundamental theories used in explaining on consumer behaviour perspective is stimulus-organism-response (S-O-R) framework. The S-O-R framework adapted from Mehrabian and Russel (1974) was mostly referred by scholars to investigate consumer behavior in regard of environmental effects especially in retailing and hospitality industry (Jani & Han, 2015). However, environmental variable as stimulus factor, emotional variable as organism factor and the sequence path of $S \rightarrow O \rightarrow R$ is no longer exclusive to S-O-R framework. Since the framework offer more room to be further explored, several studies had attempted to include more variables in the S-O-R framework such as product attributes and price (Lee & Yun, 2015), human and value elements (Goi et al., 2014), personality factors (Jani & Han, 2015), reputation and quality elements (Kim & Lennon, 2013), technology and ambient conditions (Hossain,

Kim, Lee, & Kim, 2012), human elements (Liu & Jang, 2009) and hedonic and utilitarian value (Peng & Kim, 2014) for stimuli stage. While for organism stage, service value (Lee & Yun, 2015), perceived service quality (Wang, Hernandez, & Minor, 2010; Kim & Moon, 2009) and perceived risk (Kim & Lennon, 2013; Lee, Kim, & Fiore, 2010) were used in the past studies instead of limited to emotional aspect only because emotion was co-exist with cognitive systems to produce satisfaction (Oliver, 1997).

Present study adopting the extended S-O-R framework that proposed by Goi et al. (2014) with variables that goes beyond traditional S-O-R framework (Mehrabian & Russel, 1974). Furthermore, the extended S-O-R framework will be integrated with 7Ps of service marketing mix (Booms & Bitner, 1981) and PERVAL framework (Sweeney & Soutar, 2001) as this study attempt to contribute knowledge in broaden knowledge in the S-O-R theoretical framework.

According to Bagozzi (1986) and Jacoby (2002), the elements of marketing mix are one of example of external stimuli to the person's internal organism and stimuli components should serve a "package" of many is seem compatible with the definition of marketing mix concept as "combination of all of the factors ..." (McCharty, 1964) and "the set of controllable marketing variables that the firm blends ..." (Kotler & Amstrong, 1989). Thus, seven elements of service marketing mix namely service product, service price, service place, service promotion, service people, service process and service physical evidence from Booms and Bitner's framework was adapted to operationalize service marketing mix as a higher order construct.

Cognitive system is a part of human organism system beside emotional factor. Cognitive from the view of Mey (2003) was broad and diverse range of psychological approaches which emphasizes the configurations and progressions within the individual's mind that are claim to perform the paramount role in behavior such as reading, speech, problem solving and thinking. In brief, cognitive can be viewed as decision making process at individual level like evaluation and judgment (Kim & Moon, 2009).

In contrast to S-O-R framework (Mehrabian & Russel, 1974), organism stage in this study's research framework was represented by service quality and service value instead of emotional factor whereas the definition of both variables concept involve the "global judgment" and "overall assessment" (Zeithaml, 1985; 1988). The present study focus the cognitive aspect in organism stage as Lee and Yun (2015) study found that consumers were more likely to engage in cognitive judgments than emotionally, driven evaluations of buying organic food. Without underestimating the role of emotional, this study adapted PERVAL instruments where emotional value is a part of PERVAL dimensions.

In this present study does not include visible behavioural such as word of mouth, purchase or repurchase in response stage in order to avoid too complexity of study's research framework. This study is interested to investigate the role of customer satisfaction as post purchase evaluation and internal response to embody the response stage.

From the literature, it has been established and universally agreed that a customer satisfaction is one of door to a next level behavioural action and it is adequately sufficient to predict the outcome of behavior such as word of mouth, purchase or repurchase. The connection between the extended S-O-R framework and the present study framework was illustrated in Figure 3.11.

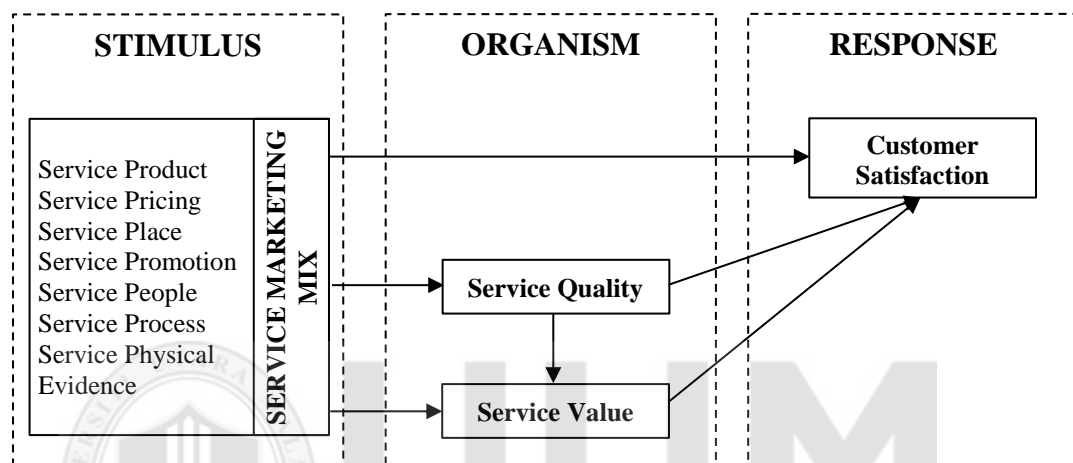


Figure 3.11
 Connection between extended S-O-R framework and present study framework
 Source: Adapted from Goi et al. (2014)

3.7 Summary of chapter

In this chapter, the definitions, concepts and measurements of customer satisfaction, service marketing mix, service quality and service value were discussed. The analysis of literature and past studies has also been carried out comprehensively to assess the current research topic. It can be inferred that the role of service marketing mix, service quality and service value are vital to shape customer satisfaction in commercial car parking facilities in Malaysia context. Furthermore, behavioural studies of customers were rarely found in parking facilities and perhaps this study is one of first study in Malaysia. Therefore, it is crucial to carry out a study to enable parking industry

practitioners, local authorities, government, academician and also public to understand the demand for car parking facilities standard, to find the ways to increase customer satisfaction and allow the policy makers to design the strategies framework for improving public satisfaction on car parking facilities.



CHAPTER FOUR

METHODOLOGY

4.1 Introduction

This chapter provides a description on how the research was carried out and the methodology employed to test the hypotheses. The chapter was divided into eight sections. The first section begins with an introduction of research design. The second section elaborates the sampling design. The third section discusses the development of instrument. The fourth section presents the instrument of the study. The fifth and sixth sections discuss the data screening and data analysis methods. The seventh section highlights the mediation analysis method. The eight section was related to a pilot study. Lastly, the chapter ends with a summary.

4.2 Research framework

A theoretical framework is the application of a theory or contains interrelated of concepts to guide researchers, determine what things to be measured and offer clarification of an occasion or shed some light on a particular phenomenon or research problem (Imenda, 2014; Borgatti, 1999).

In present study, the research framework is adapted from Stimulus-Organism-Response paradigm theory. In essence, this study's goal was to investigate the interrelationship between constructs namely service marketing mix, service quality, service value and customer satisfaction. The context of this study was behavior phenomenon concerning customer satisfaction in commercial car park facilities where

the starting point for the research framework is service marketing mix formed by seven elements that stimulate organism and response stage. Organism stage was acted as mediation which contained service quality construct that formed by five dimensions and service value construct was formed by four dimensions. While, response stage acted as an outcome was represented by customer satisfaction. The research framework for relationship between the constructs was depicted in Figure 4.1.

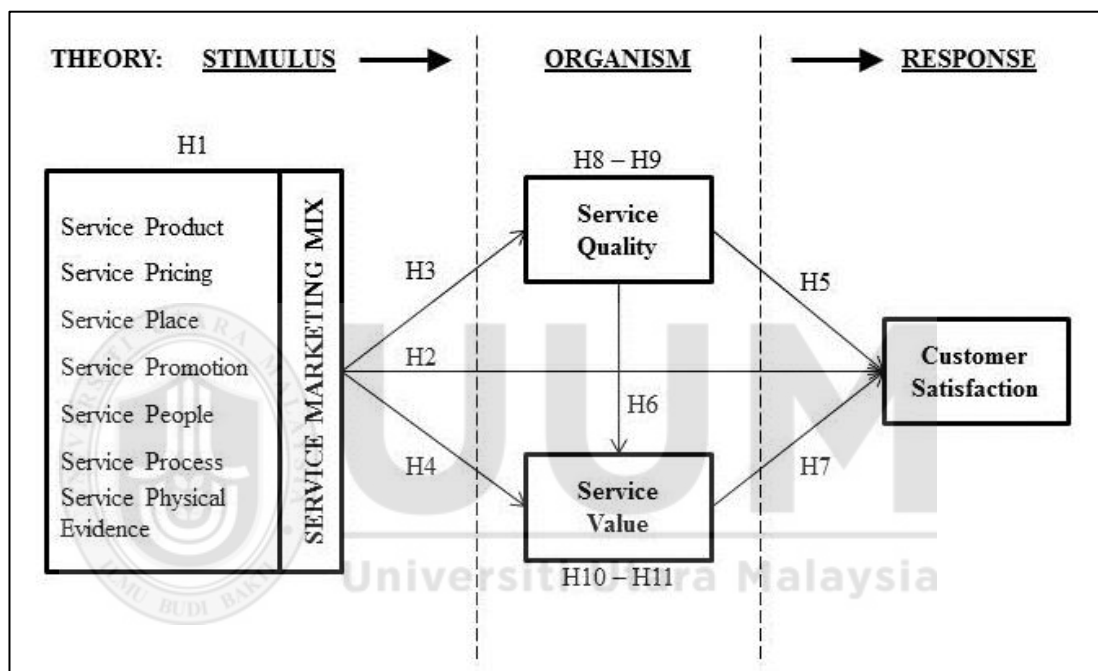


Figure 4.1
Research framework

For better understanding for whole research framework, Figure 4.2 shows the structural path model that show the relationship between items, dimensions and it constructs. This structural model illustrate on how items and dimensions acted as low order construct were connected to form a higher order construct. In short, application of reflective-formative concept was used to form service marketing mix, service quality and service value as latent variable. While, customer satisfaction construct was measured through a reflective concept.

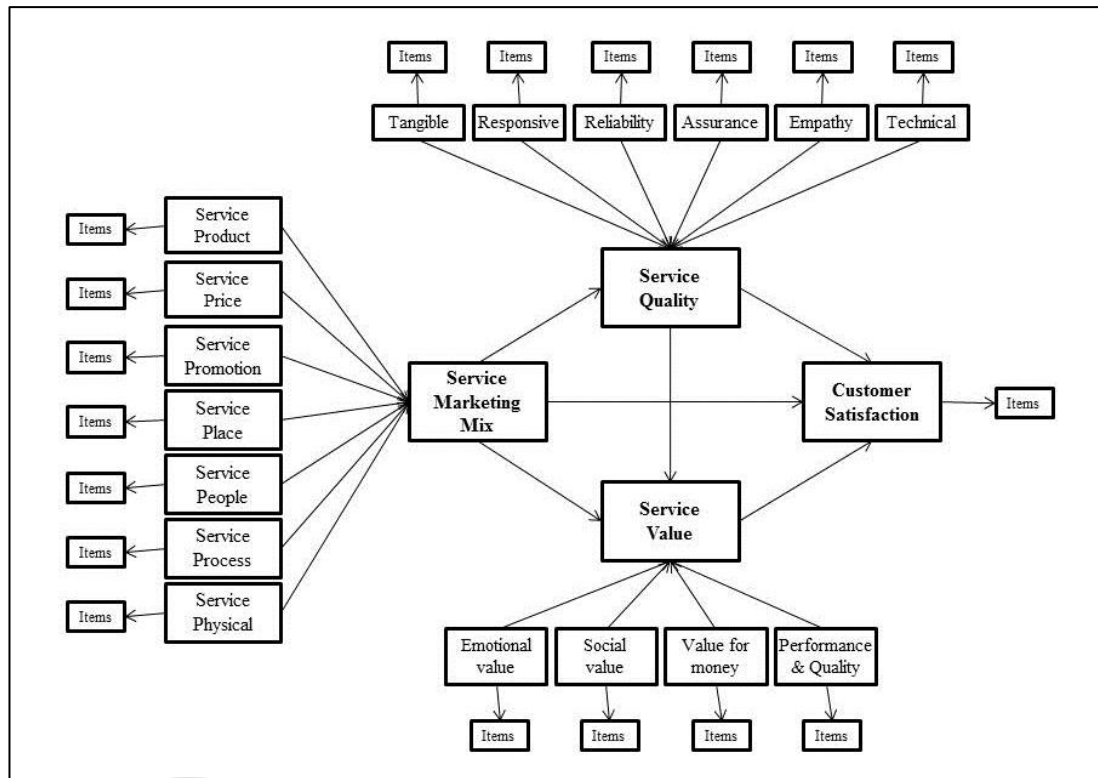


Figure 4.2
Structural path model

Once the research framework had been structured, then testable hypotheses could be developed to investigate whether the theory formulated was valid or not (Sekaran, 2003). Therefore, based on literature review and the aforementioned research framework, eleven hypotheses represented by H1 to H11 had been proposed. The hypotheses were developed to support the relationship between the constructs as discussed in the following subheading.

4.3 Hypotheses development

The hypotheses of the present study were formulated based on the research framework as shown in Figure 4.1 above and extended S-O-R theory. The formulation of hypotheses were expected to be true and responded to the stated objectives of study.

The items included in the present study's questionnaires were corresponded to all hypotheses.

The present study postulates the dependent variable of customer satisfaction is influenced by service marketing mix, service quality and service value. These three independent variables are important predictor to customer satisfaction in parking facilities since problems experience by parking customer is always surrounded to these variables. Additionally, this study also hypothesized the indirect relationship through service quality and service value as mediating variable. Thus, present study had formulated eleven hypotheses to be investigated and the development of hypotheses was discussed in the following subheading.

4.3.1 The relationship between elements of service marketing mix

According to Chumaidiyah (2013), the seven elements of the service marketing mix namely service product, service price, service place, service promotion, service people, service process and service physical evidence are equally important and interrelated between the elements, but the impact of each element is vary between elements and it also depends on type of services. Similarly, Lee et al. (2014) claims that variation effect of each service element due to uniqueness for particular service is depend on service type, culture and location. Therefore, it is important for organization to prioritize ranking of service marketing mix elements in their services for improvement of business operation (Lin, 2011). Thus, in view of the above findings, the hypothesis can be proposed as follows:

Hypothesis 1 (H1) : The priority between seven elements in service marketing mix from customer perspective is varied.

4.3.2 The relationship between service marketing mix and customer satisfaction

Corroboratively, Goi (2009) acknowledges that marketing mix was an influential concept to simplify the ways marketing tasks to be managed and permits the segregation of marketing efforts towards fulfilment of customer needs and satisfaction. This statement was supported by study findings of Sarker et al. (2012) in tourism context where six elements of service marketing mix except service price were found significant to customer satisfaction. Similarly, study by Alegre and Garau (2010) also in tourism had found that the relationship between five elements of service marketing mix namely service product, service price, service place, service people and service physical evidence and customer satisfaction were significant. In other word, implementation of service marketing mix would influence customer satisfaction.

However, the role of service marketing mix as one construct is still ambiguous and not clearly explained by past studies such as Charoensettasilp and Wu (2014) and Thamrin (2012). This is a gap that needs to be investigated in present study. Therefore, second hypothesis for present study is proposed below:

Hypothesis 2 (H2) : There is a significant relationship between service marketing mix and customer satisfaction.

4.3.3 The relationship between service marketing mix and service quality

The conceptual relationship between service marketing mix and service quality is interconnected. Islam et al. (2013) argue that marketing mix elements can be exploited for improving service quality. This also supported by S-O-R theory where people after receiving certain stimulus will tend to think and judge in their organism system.

A study of Al-Dmour et al. (2013) in mobile telecom services using SPSS had demonstrated all elements of service marketing except distribution element were significantly related to service quality. Other study, Islam et al. (2013) in retail store setting had found service quality was influenced by marketing mix significantly with twenty seven percent (27%) variations. Other studies had found significant relationship to service quality through individual element of service marketing mix, for example Cengiz and Yayla (2007) for service product, Baker et al. (2002) for people and physical evidence, Dhar (2015) for people element and Janipha et al. (2015) for process element. The empirical evidence on the relationship between these constructs was flawed because most of analysis in prior studies on service marketing mix were based on individual elements and present study attempt to narrow this gap by conceptualizing service marketing mix as higher order construct through formation of seven mix elements. Based on the above discussion, the following hypothesis was proposed:

Hypothesis 3 (H3) : There is a significant relationship between service marketing mix and service quality.

4.3.4 The relationship between service marketing mix and service value

Through theoretical perspective of stimuli-organism-response paradigm, external stimuli factor lead to internal states of individual to think and evaluate (Chang et al., 2011; Jacoby, 2002). Study by Goi et al. (2014) conquered that stimulus factors had influenced to organism significantly. This means stimulus factor like service marketing mix able to influence people mind to do a judgment on service value.

Past studies on this relationship were piece meal. In study findings of Cengiz and Yayla (2007), service price and service place were found significant to service value. In other study, Ye et al. (2014) findings indicate location, cleanliness as part of physical evidence and employee's service were significant to service value. While Ryu et al. (2012) found that quality of food which represent product element had a significant relationship to customer service value in Chinese restaurant in USA. The relationship between service marketing mix and service value is still not well established or completely understood due to little attention in past literature.

Further investigation on this relationship makes a valuable finding to fulfill the identified study gap. Moreover, the application of formative approach in service marketing and service value enhanced the value of study's contribution. Based on promising conceptual idea and several past studies, the present study proposes the following hypothesis:

Hypothesis 4 (H4) : There is a significant relationship between service marketing mix and service value.

4.3.5 The relationship between service quality and customer satisfaction

Service quality as antecedent to customer satisfaction has been long investigated (Izogo & Ogba, 2015; Rajaratnam et al., 2014) and consistent findings on direct relationship between service quality and customer satisfaction is well proven in past studies Han and Hyun (2015), Kashif et al. (2015), Izogo and Ogba (2015); Rajaratnam et al. (2014), Hussain et al. (2014), and Giovanis et al. (2014).

Even though most empirical evidences had showed significant role of service quality to customer satisfaction, further investigation on this relationship shall be continue and not to be taken lightly especially in unexplored services setting like car parking services because in several studies, service quality were found insignificant to satisfaction such as Wu (2014), and Wong and Fong (2010) in gaming industry and Hume and Mort (2010) in arts performance. The degree of car parking services is higher on physical aspect than human interaction. Unlike with most past studies, the formation of service quality in this study consists five dimensions of SERVQUAL with extension of technical quality dimension which may impact to customer satisfaction differently. In order to fulfill existing gap in parking services in Malaysia context, present study proposes the following hypothesis:

Hypothesis 5 (H5) : There is a significant relationship between service quality and customer satisfaction.

4.3.6 The relationship between service quality and service value

The relationship between service quality and service value had been studied intensively in the past and still becomes one of main interest in recent studies. The findings result on this relationship had been consistently proven where the evaluation of perceived service value was depends directly on customer's evaluation of perceived service quality (Wu, 2014; Jo et al., 2014; Howat & Assaker, 2013; Gallarza et al., 2013; Ghalandari, 2013).

Further study on this relationship in different context such as car parking services enriches the existing knowledge. Thus, based on the above discussion, the hypothesis for this relationship was proposed as follows:

Hypothesis 6 (H6) : There is a significant relationship between service quality and service value.

4.3.7 The relationship between service value and customer satisfaction

The relationship between the service value and customer satisfaction has been deliberated seriously in the literature marketing services. Many of studies on this relationship claims that service value is antecedent to customer satisfaction and was found significantly influence to customer satisfaction (Eid & El-Gohary, 2015; Walsh et al., 2014; Wu, 2014; Chen, 2013; Howat & Assaker, 2013; Ryu et al., 2012; Williams & Soutar, 2009; McDougall & Levesque, 2000; Andreassen & Lindestad, 1998; Patterson & Spreng, 1997).

Acknowledged on the past findings on significant relationship for these two construct but is not limited the present study to continue investigation in this relationship. The findings of present study in the car parking services context may contribute to the existing knowledge in respect of this relationship. Based on the above discussion, the seventh hypothesis was proposed as follows:

Hypothesis 7 (H7) : There is significant relationship between service value and customer satisfaction.

4.3.8 The mediating role of service quality between service marketing mix and customer satisfaction

Service marketing mix is at the beginning stage as stimulus factor for customer to evaluate the degree of service quality rendered by service provider in human organism system. High service quality will drive high satisfaction to the customers as internal response. In short, service quality depends on a marketing mix which eventually reflected in the customer satisfaction. This flow is in line with S-O-R theory (Goi et al., 2014; Jacoby, 2002).

However, only a few studies had conceptualized service quality as mediator variable and these inter-linkages relationship between service marketing mix, service quality and customer satisfaction is still remain as a gap in the service context. The role of service quality as mediating variable was also supported by Andrade et al. (2013). Their structural equation model study reveals that physical environment quality mediates the relationship between objective environmental and outpatient patient's satisfaction.

Another structural equation model study by Islam et al. (2013) in four retails stores in Taiwan, had found that mediation effect of service quality between marketing mix and customer loyalty. Although the dependent variable in Islam et al. (2013) study is customer loyalty, this study propose that the mediation effect of service quality between marketing mix and customer satisfaction should be same like Islam et al. (2013) study since customer satisfaction is consistently become an antecedent to customer loyalty.

As mentioned above, the relationship between service marketing mix, service quality and customer satisfaction is still ambiguous and need to be investigated. Therefore, present study attempt to find an answer on the said relationship by proposing the eighth hypothesis as follows:

Hypothesis 8 (H8) : Service quality mediates the relationship between service marketing mix and customer satisfaction.

4.3.9 The mediating role of service quality between service marketing mix and service value

In study of Cengiz and Yayla (2007) in accounting services, it was found that product mix has a insignificant direct relationship to perceived value but it was found significant through indirect relationship of service quality to service value. While in ship passenger's satisfaction study, Thamrin (2012) had found that service marketing mix and service quality simultaneously influence service value. The above result indicates that the impact of service marketing mix will exist on service value after assessment of service quality. Although there were limited evidences to support service quality as a mediator, but based on theoretical perspective of the S-O-R model, the cognitive part in human organism can be represented by evaluation of service quality and also service value. Within cognitive stage in customer mind, quality will be assessed first then followed by judgement of value where quality always became important aspect to service value (Wu, 2014; Jo et al., 2014; Howat & Assaker, 2013). Therefore, the ninth hypothesis in this study was suggested as follows:

Hypothesis 9 (H9) : Service quality mediates the relationship between service marketing mix and service value.

4.3.10 The mediating role of service value between service marketing mix and customer satisfaction

The right mixture of service marketing mix creates effective operational elements of mix as stimulus factor toward service value and customer satisfaction. Integration of service value in the relationship between service marketing mix and customer satisfaction will contribute to a more variance explains in satisfaction construct. Past studies had affirmed that service value was an antecedent to customer satisfaction (Prebensen, Woo, & Uysal, 2013; Gallarza et al., 2013; Ghalandari, 2013; Chen et al., 2012; Hume & Mort, 2010).

As stated in previous paragraph, past studies had investigated separately the elements of service marketing mix in which this study claims that analyzing the elements of service marketing mix individually to dependent variable is not consistent with marketing mix concepts (Jacoby, 2002; Kellerman, Gordon, & Hekmat, 1995). The findings on the role of service marketing mix to service value and customer satisfaction was fragmented. However, a few study had found mediating role of service value between elements of service marketing mix and customer satisfaction. For instance, Kwun (2011) study had found that food quality and menu variety represent product element of mix has been partially mediated by service value for female consumer's satisfaction. While, the items of service quality in Kwun's study which was contained the element of service people had found completely mediated by service value to customer satisfaction.

The relationship between service marketing mix, service value as mediating variable and customer satisfaction is worth to investigate since existing empirical still lack to explain the relationship. Thus, present study postulates the tenth hypothesis as follows:

Hypothesis 10 (H10) : Service value mediates the relationship between service marketing mix and customer satisfaction.

4.3.11 The mediating role of service value between service quality and customer satisfaction

Service value has been empirically known as a mediating variable in the relationship between service quality and customer satisfaction (Chen et al., 2012; Lee et al., 2008). Understanding of the role of service value is crucial to business and its relationship between service provider and customer. Service value is considerable as unique where this variable can serve the relationship as mediator variable (Cronin et al., 2000) and moderator variable (Caruana et al., 2000).

Study by Hume and Mort (2010) in performing arts setting in Australia reveals core service quality to customer satisfaction has been fully mediated by service value. Similar to Kwun (2011) study in campus foodservice had revealed that service quality effect on satisfaction was mediated completely by service value. Supported by the empirical evidence, eleventh hypothesis in this study was proposed as follows:

Hypothesis 11 (H11) : Service value mediates the relationship between service quality and customer satisfaction.

4.4 Research design

The research will need to be designed in such a way that the researcher is able to justify his research (Jonker & Pennink, 2010). The research design must clearly explain the different steps to be taken during a research program to reach the objective of a particular research (Sahu, 2013; Creswell, 2009).

Generally, there were three research approaches were deployed by the researcher in order to find an answer for their research questions that is quantitative, qualitative and mixed method research (Creswell, 2009). Correspondingly, Sahu (2013) states that a quantitative research is a kind of research in which systematic investigations having quantitative property and phenomenon are considered where this research approach allow researcher to measure or quantify phenomena and analyze them numerically.

There were two options available in regard of the time horizons. The first option is a longitudinal study and the second one is a cross-sectional study. The longitudinal study is suitable when the researchers aim to seek how things vary over time, which requires data to be collected from the same sample units at multiple points in time (Sahu, 2013; Beins & McCharty, 2012). On the other hand, in cross-sectional study, the data for independent variables and dependent variables data is collected and measured at the same point of time (Bhattacharjee, 2012).

The research approach used in this study was the cross-sectional and quantitative approach due to the fact that the research aims to discover the relationships among the proposed constructs in commercial parking facilities in Malaysia context.

4.4.1 Questionnaires design

According to Slattery, Voelker, Nussenbaum, Rich, Paniello, and Neely (2011), surveys and questionnaires are powerful research tools to create meaningful data through correct construction, implementation, and management of research tools. Questionnaires refer to a specific tool, also known as an instrument for gathering information through series of questions and are usually self-administered.

In order to ensure that the adaptations of the questionnaires is done appropriately, the set of study's questionnaires had been reviewed by two experienced academicians in related field and two experts in car park service industry with more than twenty year experience as a part of content validity. The purpose of this reviewed is to ensure the universe of content items are valid to represent the study's variables, make sense and relevant to study's context that able to communicate clearly and avoid misinterpretation among respondents (Slattery et al., 2011; Lietz, 2010).

In next process, pretest on the draft of survey questionnaire was conducted. Pretest is a preliminary assessment of the measurement instrument in order to recognise any possible difficulties or ambiguity that may encounter the potential respondents in research field setting when filling out questionnaire (Bhattacharjee, 2012). Thus, before final draft of questionnaires released, seven respondents were selected randomly to answer the draft of survey questionnaire. Subsequent to this pretest, the respondents commented that questionnaires in English language was understandable, the meaning for each question was not overlapping, the questionnaires quite long and lastly, most of respondents suggest the use of Arial font instead of Times New Roman for better reading. All of their comments and suggestions regarding the clarity,

wording, relevance and consistencies of the questions were considered to be incorporated into the final draft of survey questionnaire.

Additionally, negatively worded question method was adapted in this study as this type of question was expected to minimize tendency to mechanically respond to one end of the scale. Further, Sekaran (2003) suggested that a good questionnaire should include both positively and negatively worded questions. Based on this reason, three negatively worded questions were included in the final questionnaire of this study and were highlighted in bold with (r) sign.

In this study, a self-administered questionnaire was employed to serve as a data collection instrument. The design of questionnaires for present study was divided into three parts as follows:

- a) Part I is to measure customer's perception on the elements of service marketing mix, service quality, service value and assessment of customer satisfaction towards parking services in commercial parking facilities.
- b) Part II is for respondent to indicate any comments or suggestions for betterment of parking services including its facilities.
- c) Part III for demographic information of the respondents that include gender, age, education, occupation level, a closed question confirming respondent as customer of monthly season parking, a closed question

confirming the payment of monthly season parking and lastly, usage experience.

The respondent's demographic questions was placed at the end of questionnaire rather than at beginning stage in order to avoid any negative feeling among the respondents when answering questions related to personal information (Lietz, 2010).

4.5 Operationalisation and measurement of variables

The operational definition is the translation process of changing an abstraction of theoretical construct into a concept, so that it can be characterized and measured through tangible indicators can be seen in the empirical reality (Jonker & Pennink, 2010; Beins & McCharty, 2012; Saunders, Lewis, & Thornhill (2009). An operational definition of a certain variable describes how variables are defined and measured within the framework of a research study (Sahu, 2013).

In order to operationalize the proposed variables under the scope of research framework, the measurement scales are need to be specified in the development of questionnaires stage. The questionnaires scales of respective variables in present study were adapted from several published studies that had been validated to be reliable. Modifications were made in the wording of the items of questionnaires in order to meet the consistency among variables.

The total number of items used in the present study was eighty three (83) items. The questionnaire consists of eighteen measurement scales that includes (1) seven scales represented by service product, service price, service place, service promotion, service

people, service process and service physical evidence to form service marketing; (2) service quality was formed through six scales that is tangible, reliability, responsiveness, assurance, empathy and technical quality; (3) service value was molded through four scales by emotional value, social value, functional value for performance and quality, and functional value for price and value for money; and lastly, (4) multiple items scale were used to measure dependent variable of customer satisfaction. The sources for original measurement scales and reliability results were summarized and shown in Appendix D.

The seven-point Likert scale ranging from 1 = “strongly disagree” to 7 = “strongly agree” was used in present study for all items of service marketing mix, service quality and service value and customer satisfaction. The respondents were asked to circle the response from among the list provided that best reflects their perceptions. For example, in Section A, the respondents were asked to circle at the number of their choice that best reflects on his or her perception using a seven-point Likert scale towards the perception of service product: “The car park operator provides a variety of parking services”. The target respondent was customer who is subscribe to a monthly season parking in private office buildings and the respondents were expected to understand the questionnaire in English language.

Moving forward, the operational definition and measurement of each constructs and variables used in present study were described in the following subheading.

4.5.1 Service marketing mix as second order construct

Service marketing mix refers as the set of controllable marketing variables that the firm blends to produce the response it wants in the target market (Kotler & Armstrong, 1989). The construct was measured through formation of seven elements of mix adapted from Booms and Bitner's framework namely service product, service price, service place, service promotion, service people, service process and service physical evidence. Service marketing mix in present study was treated as second higher order construct with multidimensional variables.

The advantages in applying second order construct was broader construct offer better prediction of criteria, more parsimonious to examine the source construct rather than the individual indicators and latent variable can be analyzed using structural equation model (Johnson, Rosen, & Chang, 2011). The operational definition and its measurement scales for service marketing mix were discussed in following subheading.

4.5.2 Service product

In this study, service product refers to the intangible activities and performance designed by interactive process in order to satisfy customer needs and expectations (Al-Dmour et al., 2013). The measurement scale for service product was adapted and modified from Al-Dmour et al. (2013) for two items, Bradley (2001) for three items and Akroush (2011) for one item. In total, service product element consisted of six items which represent component of product variety, quality, performance, technology, brand and customer service. The past reliability results for these

questionnaires were at range 0.88 to 0.94. The measurement scale for service product was presented in Table 4.1.

Table 4.1

Measurement scale of service product

Index	Item	Component	Source
PRD1	The car park operator offers a variety of parking services.	Variety	Al-Dmour et al. (2013)
PRD2	The car park operator has a high quality standard.	Quality	Bradley (2001)
PRD3	The car park operator provides highly effective parking system.	Performance	Bradley (2001)
PRD4	The car park operator is highly innovative in its parking services.	Technology	Bradley (2001)
PRD5	The car park operator has distinctive brand in a market.	Brand	Al-Dmour et al. (2013)
PRD6	The car park operator has high standard of customer service.	Customer service	Akroush (2011)

4.5.3 Service price

Service price was defined as the value of items which are needed for the acquisition of a service product (Al-Dmour et al., 2013). In order to operationalise service price, the measurement scale has five items that adapted and modified from three items of Al-Dmour et al. (2013), one items of Martin et al. (2009) study and one item from Akroush (2011) as presented in table 4.2. Several components were incorporated to represent service price namely fairness, quality, competitiveness, segmentation and policy. The reliability results of past studies for these questionnaires were at range 0.83 to 0.97.

Table 4.2

Measurement scale of service price

Index	Item	Component	Source
PRC7	The car park operator offers options in parking fees structure.	Fairness	Al-Dmour et al. (2013)
PRC8	The offered parking fees are suitable to the level of quality.	Quality	Al-Dmour et al. (2013)
PRC9	The offered parking fees are based on prices in the marketplace.	Competitive	Al-Dmour et al. (2013)
PRC10	The car park operator provides parking fees for different customer categories.	Segmentation	Akroush (2011)
PRC11	The car park operator provides a good payment terms and policies.	Policy	Martin et al. (2009)

4.5.4 Service place

Service place refers to the company activities that make the service product available (Chelliah et al., 2013). The scale to assess service place consisted of five items which was adapted and modified from one items of Sreenivas et al. (2013), two items from Al-Dmour et al. (2013) study and two of Bradley (2001) study to measure service place using reflective approach. The component integrated in service place was environment, location, channel and accessibility. The reliability result from the past study was 0.94. Table 4.3 present seven items to measure service place.

Table 4.3
Measurement scale of service place

Index	Item	Component	Source
PLC12	The car park operator creates convenience parking place.	Location	Sreenivas et al. (2013)
PLC13	The parking facility is always well organized.	Environment	Al-Dmour et al. (2013)
PLC14	The car park operator always ensures enough parking lots for customers.	Accessibility	Bradley (2001)
PLC15	The car park operator provides sufficient channels for parking payment.	Channel	Al-Dmour et al. (2013)
PLC16	The car park operator provides a highly safe and secure parking place.	Environment	Bradley (2001)

4.5.5 Service promotion

Service promotion was defined as to effectively communicate the core benefits and differentiated features of the firm's product and services such that the firm's target customers are aware of their existence, features, and location(s) for purchase (Wickham, 2009). The service promotion scale was measured reflectively by six items which was adapted and modified from three items of Bradley (2001) study, one item of Al-Dmour et al. (2013) study, Akroush and Al-Dmour (2006) study and Yoo, Donthu, and Lee (2000) respectively as shown in Table 4.4. The integration of

components to explain service promotion variable were creatively, method, information, brand, safety and customer service. The reliability results from the past studies were at range 0.87 to 0.94.

Table 4.4
Measurement scale of service promotion

Index	Item	Component	Source
PRM17	The car park operator promotes the parking services creatively.	Creativity	Bradley (2001)
PRM18	The parking promotion method creates a positive image.	Method	Akroush and Al-Dmour (2006)
PRM19	The car park operator communicates parking services clearly.	Information	Bradley (2001)
PRM20	The car park operator promotes parking brand extensively.	Brand	Yoo et al. (2000)
PRM21	The car park operator promotes parking safety and security intensively.	Safety	Al-Dmour et al. (2013)
PRM22	The car park operator promotes customer service intensively.	Customer service	Bradley (2001)

4.5.6 Service people

In present study, service people was defined as consist of staff with the required attitude, service knowledge and relational skills that supported by necessary working systems in order to ensure the consumers will receive the service for which they are paying (Al-Dmour et al., 2013). The service people scale in this study was measured reflectively by six indicators which was adapted and modified from one indicator of Bradley (2001) study, three indicators from Akroush and Al-Dmour (2006) study and two items from He, Lee, and Lai (2011) study. While, components cohesive in the service people were innovation, skills, readiness, staff, managerial support and work structure. The reliability results from the past studies were at range 0.72 to 0.89. The items to measure service people were presented in Table 4.5.

Table 4.5

Measurement scale of service people

Index	Item	Component	Source
PEP23	The car park operator manages this parking facility professionally.	Innovation	Bradley (2001)
PEP24	The car park operator trains their staffs for high service performance.	Skills	Akroush and Al-Dmour (2006)
PEP25	The car park operator always provides adequate staffs to operate parking facility.	Readiness	Akroush and Al-Dmour (2006)
PEP26	The car park operator recruits right personnel to operate parking facility.	Staff	Akroush and Al-Dmour (2006)
PEP27	The car park operator provides effective working facilities to supports their staffs.	Managerial Support	He et al. (2011)
PEP28	The car park operator has a systematic working structure.	Work structure	He et al. (2011)

4.5.7 Service process

Service process refers to procedures, mechanism and flow of activities by which a service is acquired (Al-Dmour et al., 2013). The components of systematic, technology, interaction, complexity and efficiency were used to explain service process. The measurement scale used to operationalise service process was adapted and modified from three items of Akroush and Al-Dmour (2006) study and two items from Sreenivas et al. (2013) study. The reliability result from past study was 0.78.

Table 4.6 shows the five items to measure service process.

Table 4.6

Measurement scale of service process

Index	Item	Component	Source
PRO29	The car park operator has a systematic service process.	Systematic	Akroush and Al-Dmour (2006)
PRO30	The car park operator use advance information technology (IT) for service processing.	Technology	Akroush and Al-Dmour (2006)
PRO31	The car park operator has a qualified staffs to serve.	Interaction	Akroush and Al-Dmour (2006)
PRO32	The car park operator provides friendly procedures for season parking processes.	Complexity	Sreenivas et al. (2013)
PRO33	The car park operator has a very efficient system to process season parking.	Efficiency	Sreenivas et al. (2013)

4.5.8 Service physical evidence

Service physical evidence refers to the environment in which the service is delivered and any tangible goods that facilitate the performance and communication of the service (Al-Dmour et al., 2013). The components embodied in the service physical evidence were staff, design, maintenance, atmosphere and adequacy. The service physical evidence was measured through reflective approach. The measurement for service physical evidence was derived from four items of Akroush and Al-Dmour (2006) study and one item from Chen (2011) study. The reliability results from past studies were at range 0.78 to 0.86. The items to measure service physical evidence was presented in Table 4.7.

Table 4.7
Measurement scale of service physical evidence

Index	Item	Component	Source
PHY34	The car park operator applies a professional look to their staff's attire.	Staff	Akroush and Al-Dmour (2006)
PHY35	The design of parking facilities creates a positive impression.	Design	Akroush and Al-Dmour (2006)
PHY36	Parking equipment and other related facilities are always maintained.	Maintenance	Akroush and Al-Dmour (2006)
PHY37	The parking atmosphere is clean and comfort.	Atmosphere	Akroush and Al-Dmour (2006)
PHY38	The car park operator provides very useful signages.	Adequacy	Chen (2011)

4.5.9 Service quality as second order construct

In next construct, service quality was defined as a consumer's judgment about a product's overall excellence (Zeithaml, 1988). In present study, service quality was conceptualized as higher order construct through formation of six dimensions namely tangible, reliability, responsiveness, assurance, empathy and technical quality dimension. The measurement of service quality construct through formative approach was consistent with past studies such as Rajaratnam et al. (2014), Untachai (2013), Miranda et al. (2012), Martínez and Martínez (2010) and Olorunniwo et al. (2006). It

was recommended that the formative approach supports the conceptual definition of service quality as a consumer's judgment about a product's overall excellence (Zeithaml, 1988). The operational definition and measurement scale for service quality's dimension were stated in subsequent subheading.

4.5.10 Tangible dimension

Tangible refers as physical facilities, equipment and appearance of personnel (Parasuraman et al., 1988). The tangible dimension was measured reflectively by four items which was adapted and modified from Parasuraman et al. for perceived scale of SERVQUAL. While, components contained in the tangible dimension is equipment, physical facilities, staff and appearance. The reliability from Parasuraman et al. study for this dimension is 0.72. The items to measure tangible dimension were presented in Table 4.8.

Table 4.8
Measurement scale of tangible dimension

Index	Item	Component	Source
TAN39	This parking facility has up to date equipment and facilities.	Equipment	Parasuraman et al. (1988)
TAN40	This parking facility is visually appealing.	Physical facilities	Parasuraman et al. (1988)
TAN41	The car park staffs are well dressed and appear neat.	Staff	Parasuraman et al. (1988)
TAN42	The appearance of this parking facility reflects to the type of parking being served.	Appearance	Parasuraman et al. (1988)

4.5.11 Reliability dimension

Reliability was defined an ability to performance the promised service dependably (Parasuraman et al., 1988). The components of reliability dimension were represented by promises, problem solving, dependable, time and accuracy. The reliability dimension was measured reflectively by five items which was adapted and modified

from Parasuraman et al., SERVQUAL scale. The reliability result from Parasuraman et al. study for this dimension was 0.83. The items to measure reliability dimension were presented in Table 4.9.

Table 4.9
Measurement scale of reliability dimension

Index	Item	Component	Source
REL43	The car park operator provides a service as promised.	Promises	Parasuraman et al. (1988)
REL44	When I have problems, the car park operator is sympathetic and reassuring.	Problem solving	Parasuraman et al. (1988)
REL45	The car park operator is dependable.	Dependable	Parasuraman et al. (1988)
REL46	The car park operator provides parking services at appointed time.	Time	Parasuraman et al. (1988)
REL47	The car park operator keeps its record accurately.	Accuracy	Parasuraman et al. (1988)

4.5.12 Responsiveness dimension

Responsiveness refers to willingness to help customers and provide prompt service (Parasuraman et al., 1988). The responsiveness dimension in this study was measured reflectively by four items which is adapted and modified from perceived scale of SERVQUAL. The components of responsiveness dimension were integrated from information, promptness and attitude. The reliability result from Parasuraman et al. study for this dimension was 0.82. The items to measure responsiveness dimension were presented in Table 4.10.

Table 4.10
Measurement scale of responsiveness dimension

Index	Item	Component	Source
RES48	The car park operator does not tell me exactly when services will be performed. (r)	Information	Parasuraman et al. (1988)
RES49	The car park staffs give a prompt service to me.	Promptness	Parasuraman et al. (1988)
RES50	The car park staffs always willing to help me.	Attitude	Parasuraman et al. (1988)
RES51	The car park staffs always have time to respond to my requests promptly.	Promptness	Parasuraman et al. (1988)

(r) = negatively worded

4.5.13 Assurance dimension

Assurance was defined as knowledge and courtesy of employees and their ability to inspire trust and confidence (Parasuraman et al., 1988). The assurance dimension was measured reflectively by four items which were adapted and modified from perceived scale of SERVQUAL. The components of assurance dimension were jointly explained by credibility, safety, attitude and readiness. The reliability result from Parasuraman et al. study for this dimension was 0.81. The items to operationalize assurance dimension were presented in Table 4.11.

Table 4.11
Measurement scale of assurance dimension

Index	Item	Component	Source
ASS52	The car park staffs can be trusted.	Credibility	Parasuraman et al. (1988)
ASS53	I feel safe in all payment transactions for my season parking.	Safety	Parasuraman et al. (1988)
ASS54	The car park staffs are polite to me.	Attitude	Parasuraman et al. (1988)
ASS55	The car park staffs have the knowledge to answer my questions.	Readiness	Parasuraman et al. (1988)

4.5.14 Empathy dimension

Empathy refers to caring, individualized attention the firm provides its customers (Parasuraman et al., 1988). The empathy dimension was measured reflectively by five items which is adapted and modified from perceived scale of SERVQUAL. The components consisted in empathy dimension were attention, fulfilment of needs, interest and convenience. The reliability result from Parasuraman et al. study for this dimension was 0.86. The items to operationalise assurance dimension were presented in Table 4.12.

Table 4.12

Measurement scale of empathy dimension

Index	Item	Component	Source
EMP56	The car park operator does not give me individual attention as a season parking customer. (r)	Attention	Parasuraman et al. (1988)
EMP57	The car park staffs give a personal attention to me.	Attention	Parasuraman et al. (1988)
EMP58	The car park staffs understand on my needs.	Fulfilment	Parasuraman et al. (1988)
EMP59	The car park staffs keep my interest at heart.	Interest	Parasuraman et al. (1988)
EMP60	Parking facilities has convenient operating hours.	Convenience	Parasuraman et al. (1988)

(r) = negatively worded

4.5.15 Technical quality dimension

Technical quality was defined as what the consumer receives as a result of interactions with a service firm (Grönroos, 1984). In order to explain technical quality dimension, the component of assurance, effectiveness, efficiency, standard and safety were jointly operationalize the said dimension. Thus, the technical quality dimension in this study was assessed reflectively by five items which were adapted and modified from two items of Kang and James (2004) study, two items of Brady and Cronin (2001) study and one item of Rajaratnam et al. (2014). The reliability results of past studies for these items were at range from 0.78 to 0.90. The items to assess technical quality dimension were represented in Table 4.13.

Table 4.13

Measurement scale of technical quality dimension

Index	Item	Component	Source
TEC61	I always complete the parking process (In→Park→Out) successfully.	Assurance	Kang and James (2004)
TEC62	There is no equipment breakdown during my entry and exit.	Effectiveness	Kang and James (2004)
TEC63	Process time (In→Park→Out) for my car parking is very acceptable.	Efficiency	Brady and Cronin (2001)
TEC64	This car park facility has high specification of parking standard.	Standard	Brady and Cronin (2001)
TEC65	This car park facility complies with high safety and security requirement.	Safety	Rajaratnam et al. (2014)

4.5.16 Service value as second order construct

Another construct in research framework, service value refers a consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given Zeithaml (1988). In order to operationalise service value, present study used a short scale of PERVAL from nineteen items in original scale was developed by Sweeney and Soutar (2001) had been reduced to twelve items as suggested by Walsh et al. (2014). The findings of Walsh et al. study had found that twelve items scale provide a robust result of PERVAL original scale and it has better psychometric properties. They further suggest that twelve items scale of PERVAL should be a preferable choice to researchers and practitioner.

Additionally, this study conceptualise service value as higher order construct that formatively assessed by emotion value, social value, function value for quality and performance and functional value for price and value for money. This approach was consistent with the conceptual definition that defined service value as a consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given (Zeithaml, 1988). Additionally, the approach was in line with numerous studies such as Eid and El-Gohary (2014), Chen (2013), Turel, Serenko, and Bontis (2007) and Sánchez et al. (2006).

In subsequent subheading, operational definition and measurement scales for all dimensions under service value construct were discussed.

4.5.17 Emotional value dimension

Emotional value was defined as the utility derived from the feelings or affective states that a product generates (Sweeney & Soutar, 2001). The component of emotional value was derived from affective aspect. The dimension was operationalised reflectively via three items which were adapted and modified from Sweeney and Soutar (2001) and Walsh et al. (2014) for short scale of PERVAL. The reliability result from Sweeney and Soutar's study for this dimension was 0.94. The items to measure emotional value dimension were presented in Table 4.14.

Table 4.14

Measurement scale of emotional value dimension

Index	Item	Component	Source
EMO66	Using season parking in this parking facility makes me happy.	Affective	Sweeney and Soutar (2001)
EMO67	This season parking service makes me want to use it.	Affective	Sweeney and Soutar (2001)
EMO68	Using season parking would make me feel comfort.	Affective	Sweeney and Soutar (2001)

4.5.18 Social value dimension

Social value refers to the utility derived from the product's ability to enhance social self-concept (Sweeney & Soutar, 2001). The component of social value was from self-concept aspect. The scale for social value dimension was measured reflectively by three items which were adapted and modified from Sweeney and Soutar (2001) and Walsh et al. (2014) for short scale of PERVAL. The reliability result from Sweeney and Soutar's study for this dimension was 0.82. The items to assess emotional value dimension were presented in Table 4.15.

Table 4.15

Measurement scale of social value dimension

Index	Item	Component	Source
SOC69	Using season parking service gives me acceptable feeling.	Self-concept	Sweeney and Soutar (2001)
SOC70	Using season parking service had improved the way I am perceived by other people.	Self-concept	Sweeney and Soutar (2001)
SOC71	Using season parking service gives me a good impression by other people.	Self-concept	Sweeney and Soutar (2001)

4.5.19 Functional value for quality and performance dimension

The functional value for quality and performance refers to the utility derived from the perceived quality and expected performance of the product (Sweeney & Soutar, 2001).

The components of this functional value were represented by consistency, performance and tangible aspect. The scale of functional value for quality and performance dimension was measured reflectively by three items which were adapted and modified from Sweeney and Soutar (2001) and Walsh et al. (2014) for short scale of PERVAL. The reliability result from Sweeney and Soutar's study for this dimension was 0.91. The items to evaluate emotional value dimension were presented in Table 4.16.

Table 4.16

Measurement scale of functional value for quality and performance dimension

Index	Item	Component	Source
FQP72	The car park operator does not perform consistent quality of parking services. (r)	Consistency	Sweeney and Soutar (2001)
FQP73	The standard of quality performance is acceptable to me.	Performance	Sweeney and Soutar (2001)
FQP74	The design and setting of parking facility/equipment is well made.	Tangible	Sweeney and Soutar (2001)

(r) = negatively worded

4.5.20 Functional value for price and value for money dimension

The function value for price and value for money was defined as the utility derived from the product due to the reduction of its perceived short term and longer term costs

(Sweeney & Soutar, 2001). The components embodied in this functional value were fairness, value and utility aspect. The scale of functional value for price and value for money dimension was assessed reflectively by three items which were adapted and modified from Sweeney and Soutar (2001) and Walsh et al. (2014) for short scale of PERVAL. The reliability result from Sweeney and Soutar's study for this dimension was 0.80. The items to assess emotional value dimension were presented in Table 4.17.

Table 4.17

Measurement scale of functional value for price and value for money dimension

Index	Item	Component	Source
FPV75	My season parking fee is reasonably priced.	Fairness	Sweeney and Soutar (2001)
FPV76	Season parking offers me a value for money.	Value	Sweeney and Soutar (2001)
FPV78	Season parking is a good product for the price.	Utility	Sweeney and Soutar (2001)

4.5.21 Customer satisfaction

The last main construct in this study was customer satisfaction. The operational definition of customer satisfaction refers to a consumer's fulfillment response following the consumption experience, the degree to which the level of fulfillment is pleasant or unpleasant (Olorunniwo, Hsu, & Udo, 2006, Oliver, 1997). Under this definition, customer satisfaction was operationalised in broader meaning that consisted six components namely general satisfaction, affective, need fulfillment, disconfirmation, cognitive and emotion.

Furthermore, the customer satisfaction was conceptualized as a cumulative satisfaction that represented by the functions of all previous transaction specific satisfactions (Oliver, 1999). The construct of customer satisfaction in this study was measured reflectively through multi-items. The items used in measuring the construct was

adopted from Eisingerich et al. (2014) for three items, Terpstra and Verbeeten (2014) for two items and one item from Suki (2014). The reliability results from the past studies were at range 0.74 to 0.91. The items for operationalising customer satisfaction were presented in table 4.18.

Table 4.18
Measurement scale of customer satisfaction

Index	Item	Component	Source
SAT78	I had a pleasant experience with the car park operator.	Affective	Eisingerich et al. (2014)
SAT79	I have a more positive attitude towards the car park operator.	Emotion	Suki (2014)
SAT80	The car park operator meets all my requirements for a parking.	Fulfilment of needs	Terpstra and Verbeeten (2014)
SAT81	Compared to other car park operator, I am very satisfied with the car park operator.	Cognitive	Eisingerich et al. (2014)
SAT82	The parking services provided to me is met my expectations.	Disconfirmation	Terpstra and Verbeeten (2014)
SAT83	Overall, my experience with the car park operator is very satisfied.	General satisfaction	Eisingerich et al. (2014)

4.5.22 Demographic data

The respondents were requested to name building of parking facilities and five demographic variables that include gender, age, highest educational qualification, position of the respondents, confirmation as customer of monthly season parking, entity who pay a monthly season parking and usage experience. The demographic variables were measured by applying categorical scale. The questions related to demographic variables were placed at the end of the questionnaire. According to Lietz (2010), placing demographic questions at the end of the questionnaire is intended to avoid negative feeling because it concerns provision of personal information.

Gender was asked on a dichotomous scale of male and female. The respondent was required to indicate their age range by choosing one of five categories of age range. In

next scale, five categories of educational qualification were developed to measure highest level of education for the respondents. A dichotomous scale was used to measure employment position level of the respondent: (a) non-executive; (b) executive; (c) managerial; (d) director/Chief Executive Officer (CEO); and (e) business owner/self-employed.

In order to validate the respondent is a customer of monthly season parking, question to confirm the status was provided. The respondent was also required to answer about payment of monthly season parking as this study intended to confirm commercial element incorporated between the relationship between respondent and service provider. Finally, five categories were used to measure respondent's usage experience of monthly season parking in the same parking facilities.

4.6 Data collection

As explained by Sahu (2013), quantitative research like present study is depends on the collection of data, the accuracy of data collection questionnaires and the consistency and efficiency of the data. Therefore, this subheading section consists of description about population, sampling frame, sampling size, sampling technique and data collection procedure that gives overall view on how data to be collected for this study. The details of data collection were explained in the subsequent subheading.

4.6.1 Population

Population was defined as the full universe of people or things from which the sample is selected (Greener, 2008) or a collection or totality of well-defined objects (Sahu, 2013). In the present study, general population of the study comprised all the

individual car park customers who are subscribed to a monthly season parking in commercial car park facilities which were operated at the private office buildings in Klang Valley. The monthly parking subscribers are chosen because they are familiar with many aspects of parking services and allows more variables to be investigated. However, car parking facilities provided at shopping malls, hospitals, hotels, transportation hubs and government offices were excluded because it cater more on casual parking customers which offers limited scope of investigation.

In fact, the population of customers of monthly season parking in Malaysia commercial parking facilities in private office buildings is fairly similar because it was provided to tenants, tenant's employees and opened to visitors of building. Even though, the car park customers use diverse parking facilities, they are basically receive similar service of parking product across different states in Malaysia and the sample was derived from this population was relatively homogeneous. However, due to a very large population of car park customers in Malaysia, collecting data from entire population is impractical, costly and timely (Hair, Black, Babin, & Anderson, 2014).

Klang Valley city was selected as the sampling area to be covered by the present study. The Klang Valley covered by ten municipalities located at Kuala Lumpur and Selangor states including Putrajaya which was one of the most commercially advanced cities in Malaysia. According to the "The Klang Valley" (2013), Klang Valley has seven million and two hundred thousand (7.2 million) people are one of fastest growing metropolitan cities in the region. It was expected that Klang Valley as a capital of Malaysia will becoming one of the most vibrant, modern and cosmopolitan cities among the emerging South-East Asian countries.

The scope of present study was limited to Klang Valley metropolis because of the attentiveness of commercial activities, which resulted in the presence of a large number of commercial buildings and car parking facilities in the city. Additionally, government strategies through National Key Economic Area aim Klang Valley to be a liveable city in 2020, attracts many type of people from diverse backgrounds such as religions, ethnic, education and citizenship.

Due to homogenous population of car park customers, the generalization of population can be measured via sampling random process to represent the population of interest (Tabachnick & Fidell, 2013). Additionally, Saunders et al. (2009) comments that using sampling method, it makes possible a higher overall accuracy than a census because the researcher can collect information from the samples in more detailed based on smaller cases.

4.6.2 Sampling frame

Obtaining a sampling frame is very important but must ensure the sampling is complete and accurate with latest information (Saunders et al., 2009). Therefore, an ideal sampling frame for the respondents of the study was to acquire a complete list of all respondents in the target population which is the exact number and respondent details of the customers subscribe for monthly season parking at private office building in Klang Valley.

In first attempt to get the number of monthly season parking customers in Klang Valley, requisition letter with University Utara Malaysia letterhead has been emailed

and posted to ten (10) car park operators in Klang Valley such as Metro Parking (M) Sdn. Bhd., AP Parking Managers Sdn. Bhd., First City Parking Sdn. Bhd., Godell Parking Sdn. Bhd., Imej Parking Sdn. Bhd., Major Parking Sdn. Bhd., Park Rite Sdn. Bhd., SCP Parking Sdn. Bhd., Wilson Parking Sdn. Bhd. and Secure Parking Corporation Sdn. Bhd. A sample of letter to parking operator for requesting data of total number of monthly season parking customers was attached in Appendix E.

Unfortunately, none of the car park operators had replied to the request except for Metro Parking (M) Sdn. Bhd. which has 11,079 customers subscribing monthly season parking as at 31st December 2014 from thirty one car parks in Klang Valley. The total number of monthly season parking customers provided by Metro Parking (M) Sdn. Bhd. was inadequate to represent target population entirely and it also seems not suitable for population due to total number of customer was derived from mix type of car park buildings such as offices, hospitals, shopping malls and airports.

Acknowledged to the fact that getting an ideal sampling frame is highly complex and might not available accurately, in next attempt, the present study had obtained information pertaining the total number of private buildings including it occupancies size which is recorded in the property stock report for Q1 2014 published by the Valuation and Property Services Department of Malaysian Ministry of Finance.

In order to determine a population of monthly season parking customers, the total size of occupied space shall be divided by ratio of parking allocation for occupied space. Generally, parking allocation to building tenants is based on ratio one parking bay for 1,000 square feet (Rahim & Co). The evidence to support this practice was attached in

Appendix F. The number of registered private office buildings was obtained from the Valuation and Property Services Department (2015) website. The total breakdown population, private office buildings and total space occupied based on municipals area is shown in Table 4.19.

The estimated total customers who are subscribe to the monthly season parking in private office building in Klang Valley was based on the ratio of one parking bay for 1,000 square feet of total occupied space. From the calculation, it was estimated eighty five thousand nine hundred and sixty seven (85,967) customers who are subscribe to the monthly season parking in Klang Valley. The highest percentage of monthly season parking customers was at DBKL area which represents 72.6% and followed by MBPJ area which represents 12.8%.

Table 4.19
The total breakdown of population, private office buildings and total space occupied based on municipals area

No.	Municipals in Klang Valley	Number of Buildings	Total Space Occupied s.f.	Season parking Allocation Ratio: 1:1000 s.f.	Population Ratio (%)
1	Dewan Bandaraya Kuala Lumpur (DBKL)	353	62,428,646	62,429	72.6%
2	Perbadanan Putrajaya	7	1,261,143	1,261	1.5%
3	Majlis Bandaran Shah Alam (MBSA)	24	3,069,781	3,070	3.6%
4	Majlis Bandaran Petaling Jaya (MBPJ)	75	11,023,945	11,024	12.8%
5	Majlis Perbandaran Klang (MPK)	17	1,508,627	1,509	1.8%
6	Majlis Perbandaran Kajang (MPKj)	6	243,630	244	0.3%
7	Majlis Bandaran Subang Jaya (MBSJ)	20	2,571,251	2,571	3.0%
8	Majlis Perbandaran Selayang (MPS)	4	239,400	239	0.3%
9	Majlis Perbandaran Ampang Jaya (MPAJ)	2	309,516	310	0.4%
10	Majlis Perbandaran Sepang	32	3,311,216	3,311	3.9%
		540	85,967,155	85,967	100.0%

Source: Commercial Property Stock Table Q1 2014, Valuation and Property Services Department

Note: s.f. = square feet

4.6.3 Sampling size

According to Sahu (2013), it is critical aspect for researcher to determine whether the sample size is adequate to provide sufficient accuracy to base decisions on the findings with confidence. With an adequate of sample size, the margin of error is decrease (Saunders et al., 2009), able to achieve anticipate statistical effect (Tabachnick & Fidell, 2013), the shape of the distribution approaches normality and variability can be standardized (Beins & McCarthy, 2012) and sufficient to generalization of population interest (Sahu, 2013; Sekaran, 2003).

There are several recommendation and methods to determine optimal sample size. Therefore, it is essential for present study to choose the most appropriate method to fix sample size. Scholars like Tabachnick and Fidell (2013) and Field (2009) had suggested that sample size of at least 300 samples or more would generally generate a stable result in factor analysis. A study by MacCallum, Widaman, Zhang, and Hong (1999) suggests that the sample size from 200 to 400 samples able to achieve good recovery of population factors in the sample. According to Comrey and Lee (1992) as cited by MacCallum et al. (1999), had suggested a rough rating scale for adequate sample sizes in factor analysis such as 100 is poor, 200 is fair, 300 is good, 500 is very good, 1,000 or more = excellent. Further, Comrey and Lee urged researchers to obtain samples of 500 or more observations whenever possible in factor analytic studies.

On the other hand, Hair, Hult, Ringle, and Sarstedt (2014) stated that the rule of thumb for a minimum sample size should be ten times the maximum number of arrowheads pointing at a latent variable anywhere in the PLS path model as general guidelines. Based on the rule of thumb of ten times, the structural path as shown in Figure 4.2 has

seventeen three arrowheads pointing at latent variables which indicate that a minimum sample size required is 170 samples or more. However, Field (2009) and MacCallum et al. (1999) claims that the rule of thumb was not valid and oversimplified.

Another method to determine sample size is through statistical power test. High efficiency in parameter estimation and relationship significant can be gained from greater statistical power (Hair et al., 2014a). According to McCrum-Gardner (2010), statistical power is the probability of rejecting the null hypothesis when the alternative hypothesis is true. Statistical power can assist to calculate a correct balance of sample size in order to avoid underpowered due to too less sample size or overpowered too large sample size.

Therefore, in determining a sample size for this study, power of a test approach is one of feasible option. Through the G*Power 3.1.9.2 software, sample size will be calculated after user determined values for effect size of population (f^2), expected significance level (α), the intended statistical power ($1-\beta$), and total number of predictors consist in the study model and enter the values into software for computation (Faul, Erdfelder, Lang, & Buchner, 2007). In present study framework, total number of predictor is seventeen variables were used for calculating the sample size. The standard values as recommended by Cohen (1977) used to calculate the sample size for this study was (1) effect size of population ($f^2 = 0.15$); (2) level of significance alpha ($\alpha = 0.05$); (3) expected power of statistical ($1-\beta = 0.95$); and (4) total number of seventeen predictors as shown in Figure 4.2. The result of sample size for medium effect and X-Y Plot for medium effect power analysis through G*Power 3.1.9.2 computation software is showed in Figure 4.3 and Figure 4.4.

As appeared in Figures 4.3 and 4.4, results of the statistical power test shown that 208 sample sizes was sufficient for present study via a multiple regression. The results also indicate the statistical power for identifying effect sizes for present study is set at a recommended value of 0.95 (Cohen, 1977). Thus, it was decided that the total sample size for this study was 208 samples.

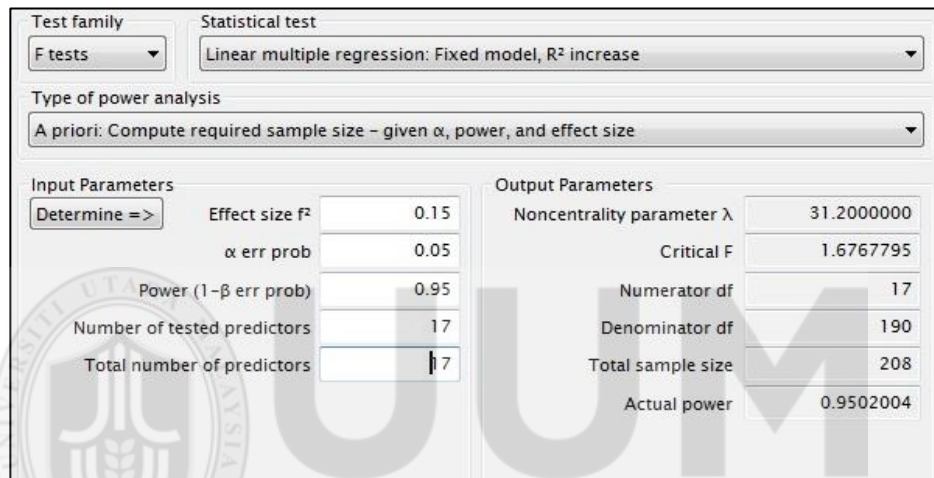


Figure 4.3
Result of sample size for medium effect

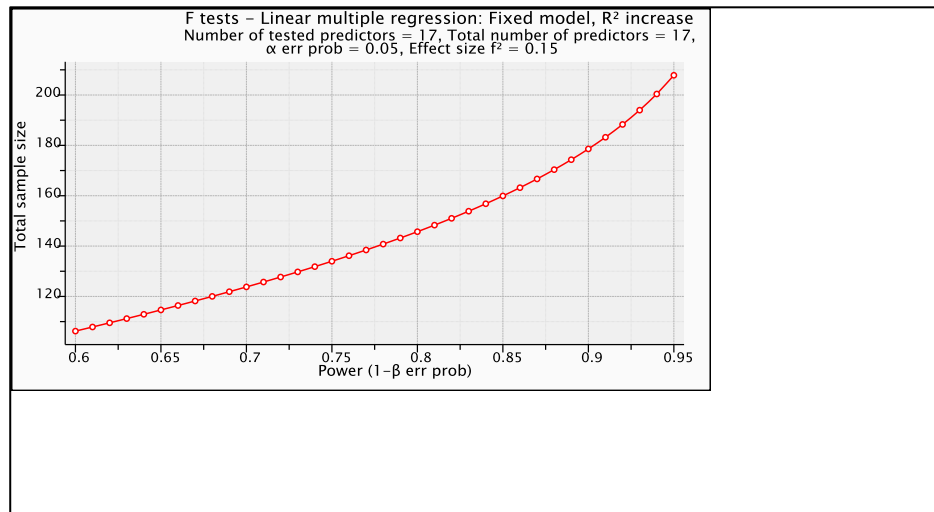


Figure 4.4
X-Y Plot for medium effect power

4.6.4 Sampling technique

Generally, the sampling method can be divided into two categories that are probability sampling and nonprobability sampling. In this study, the method of probability sampling was selected. The probability sampling technique was selected due to the fact that the findings based on this type of sampling technique can be generalized to the target population with a level of confidence and the representativeness of the sample is of importance in the interest of wider generalizability (Sekaran & Bugie, 2010).

The multi-stage cluster sampling procedure is one of sampling technique under probability sampling (Sahu, 2013; Bhattacharjee, 2012; Saunders et al., 2009; Cohen, Manion, & Morrison, 2007). The multi-stage cluster sampling procedure was applied in present study to achieve maximum representative of population in Klang Valley. This decision was taken after considering the nature of the study population was estimated at 85,967 customers, which appears quite complex and might not be well represented by a straightforward sampling technique.

According to Sahu (2013), cluster sampling is useful when data to be collected directly to population is not feasible, listing of population units is not available and resource constrain. Considering the fact that the population of this research was large, multi-stage cluster sampling was regarded as appropriate for fair representation and for the subsequent generalisation of the findings (Cohen et al., 2007). Such a design involves the initial sampling of groups of elements, known as clusters followed by the selection of elements within each selected cluster.

The part of the multi-stage procedure is involve stratified sample, cluster sampling, and finally, systematic random sampling methods as suggested by Sahu (2013), Cohen et al., (2007) and Sekaran (2003). In first stage, from thirteen states of Malaysia, this study choose Klang Valley area as sampling frame due to this area is most active in term of economic activities, variety of population characteristic and highly demand for parking facilities. In second stage, the scope of study was narrow down to commercial parking facilities in private office buildings. The list of number of private office building including locations of building and building space occupation were obtained from the property stock report for first quarter of 2014 (Malaysia Ministry of Finance, 2014). Subsequently in third stage, the locations of private building are divided into ten municipals under Klang Valley area, see Table 4.20. Based on this, the stratified random sampling method was applied to select geographical area of private building into ten clusters based on municipals within Klang Valley that in line with the scope of present study.

Table 4.20
The location breakdown of private office buildings based on municipals area

No.	Municipal	Area	Number of Buildings	Total Space Occupied s.f.	Season parking allocation ratio: 1:1000 s.f.	Population Ratio (%)
1	Dewan Bandaraya Kuala Lumpur (DBKL)	KLCC/Golden Triangle	89	21,195,926	21,196	25%
		Central Business District	89	11,866,662	11,867	14%
		Within City Centre	106	18,376,449	18,376	21%
		Suburban	69	10,989,608	10,990	13%
2	Perbadanan Putrajaya	Putrajaya	7	1,261,143	1,261	1%
3	Majlis Bandararan Shah Alam (MBSA)	Shah Alam	24	3,069,781	3,070	4%

Table 4.20 (Continued)

No.	Municipal	Area	Number of Buildings	Total Space Occupied s.f.	Season parking allocation ratio: 1:1000 s.f.	Population Ratio (%)
4	Majlis Bandaran Petaling Jaya (MBPJ)	Petaling Jaya	59	8,528,214	8,528	10%
		Bandar Utama	2	848,196	848	1%
		Kelana Jaya	14	1,647,535	1,648	2%
5	Majlis Perbandaran Klang (MPK)	Klang	17	1,508,627	1,509	2%
6	Majlis Perbandaran Kajang (MPKj)	Kajang/Cheras/Bangi	6	243,630	244	0%
7	Majlis Bandaran Subang Jaya (MBSJ)	Subang Jaya	11	1,063,905	1,064	1%
		Sunway City	2	243,921	244	0%
		Seri Kembangan/Sungai Besi	5	748,382	748	1%
		Puchong	2	515,042	515	1%
8	Majlis Perbandaran Selayang (MPS)	Selayang	0	-	-	0%
		Kuala Selangor	2	41,979	42	0%
		Gombak	2	197,421	197	0%
9	Majlis Perbandaran Ampang Jaya (MPAJ)	Ampang	2	309,516	310	0%
10	Majlis Perbandaran Sepang	Sepang	32	3,311,216	3,311	4%
Total			540	85,967,155	85,967	100%

Source: Commercial Property Stock Table Q1 2014, Valuation and Property Services Department

Note: s.f. = square feet

Based on the property stock report for Q1 2014 (Malaysia Ministry of Finance, 2014), there were 540 private office buildings located at Klang Valley which were registered in the Valuation and Property Services Department. A letter as shown in Appendix G was sent to the National Property Information Center (NAPIC) of Valuation and Property Services Department and then, a list of private building names located in Kuala Lumpur, Selangor and Putrajaya as attached in Appendix H. In forth stage, the names of private building was referred for systematic sampling procedure.

Based on the sample size as discussed in preceding subheading, the total customer population of the selected clusters was 85,967 and the total required sample size was 208 samples. In order to reduce sample size error and minimize non-response issue, the sample size was increased to nearly four times based on twenty percentage (20%) of response rate estimation and rounded up to 800. Correspondingly, Baruch and Holtom (2008) study on response rate which derived from 1,607 publications that covers more than 100,000 organizations and 400,000 individual respondents indicates that the lowest response rate for paper base survey and service sector was 19.7% and 19.6% respectively. Comparatively, response rate achieved in study by Wahid and Mahmood (2013) in Malaysian commercial banks was only 18.7%.

Furthermore, due to differences in the size of customer base on the selected clusters, probability proportionate to size (PPS) sampling was adopted to ensure that the overall selection is able to represent the total population and also to provide an equal chance of selection for each element (Sekaran, 2003). The probability proportionate to size for each municipal area was shown in Table 4.21.

Table 4.21
The breakdown of Probability Proportionate to Size (PPS) sampling by municipals

No.	Municipal	Number of Buildings	Population estimation	Population Ratio (%)	Proportionate to size (PPS)
1	Dewan Bandaraya Kuala Lumpur (DBKL)	353	62,429	72.6%	581
2	Perbadanan Putrajaya	7	1,261	1.5%	12
3	Majlis Bandaran Shah Alam (MBSA)	24	3,070	3.6%	29
4	Majlis Bandaran Petaling Jaya (MBPJ)	75	11,024	12.8%	103

Table 4.21 (Continued)

No.	Municipal	Number of Buildings	Population estimation	Population Ratio (%)	Proportionate to size (PPS)
5	Majlis Perbandaran Klang (MPK)	17	1,509	1.8%	14
6	Majlis Perbandaran Kajang (MPKj)	6	244	0.3%	2
7	Majlis Bandaran Subang Jaya (MBSJ)	20	2,571	3.0%	24
8	Majlis Perbandaran Selayang (MPS)	4	239	0.3%	2
9	Majlis Perbandaran Ampang Jaya (MPAJ)	2	310	0.4%	3
10	Majlis Perbandaran Sepang	32	3,311	3.9%	31
Total		540	85,967	100%	800

Source: Commercial Property Stock Table Q1 2014, Valuation and Property Services Department

Note: s.f. = square feet

The present study aims at least forty questionnaires to be distributed to the target customers for particular private office buildings and twenty private office buildings were selected through systematic sampling in order to ensure eight hundred (800) questionnaires are distributed. Therefore, the number of proportionate population size for each municipal was divided by forty questionnaires to get twenty private buildings. In order to ensure the samples of population have fair opportunity to be represented, every 20th private buildings was selected from the list provided by the National Property Information Center (NAPIC) of Valuation and Property Services Department to participate in this survey. Table 4.22 shows the quantity of private office building to be selected for each municipal.

Table 4.22
The quantity of selected private office buildings by municipals

No.	Municipal	Number of Buildings	Proportionate to size (PPS)	Number of Building to be selected
1	Dewan Bandaraya Kuala Lumpur (DBKL)	353	581	15
2	Perbadanan Putrajaya	7	12	0
3	Majlis Bandaran Shah Alam (MBSA)	24	29	1
4	Majlis Bandaran Petaling Jaya (MBPJ)	75	103	3
5	Majlis Perbandaran Klang (MPK)	17	14	0
6	Majlis Perbandaran Kajang (MPKj)	6	2	0
7	Majlis Bandaran Subang Jaya (MBSJ)	20	24	0
8	Majlis Perbandaran Selayang (MPS)	4	2	0
9	Majlis Perbandaran Ampang Jaya (MPAJ)	2	3	0
10	Majlis Perbandaran Sepang	32	31	1
Total		540	800	20

Source: Commercial Property Stock Table Q1 2014, Valuation and Property Services Department

Note: 40 set of questionnaires to be distributed to each selected building

Formula: $PPS / 40$ (Example: $581 / 40 \approx 15$)

In the event of the private office building has less than fifty parking lots, free parking, manual car park operation, selected building is in poor conditions or permission to do survey is not granted, then the next private building will be chosen. This is to ensure sample to be collected is fairly represented, unbiased and normal conditions. Less parking lots, manual car park operation or poor building conditions increase biasness on respondent perception that tends to choose negative perception. Municipals territories were considered as distinct clusters because parking facilities among the cluster is heterogeneous and diverse in nature (Cohen et al., 2007; Singh, 2007). At the same time, the way of parking service rendered within the customers is homogenous (Sahu, 2013).

4.6.5 Data collection procedure

This study used primary data. Thus, a self-administered approach through cross-sectional study design was applied for the present study and multi-stage cluster sampling technique was adapted for selecting the car parking facilities in Klang Valley

before distributing at least forty questionnaires to the potential respondents in each selected private office building.

Cross-sectional study consist of data collection for a specify study that conducted in one time only or at one point in time to meet the objectives of study (Cavana, Delahaye, & Sekaran, 2001). Cross- sectional method survey was selected for this study in order avoids deviation of study's objectives where association with long-time survey period can be characterized as longitudinal research (Sekaran & Bougie, 2010).

The building management was contacted through telephone call or walk in to inform that their building has been selected for this study and followed by the University's official letter pertaining to the research study as shown in Appendix I. This is to ensure personnel who are responsible for building management had acknowledged a presence of researcher and research activity. This is also to avoid any misunderstanding of information being collected in their building. After consent was obtained from the building management, study questionnaires were distributed to car park customers who are subscribed to monthly season parking and politely request them to collaborate in study survey.

The distribution method for questionnaire to the potential respondents was done in one of the two ways, directly by hand to respondent and through the office administrator or staff who is incharge at particular car park facilities. In order to avoid misunderstanding, researcher wearing uniform with Universiti Utara Malaysia logo and introduce as doctoral student of the said university. As office administrator or car park staff cover many potential respondents, one piece of cloth called "Shawl" was

given to them upon handed over bundle of questionnaires together with envelopes. Instance completion of survey questionnaire is most welcome. In case of respondents unable to complete the questionnaire instantly, the researcher will back to collect the completed questionnaire or otherwise, the respondent use postal to delivery back the questionnaire using provided envelope or scan the completed questionnaire and email to researcher email address or take photo of completed questionnaire and posted it to researcher's Whatapps. The data collection activities were conducted within August 2015 until end of September 2015 after obtained consent from proposal defense committee.

4.7 Techniques of data analysis

Methods of data analysis applied in this study were from combinations of both descriptive and inferential statistics. According to Singh (2007), descriptive statistics are used to describe, summarize or explain a given set of data, whereas inferential statistics use statistics computed from a sample to infer about the population concerned by making inferences from the samples about the populations from which they have been drawn.

In general, data analysis is to produce statistical results in table or figures that enable researcher to interpret and conclude the research questions, hypotheses and the broader meaning of the results (Creswell, 2012; Sekaran, 2003). According to Sekaran (2000), data analysis involves several steps such as coding the responses, screening the data and selecting the appropriate data analysis strategy.

In present study, descriptive statistics was computed through Statistical Package Social Science or SPSS version 21.0. While the reliability testing, validity testing and hypotheses testing were analyzed using SmartPLS version 2.0 M3 through partial least square structural equation modelling or in short PLS-SEM approach.

4.7.1 Data coding

Data coding is the process transforming data into numeric format (Bhattacharjee, 2012). After collecting the data from respondents, coding exercise on the data is required in order to store data systematically (Zikmund, 2003) and enable statistical software to group or combine to form additional variables (Saunders et al., 2009).

4.7.2 Data screening

After data has been coded and key in the SPSS statistical software, data screening is need to be carried out to ensure the analysis result is not affected by poor characteristic of the data such as missing data, outliers and violation of assumptions (Hair et al., 2014b). Hence, data screening is important and it involves a number of steps as shown in the following steps of analysis.

4.7.2.1 Missing data

Missing data is information not available or not complete for a subject or case about whom other information is available. Missing data occurred when a respondent fails to answer one or more questions in a survey (Hair et al., 2014b).

Missing data can be treated in several ways (Hair et al., 2014a; Singh, 2007; Sekaran, 2003). For example, Singh (2007) suggests several treatment to handle missing data

such complete case analysis (list-wise deletion), available case methods (pair-wise deletion) and filling in the missing values with estimated scores (imputation). Hair et al. (2014a) recommend that in case of missing value for a specific questionnaire is more than fifteen percent, then all responses for the questionnaire should be removed.

4.7.2.2 Assessment of outliers

The next step after treating the missing responses is examining outliers. Hair et al. (2014a) define outlier is an extreme response to a particular question or extreme responses to all questions. Another definition, Beins and McCarthy (2012) defines outlier as a value that is highly disparate from the larger data set.

There are reasons that cause outliers such as incorrect data entry. The other reason is that observations within the intended population are extreme in their combination of values across the variables (Hair et al., 2006). The impact of outliers should be assessed through practical and substantive consideration that in line within the context of the analysis (Hair et al. (2014b).

Multivariate detection applied a Mahalanobis D^2 measurement where this method measure each observation's distance in multidimensional space from the mean center of all observations, providing a single value for each observation no matter how many variables are considered. Each case was evaluated using the chi-square distribution with an alpha level of 0.001 and the degree of freedom of the number of items. The score was compared to Chi-square χ^2 value. If Mahalanobis $D^2 > \text{Chi-square } \chi^2$ then that case was considered as an outlier and can be considered to deleted from the dataset (Hair et al., 2006).

Additionally, Hair et al. (2014a) also reminds to researcher to examine suspicious responses pattern such as straight lining when a respondent marks the same response for a high proportion of the questions. For example in seven Likert-point scale, a respondent only select number 4 or 1 or 7 only and it should be removed from data set. In this situation, it was interpreted that the respondent was not reading the questions closely or simply was marking answers to complete and exit the survey as quickly as possible.

4.7.2.3 Assessment of normality

Although PLS-SEM is apply a nonparametric statistical method which does not demand strictly normality of data distribution, it was stressed that it is essential to ensure that the distribution of data are not extremely distant from normality baseline in order to avoid a problematic in the computing the significant of parameters. Correspondingly, Hair et al. (2014a) states that extreme non-normal data increase standard errors value that resulted from bootstrapping procedure and consequently, reduce the likelihood of some relationships will be gauged as significant.

Normality test is used to evaluate whether the data are normally distributed or not. If the variation of the data is sufficiently large, all resulting statistical tests are invalid (Hair et al., 2010). For most analyses to work correctly, the data should follow a normal distribution. If normality exists, even in conditions that do not necessitate normality, it will make a stronger assessment (Hair et al., 2010). Subsequent to outlier tests, an assessment of normality will be performed. In order to detect extreme normality issue, statistical results such a skewness and kurtosis.

Skewness assesses the distribution of responses for a variable stretches toward the right or left tail of the distribution and Kurtosis is to measure “peakedness” or “flatness” of distribution compared to the normal distribution (Hair, Black, Barry, & Anderson, 2010). The result of skewness and kurtosis should be closed to zero to be considered as a normal distribution. For general guidelines as provided by Hair et al. (2014a), recommend the range of skewness is greater than + 1 or lower than -1 to indicates a substantially skewed distribution. For kurtosis, if range is greater than +1, the distribution is too peaked and if less than -1 shows a distribution that is too flat.

Data transformation is needed if the variable has an undesirable characteristic, such as non-normality. A transformation such as taking the logarithm or the square root of variable creates a transformed variable that is more suited to portraying the relationship. Transformation may be applied to either dependent or independent variables or both (Hair et al., 2006).

4.7.2.4 Linearity and homoscedasticity

The reason for testing linearity is because the concept of relationship is based on linearity. Non linearity will affect the predictive accuracy of the model and the validity of the estimated coefficients during regression analysis between dependent and independent variables relationship (Hair et al., 2014b). According to Mooi and Sarstedt (2011), linearity can be check by producing a scatter plot to represent the relationship of independent variable against dependent variable. The straight line shows in scatter plot indicates a linear relationship exists.

According to Saunders et al. (2009), they defines homoscedasticity as the extent to which the data values for the dependent and independent variables have equal variances. Homoscedasticity is used to describe the distribution of data points around the line of best fit and signifies that the data points are equally distributed around the line of best fit. This is because the regression line is a straight line where the line is described as the line of best fit as it reduces the variance of all distances from the line (Singh, 2007). Opposite to homoscedasticity, if unequal variances exist as known as heteroscedasticity, data transformation method should be applied to correct breach of statistical assumption and to improve the relationship between variables or increasing sample size for 200 cases or more (Hair et al., 2014b).

4.7.2.5 Multicollinearity

Multicollinearity is related to the highly correlation among independent variables when the result shows .90 and above (Pallant, 2011). Multicollinearity associates statistical problems like B coefficient values are less trustworthy, limit the size of R and difficult to assess the individual importance of a predictor (Field, 2009).

Using SPSS software, multicollinearity can be detected through tolerance and variance inflation factor (VIF) in collinearity diagnostic results. According to Pallant (2011), the possibility of multicollinearity exist if a Tolerance value is small less than 0.10 and VIF value more than 10.

4.7.3 Descriptive analysis

The objective of the descriptive analysis is to change the raw data into the form that is easy for the researcher to understand and interpret (Zikmund, 2003). The descriptive

statistics can be divided into two types: frequency distributions, and measures of central tendencies and dispersion (Cavana et al., 2001). The frequency distributions are presented in the form of frequency and percentages for the nominal scale and ordinal scale of the respondents' profiles such as demographic data.

Meanwhile, the measure of central tendencies and dispersion explains the nature of data in terms of minimum, maximum, means, standard deviations, and variance for the interval scale of the measured variables.

4.7.4 Path model estimation

SmartPLS was used in this study and apply the PLS-SEM algorithm to calculate the path model estimation. This algorithm uses the empirical data for the indicators and iteratively determines the construct scores, the path coefficients, indicator loadings and weights, and the R^2 values. These score results are treated as perfect alternatives for the indicator variables in the measurement models and use all the variance to explain the endogenous constructs (Hair et al., 2014a).

Before apply the PLS-SEM algorithm, several parameter settings are needed to be specified such as selecting the structural model weighting scheme, the data metric, initial values to run the PLS-SEM algorithm, the stop criterion and the maximum number of iterations. The report results from SmartPLS enable the researcher to check and to evaluate the initial results for the outer weights, outer loadings, structural model path coefficients, and R^2 values (Hair et al., 2014a).

4.7.5 Measurement of model

Assessment of measurement models for reflective approach includes composite reliability to evaluate internal consistency also known as composite reliability, individual indicator reliability and average variance extracted (AVE) to evaluate convergent validity.

Generally, the composite reliability values interpreted in the same way as Cronbach's alpha. Acceptable composite reliability values in exploratory research are 0.60 to 0.70. While in more advance research, values between 0.70 and 0.90 can be regarded as satisfactory. Values above 0.90 (and definitely > 0.95) are not desirable because they indicate that all the indicator variables are measuring the same phenomenon and are therefore unlikely to be a valid measure of the construct (Hair et al., 2014a).

Validity is the extent to which a scale or set of measures accurately represents the concept of interest. Beside content validity as mentioned in preceding subheading, discriminant validity and convergent reliability is other form of validity which measures empirically by the correlation between theoretically defined sets of variables (Hair et al., 2014b).

Convergent validity assesses the degree to which two measures of the same concept are correlated. High correlations indicate the scale is captured in the intended concept. A common rule of thumb is that the standardized outer loadings should be at range of 0.708 or higher that equal to fifty percent (50%) for latent variable is explained substantially. Acceptable value of 0.70 is usually referred as the value is considered close enough to 0.708. The scale indicators with outer loadings between 0.40 and 0.70

should be considered for removal (Hair et al., 2014a). A common measure to establish convergent validity on the construct level is the average variance extracted (AVE) which also known as the communality of a construct. The value for AVE should at range 0.50 or higher to indicate the construct have been explains for more than half of the indicator's variance (Hair et al., 2014a).

Discriminant validity is the extent to which a construct is truly distinct from other constructs by empirical standards. Discriminant validity suggests that the characteristic of construct is unique and different with other constructs in the model. Cross loading result for each indicator will be used to assess discriminant validity and the value of outer loading on the specify construct should be higher than all loadings on other constructs (Hair et al., 2014a).

Another assessment method for discriminant validity, the Fornell-Larcker criterion is referred to compares the square root of the AVE values with the latent variable correlations. The square root of each construct's AVE should be higher than correlation loading in any other construct (Hair et al., 2014a).

Present study conceptualizes service marketing mix, service quality and service value as second order construct through formative measurement approach. However, Hair et al. (2014a) highlights that there are two issues need to be examined which are collinearity among indicators for redundancy of indicator's information and significance and relevance of the formative indicators. The suggested tolerance and VIF standard to measures collinearity is higher than 0.20 and lower than 0.50. For assessing significance and relevance of the formative indicators, outer weight as

resulted from multiple regressions should be referred. The value of outer weight can be obtained after applying a bootstrapping procedure at 5000 subsamples to assess significant of indicators is run. Additionally, Hair et al. (2014a) recommend that if weight of indicators is found not significant but the outer loading is more than 0.50, the indicator should generally be retained and if both measurement are not significant including no strong empirical support to retain the indicator, removal of such indicator from the model is recommended.

4.7.6 Hypothesis testing

Hypothesis testing is a claim about a statistic characterizing a population (Mooi & Sarstedt, 2011). The present study was intended to test the priority between elements in service marketing mix for hypothesis number one (H1), the direct effect of six hypotheses (H2, H3, H4, H5, H6 & H7) and indirect effect of four hypotheses (H8, H9, H10 & H11) as stated in earlier heading in this chapter.

4.7.6.1 Friedman test

Friedman test from SPSS statistical software was be used to answer H1. This testing method also known as Friedman two-way analysis of variance is a non-parametric tests that uses the ranks of the data rather than raw values to calculate the statistic. The Friedman statistic test is refers to a chi-square distribution with $k-1$ degrees of freedom, where k is the number of repeated measures. As a guideline for this test, the distributions of mean ranks are not the same across repeated measures if the statistic result shows significance value less than 0.05 (Corder & Foreman, 2009; Singh, 2007). Several studies such as Yasanallah and Vahid (2012); Alipour (2012); Alipour and

Darabi (2011), and Moniri (2011) had applied the Friedman test to prioritize and rank the elements of service marketing mix in their studies.

4.7.6.2 Direct effect

According to Hair et al. (2014a), direct effect is a single arrow connecting to relationship between two constructs. In other words, a direct effect is the effect variables have on one another in a direct relationship.

In present study research framework, there were six direct effects has been tested in six hypotheses indexed as H2, H3, H4, H5 and H6 and H7. The PLS-SEM algorithm with bootstrapping procedure of 5,000 subsamples iteration to analysed relationships among the constructs. The strength of path coefficients was interpreted through how close path coefficients value to +1 that represent strong positive relationships or vice versa for negative values.

The standard error is produced by means of bootstrapping procedure where it allows t value to be computed. The critical values for two tailed tests as hypothesized in present study are 1.96 for significance level of 5% and 2.57 for significance level of 1%. The significance level of 5% is commonly referred in marketing research (Hair et al., 2014a). This means that if t value is more than 1.96, it supports the hypothesis path. In contrary, the hypothesis path is not supported and rejected if t value is less than 1.96.

4.7.6.3 Indirect effect

Indirect effect is referred to mediation effect. According to Hair et al. (2014a), a significant mediator variable may to some extent absorb a cause-effect relationship.

The presence of mediating variable in the research model enables researchers to have better understanding on the broader scope of relationships between dependent and predictor constructs through appropriate methodology.

A mediating effect is existed when a third variable or construct intervenes between two other related constructs. There are four hypotheses to be tested for mediating effect where service quality and service value are conceptualized as mediating variable in present research framework. According to Frazier, Tix, and Barron (2004) who use Baron and Kenny (1986) mediating conceptual model, states there are four steps in establishing that a variable mediates the relationship between predictor variable (also called independent variable) and dependent variable (dependent variable):

- a) there is a significant on direct relationship (see path c) between the predictor and dependent;
- b) the predictor is significantly related to the mediator variable (see path a);
- c) to show that the mediator is significantly related to dependent (see path b); and
- d) the strength of the relation between predictor and dependent is significantly reduced when the mediator is added in the model (compare path c and path c' in Figure 5.14).

However, Hair et al. (2014a) suggest the researchers to use mediating test methodology as proposed by Preacher and Hayes (2004; 2008) and bootstrap the sampling distribution of the indirect effect which it was found works well for a simple and multiple mediator models. Accordingly, Hayes (2009) argues that mediating effect can exist although the relationship between predictor variable and dependent variable is not significant. It was claimed as contemporary thinking for testing indirect effects.

Hayes (2009) also claims that bootstrapping procedure is more powerful than SOBEL test because bootstrapping do not make assumption based on normality of sampling distribution, able to provide size or significant of the indirect effect and the best Type I error control. Hair et al. (2014a) further recommend that application of PLS-SEM is perfectly suited to test mediating effect as proposed by Preacher and Hayes and bootstrapping procedure. However, Hair et al. (2014a) recommend that the direct path from predictor to dependent variable should be significant when mediating variable is not presence. This condition makes the mediator analysis is easier to understand and interpret. Therefore, this study followed a mediating testing approach as suggested by Preacher and Hayes (2004; 2008) and Hair et al. (2014a).

As postulated by Hair et al. (2014a), Variance Accounted For (VAF) determines the size of the indirect effect in relation to the total effect, i.e. direct effect + indirect effect. If the VAF value is below 20%, there is no mediating effect, as opposed to the VAF value of above 20% but less than 80%, it shall indicate the existence of partial mediating effect. The VAF value above 80% shall indicate full mediating effect. Therefore, this study followed a mediating testing approach as suggested by Preacher and Hayes (2004; 2008) and Hair et al. (2014a).

The R^2 values represent the amount of explained variance of the endogenous constructs in the structural model. A well-developed path model able to explains endogenous constructs through adequate high R^2 values. As a guideline, R^2 values of 0.25, 0.50, and 0.75 for target constructs are considered as weak, medium, and substantial, respectively (Hair et al., 2014a).

In addition to the above paragraph, Hair et al. (2014a) suggests that Stone-Geisser's Q^2 should be carried out in addition to evaluate R^2 for criterion of predictive accuracy. The PLS Blindfolding procedure was used to obtain Q^2 to demonstrates that the model has adequate predictive relevance required to highlight the data points in the measurement model of the reflective endogenous. The number of the observations used in the model estimation is divided by any omission distance number from 5 to 10, which shall not result into an integer. According to Hair et al. (2014a), 0.75 indicates substantial predictive relevance power, whereas 0.50 indicates moderate predictive relevance power and 0.25 indicates weak predictive relevance power. The Q^2 can be calculated using cross-validated redundancy and cross-validated communality approaches.

Another result as addition to evaluate R^2 is f^2 effect size. The f^2 effect size is a measure used to assess the relative impact of a predictor construct on an endogenous construct. The f^2 effect size enables researcher to analyze how much a predictor construct contributes to the R^2 value of a target construct in the structural model. Results of 0.02, 0.15, and 0.35 are interpreted as small, medium, and large f^2 effect sizes, respectively.

4.7.7 Justification using Partial Least Squares (PLS) technique

PLS-SEM technique is called a second generation structural equation modelling (Wold, 1982) and nonparametric in nature approach (Hair et al., 2014a). The PLS technique is works well with structural equation models that represent a series of cause-and-effect relationships and latent variables (Hair et al., 2014a). PLS-SEM is a technique that based on an iterative approach for maximizing the explained variance of endogenous constructs (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The PLS

SEM approach is enables researcher to test advanced model such as moderator, hierarchical components model, nonlinear relationship and flexible to reflective or formative measurement (Sarstedt et al., 2014b).

The application of PLS-SEM technique in present study was based on the following justifications. Firstly, structural equations models via partial least square have been demonstrated to be superior models that perform estimations better than regressions for assessing mediation (Preacher & Hayes, 2004). Empirical study results had showed that statistical report for total effect of the sum of direct and indirect effects between two constructs and measurement error provides more deeper and accurate estimates of mediating effects through bootstrapping procedure (Hair et al., 2012b). Therefore, application of PLS-SEM in the present was crucial because four hypotheses indexed as H8, H9, H10 and H11 is related to mediation testing.

Secondly, PLS-SEM is increasing in popularity because it application capable to handle non-normal data usually occurred in social science studies and able to compute highly complex model such as many constructs, structural models, many indicators hierarchical relationship and formative measured constructs of which gaining attention in recent years studies (Sarstedt et al., 2014b; Hair et al., 2014c). There were eighty three (83) indicators, application of reflective-formative measurement for three constructs, hierarchical relationship for three constructs and four mediation relationship conceptualized in present research framework. Based on literature, it was expected that PLS-SEM able to handle, explore, predict and compute all hypothesized relationship in present study.

Thirdly, conditions of relationship between a latent variable and its measures can be modelled either formative or reflective through PLS-SEM compared to CB-SEM such as AMOS is typically for reflective measurement only (Sarstedt, Ringle, & Hair, 2014) and measurements of formative outer model are applicable under certain conditions (Hair et al., 2012a). According to Hair et al. (2014a) and Hair et al. (2014c), PLS-SEM has a major advantage and capability to apply formative measures in research model framework. Additionally, a formative measured constructs are useful for studies that aim at explaining and predicting dependent constructs. Through the advantages as offered by PLS-SEM, three latent constructs in this study namely service marketing mix, service quality and service value were molded through formative measures from its dimensions respectively.

Fourthly, Hair, Ringle, and Sarstedt (2013) claim that hierarchical components models or higher order models are relatively easy to use in PLS-SEM. The hierarchical components models concept allows research model to be more theoretical parsimony, lessen model complexity and can prevent confounding effects in multidimensional model structures such as multicollinearity (Hair et al., 2014c). The PLS-SEM is also capable to testing on several layers of constructs but usually involve second order constructs that contain two layers of components (Hair et al., 2014a). While Becker, Klein, and Wetzels (2012) suggests that PLS-SEM should be used to investigate in future research for the estimate hierarchical latent variable models when highly complex models such as mediation or moderation variables are included in research model. Therefore, the characteristic of research framework in present study which contained three second order constructs namely service marketing mix, service quality and service value suggested that PLS-SEM was an appropriate technique to be used in

this study. Furthermore, application of PLS-SEM to test hierarchical components applied in this study enhanced the existing knowledge as suggested by Becker et al., (2012).

Lastly, although this study follow Hair et al., (2014a) advise to check status of excessive abnormality among collected data at the beginning analysis stage, in this case SPSS was used; the application of PLS-SEM in this study had further confirmed there are no issue on data normality and the statistical power of analysis was considered as accurate and true. This is line with statement made by Hair et al. (2014a), Hair et al. (2014c), Hair et al. (2013), and Becker et al. (2012). They comments that PLS-SEM does not necessarily require data to be normal and handles non-normal data issue relatively well. In contrast, CB-SEM requires data to be normal and more stringent on data characteristic (Hair et al., 2012b). Additionally, it was reported that most data collected for social science studies are tend to have normality problem (Hair et al., 2014c). Therefore, the use of PLS-SEM in this study was proposed.

4.8 Pilot study

Pilot study is essential process in research undertaking in order to establish the reliability and validity of an instrument such as appropriateness of observations categories, improvement on questionnaire and scales, accuracy, understandable, effectively operationalize towards study objectives (Bhattacharjee, 2012; Cresswell, 2009; Cohen et al., 2007).

Therefore, this study had conducted a pilot study before the final questionnaire as shown in Appendix J was distributed to respondents. A pilot study was conducted through a convenience sampling to thirty two (32) customers who are subscribed for monthly season parking in one private office building named Chase Perdana at Damansara Heights, Kuala Lumpur.

At the next stage, all collected data was analyzed for the Cronbach's Alpha in order to check the internal reliability of consistency of the intended measurement and SPSS software was used for this purpose. For the scales guideline, acceptable Cronbach Alpha value for in exploratory research are 0.60 to 0.70 and more advance research is between 0.70 and 0.90 (Hair et al., 2014a). Further, they reminded that values above 0.90 or more extreme value of above 0.95 demonstrate the indicators measure a same scenario and it is not desirable. The result of pilot study was shown in Table 4.23.

Table 4.23
Pilot Study results of Cronbach's Alpha

Construct	Variable	No. of Indicators	Cronbach's Alpha α
Service Marketing Mix (SMM)	Service product	6	0.939
	Service price	5	0.905
	Service place	5	0.871
	Service promotion	6	0.904
	Service people	6	0.957
	Service process	5	0.908
	Service physical evidence	5	0.910
Service Quality (SQ)	Tangible	4	0.872
	Reliability	5	0.954
	Responsiveness	4	0.931
	Assurance	4	0.979
	Empathy	5	0.934
	Technical quality	5	0.930

Table 4.23 (Continue)

Construct	Variable	No. of Indicators	Cronbach's Alpha α
Service Value (SV)	Emotional value	3	0.730
	Social value	3	0.961
	Quality/performance	3	0.948
	Price/value for money	3	0.872
Customer Satisfaction (SAT)	Customer satisfaction	6	0.917
Total items		83	

4.9 Summary of chapter

The research methodology for this study has been discussed in this chapter. It contains a proposed research framework and hypotheses of the study. The subsequent heading outlined the questionnaire design which concerned with measurement of variables. This chapter also discussed the methods and strategy of data collection such as population of the study, sampling frame, sample size, sampling technique, data collection procedure to rationale for the research design.

Additionally, more technical description under data analysis technique had discussed the method and type of data analysis techniques to be applied in this study include its justification adopting such technique. Finally, this chapter has explained the rationale and the process involved for pilot study. The result of Cronbach's Alpha for each variable that derived from collected data of pilot study was presented in this study. For ease reference, the link between research questions, research objectives and hypotheses testing was summarized in Table 4.24.

Table 4.24

Summary of hypotheses testing

No.	Research questions	Research objectives	Index	Hypotheses	Analysis technique
1.	What are the important elements of service marketing mix in Malaysian commercial parking facilities?	To determine the importance of service marketing mix elements in Malaysian commercial parking facilities through customer perspective.	H1	The priority between seven elements in service marketing mix from customer perspective is varied.	Friedman test
2.	Does service marketing mix, service quality, service value and customer satisfaction are influenced by each other directly in Malaysian commercial car parking facilities?	To investigate direct relationship between service marketing mix and customer satisfaction.	H2	There is a significant relationship between service marketing mix and customer satisfaction.	PLS-SEM regression
		To investigate direct relationship between service marketing mix and service quality.	H3	There is a significant relationship between service marketing mix and service quality.	PLS-SEM regression
		To investigate direct relationship between service marketing mix and service value.	H4	There is a significant relationship between service marketing mix and service value.	PLS-SEM regression
		To investigate direct relationship between service quality and customer satisfaction.	H5	There is a significant relationship between service quality and customer satisfaction.	PLS-SEM regression
		To investigate direct relationship between service quality and service value.	H6	There is a significant relationship between service quality and service value.	PLS-SEM regression
3.	Is there any mediation effect of service quality on the relationship between service marketing mix and customer satisfaction?	To investigate direct relationship between service value and customer satisfaction.	H7	There is significant relationship between service value and customer satisfaction.	PLS-SEM regression
		To examine the mediating effect of service quality on the relationship between service marketing mix and customer satisfaction.	H8	Service quality mediates the relationship between service marketing mix and customer satisfaction.	PLS-SEM Hierarchical
4.	Is there any mediation effect of service quality on the relationship between service marketing mix and service value?	To examine the mediating effect of service quality on the relationship between service marketing mix and service value.	H9	Service quality mediates the relationship between service marketing mix and service value.	PLS-SEM Hierarchical
5.	Is there any mediation effect of service value on the relationship between service marketing mix and customer satisfaction?	To examine the mediating effect of service value on the relationship between service marketing mix and customer satisfaction.	H10	Service value mediates the relationship between service marketing mix and customer satisfaction.	PLS-SEM Hierarchical
6.	Is there any mediation effect of service value on the relationship between service quality and customer satisfaction?	To examine the mediating effect of service value on the relationship between service quality and customer satisfaction.	H11	Service value mediates the relationship between service quality and customer satisfaction.	PLS-SEM Hierarchical

CHAPTER FIVE

RESULTS AND DISCUSSION

5.1 Introduction

This chapter shows the result of data analysis and discussion on the results outcome. Firstly, this chapter reports the response rate from the field. Secondly, this chapter analyzes results of normality analysis and multicollinearity through SPSS for seven elements of service marketing mix, six dimensions of service quality, four dimensions of service value and satisfaction variable. In next step, PLS-SEM approach was used to analyze the measurement model through construct validity and reliability analysis of measures used. In subsequence heading, this chapter analyzes the structural model for relationships between service marketing mix, service quality, service value and customer satisfaction constructs. Lastly, the results for hypotheses were shown and discussed.

5.2 Analysis of survey response

In this section, the result of collection data and demographic data were analyzed and presented. This section focuses on the goodness of data, response rate, test for non-bias response and profile of respondents.

5.2.1 Goodness of data

As mentioned in Chapter 4, the primary data of this study was collected through an instrument in the form of a questionnaire. It aimed 800 car park customers who were

subscribed to monthly season parking pass in the private office buildings located within Klang Valley of Malaysia as shown in Table 4.22 of Chapter 4. The data collection was conducted over a period of two months, from August 2015 to the end of September 2015. Prior to performing the data analysis, data from thirty two respondents for pilot study were excluded and three negatively worded items were recoded into a positive form. From a total of 800 questionnaires distributed, only 182 questionnaires were usable.

5.2.2 Response rate

Based on stratified sampling and proportionate to size method, present study had distributed 800 questionnaires to twenty private office buildings within Klang Valley where 40 questionnaires were allocated to each buildings. Out of twenty private office buildings, fifteen buildings are located within DBKL territory, three buildings are located at MBPJ territory, one building is located at MBSA territory and another one building is located in Majlis Perbandaran Sepang (MPSg) territory.

The selected respondents were among parking customers who are subscribing a monthly season pass at the selected buildings. From 800 questionnaires, a total of 211 questionnaires were returned. However, a total of 182 questionnaires were finally retained for analysis and this represent response rate of 23%.

Specifically, a total of twenty eight responses were excluded from the analysis due to three major reasons. First, a total of thirteen questionnaires were excluded from analysis for the incompleteness. Secondly, a total of nine questionnaires were excluded because the respondents marks the same response which also known as “straight

lining”. Thirdly, a total of six questionnaires were excluded due to the respondents are not a customer of monthly season parking. The location, name of private office buildings and descriptive result of collected questionnaires were listed in Table 5.1.

Table 5.1

The location, name of private office buildings and descriptive result of collected questionnaires

Municipal	Name of Private Office Building	Questionnaire			
		Distributed	Returned	Rejected	Usable
DBKL	BGN GETAH ASLI	40	8	3	5
DBKL	WISMA MBSB	40	8	6	2
DBKL	WISMA TUNE	40	11		11
DBKL	BGN MALAYSIA RE	40	11		11
DBKL	WISMA CHASE PERDANA	40	17	3	14
DBKL	PNB DARBY PARK	40	4		4
DBKL	MENARA JCORP	40	6		6
DBKL	MENARA 238	40	14		14
DBKL	WISMA MILLENIUM	40	11	3	8
DBKL	WISMA UOA II	40	8		8
DBKL	WISMA MPL	40	7		7
DBKL	WISMA KFC	40	12	1	11
DBKL	MENARA UNI ASIA	40	4		4
DBKL	G TOWER	40	8	3	5
DBKL	WISMA SEJARAH	40	4		4
MBPJ	8TRIUM	40	14	4	10
MBPJ	OASIS SQUARE	40	17		17
MBPJ	PREMBA SQUARE	40	6	1	4
MBSA	WISMA PKPS	40	15	2	13
MPSg	ENTERPISE 3	40	26	2	24
Total of Frequency		800	211	28	182
Rate Percentage		100%	27%	4%	23%

Although the usable questionnaires for this study was slightly below from the desired sample size of 208 as suggested by G Power method, the variance of samples constitute a broad range of customer characteristics through different location in Klang Valley. Furthermore, 182 usable questionnaires is more than required sample size based on rule of thumb which equivalent to ten times of number of independent variables in the study (Hair et al., 2014a). As this study constitute of seventeen independent variables, 170 sample sizes is adequate for analysis. The application of PLS-SEM in present

study for analysis methodology requires a minimal range of 30 to 100 responses only (Chin & Newsted, 1999). Thus, a total of 182 respondents for this study are greatly adequate for analysis.

5.2.3 Test for non-response bias

According to Mooi and Sarstedt (2011), respondents who reply later are theoretically more similar to non-respondents characteristics and recommend Armstrong and Overton procedure should be followed. This argument is the late respondent probably would not have responded if not followed up upon. Non-response bias is a critical concern for this study and a non-response bias test was carried out with the late respondents being used as proxy for non-respondents. In respect of this recommendation, independent sample test using the Levene's Test for Equality of Variances has been employed to see whether the early and late respondent groups show any differences. If significant value is greater 0.05, it means no significant differences between the two groups.

In order to accomplish this purpose, first group of ninety eight usable questionnaires which were returned in the month of August 2015 was considered as early respondents and second group of eighty four usable questionnaires received in September 2015 was considered as late respondents. Results from the Independent Samples T-Test are shown in Table 5.2 below. The result reveals no statistically significant differences at the 0.05 level for any of the characteristics of the two group namely early respondents and late respondents. Based on the result, present study assumes that non-response bias was not a critical concern for this study.

Table 5.2
Test result of non-response bias

Variable				Levene's Test for Equality of Variances		t-test for Equality of Means
		N	Mean	F	Sig.	Sig. (2-tailed)
PRD	Early	98	3.838	.194	.660	.891
	Late	84	3.859			.891
PRC	Early	98	4.032	.032	.858	.582
	Late	84	3.948			.581
PLC	Early	98	4.029	.008	.931	.732
	Late	84	4.081			.732
PRM	Early	98	3.816	.179	.673	.658
	Late	84	3.755			.658
PEP	Early	98	3.968	.164	.686	.810
	Late	84	4.002			.809
PRO	Early	98	4.028	.060	.806	.884
	Late	84	4.049			.885
PHY	Early	98	4.067	.895	.345	.673
	Late	84	4.005			.670
TAN	Early	98	3.939	.103	.748	.814
	Late	84	3.971			.814
REL	Early	98	4.116	.001	.979	.845
	Late	84	4.144			.846
RES	Early	98	4.219	3.698	.056	.856
	Late	84	4.246			.860
ASS	Early	98	4.337	.258	.612	.244
	Late	84	4.519			.248
EMP	Early	98	3.976	.019	.889	.837
	Late	84	3.947			.838
TEC	Early	98	4.288	.149	.700	.138
	Late	84	4.075			.138
EMO	Early	98	4.469	.238	.626	.444
	Late	84	4.344			.448
SOC	Early	98	4.299	.072	.788	.766
	Late	84	4.254			.767
FQP	Early	98	4.237	.253	.616	.540
	Late	84	4.156			.544
FPV	Early	98	4.192	2.640	.106	.620
	Late	84	4.114			.625
SAT	Early	98	4.296	.772	.381	.408
	Late	84	4.178			.415

*p < 0.05

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFVP = functional price & value; SAT = customer satisfaction.

5.2.4 Profile of the respondents

Using the descriptive analysis in SPSS, this sub-heading presents the profile of the study's respondents and eight items were provided. Firstly, the respondents were required to name the car park building that they currently been used. Then, followed by six groups of the respondents' characteristics namely gender, age, highest education, level of position, payment of season parking and period of service engagement. One control question in item number six (6) was provided to make distinction between customer and non-customer of season parking. The details of demographic profiles of the respondents were summarized in Table 5.3.

Table 5.3
The demographic profile of study's respondents

Demographic	Characteristic	Frequency	Percent (%)
Gender	Male	77	42.3
	Female	105	57.7
Age	> 21	3	1.6
	21 - 30	57	31.3
	31 - 40	86	47.3
	41 - 50	30	16.5
	> 50	6	3.3
Highest Education	Cert	27	14.8
	Diploma	42	23.1
	Degree	97	53.3
	Master	15	8.2
Position	Doctoral	1	0.5
	Non-Exec	49	26.9
	Exec	92	50.5
	Managerial	34	18.7
Payment	Top Mgmt	7	3.8
	My Own	76	41.8
	My Company	76	41.8
	My Own + Company	29	15.9
Usage duration	Other Party	1	0.5
	>= 1 year	46	25.3
	1 <= 2 years	53	29.1
	2 <= 3 years	48	26.4
	3 <= 4 years	18	9.9
	More than 4 years	17	9.3

Table 5.3 shows there were 182 respondents in total. The percentage of respondents among female indicates slightly higher than male respondents which represent 57.7% and 42.3% respectively. The majority respondent's age participated in this study comes from 31 – 40 years old (47.3%) and followed by respondent's age between 21 – 30 years old (31.3%). Generally, the respondents of this study were among well education. The respondents with bachelor degree had recorded the highest participation in this study with 53.3% and followed by diploma holder respondents with 23.1%. In term of position level, the respondents among executive level was the highest with 50.5% and followed by respondent among non-executive position with 26.9%. Majority of respondents pay a monthly season parking pass through their own money or their company which represent 41.8% for each category. While another 15.9% respondents pays their monthly season parking pass proportionately with their company and only one respondent pay the season pass by other company. Frequency analysis of the respondent's on service usage duration indicates respondents with 1 <= 2 years was the highest group represent to this study at 29.1% and followed by the respondents with 2 <= 3 years at 26.1% and respondents with less or equal to 1 year service usage duration at 25.0%.

5.3 Data screening analysis

Among the fundamental steps in any study is to assess the study's data prior to analyse the effect of research framework on the particular phenomenon and thus, data screening was necessary. The essential for doing data screening process was stressed in research methodology books because the erroneous and poor quality of data distribution may distort analysis techniques and results (Tabachnick & Fidell, 2013; Pallant, 2011; Kline, 2011) Although PLS-SEM was used in this study to evaluate the

model quality such as measurement model, structural model and the hypotheses testing, which has less sensitive about data normality, data screening was still employed so that the nature of the distribution of the data could be known. The main purpose of these screening procedures is to detect and decide what to do with any extreme data encountered. In this procedure, detection and treatment of missing data, outliers, normality, linear relationship and test of homoscedasticity, were run.

5.3.1 Treatment of missing data

Missing data due to wrong entry or no response to particular item in the data group should be analysed and detected. The effects of missing data in analysis may affect analysis assumption and necessary steps were took to avoid their existence. On receipt of the completed questionnaire, all items in the questionnaires were checked thoroughly to ensure that all the questions were appropriately answered. Once, research data was entered completely into SPSS software, descriptive statistics on data was run to detect whether or not there was missing data. The descriptive result indicates there was no missing value in the questionnaires. However, there were 28 rejected questionnaires due to incompleteness, straight lining response and outside target respondent, which were subsequently excluded from further analysis.

5.3.2 Assessment of outliers

Next step of data screening is the evaluation and treatment of outliers in order to detect extreme value that might have a negative impact on the statistical assumption. Outlier cases typically have an unusually high or low value, a variable or a unique combination of values across several variables which makes the observation stand out from the

remaining. Hence, multivariate analysis using Mahalanobis Distance is mostly used to identify and treat the outliers cases accordingly (Tabachnick & Fidell, 2013).

As suggested by Tabachnick and Fidell (2013), Mahalanobis Distance (D^2) was used to identify and deal with multivariate outlying cases. The Mahalanobis procedure in the SPSS was run and the scores were compared to the table of Chi-square. Given that 83 items were used, representing the degree of freedom in the X^2 table with $p < 0.001$, so the criterion value was 128.57 (Tabachnick & Fidell, 2013). This explains that any case with a D^2 of 128.57 and above is considered as a multivariate outlier and the respondent should be excluded in further analysis.

After Mahalanobis test was run, the highest value of D^2 was 128.18. Fortunately, no cases were found to be 128.57 and above and therefore, a total of 182 samples for further analysis were remained. The results of the D^2 (MAH_1 in SPSS) was sorted by largest values at the top of the list in which was presented in Appendix K.

5.3.3 Assessment of normality

Normality assessment is to describe a symmetrical bell-shaped curve, which has the utmost frequency of scores in the central with smaller frequencies towards the extremes (Pallant, 2011). In order to assess the normality, five measures were used in present study to measure and assess the spread of data distribution that was histogram with it normal probability plot, standard deviation, mean, skewness and kurtosis.

The assumption of normality about the data distribution of continuous variable scores along normal curve was illustrated in histogram. Figure 5.1 present the histogram and

normal probability plots. As shown, all bars were closed to normal curve, meaning that normality assumptions were not violated (Pallant, 2011).

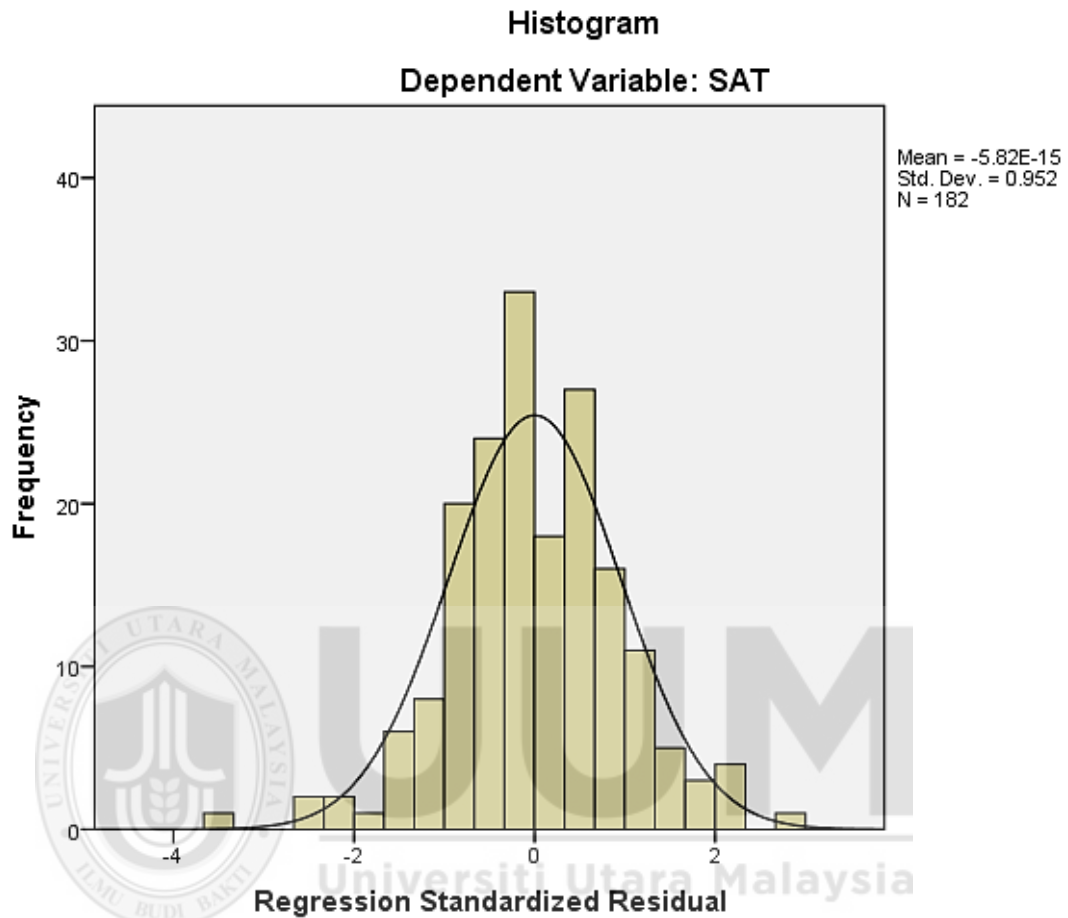


Figure 5.1
The histogram and normal probability plots

Standard deviation is described as a measure of the way the data are spread. It is the average distance of the data distribution from the mean. It presents the degree of variation from the mean, with a low value of standard deviation indicating data that is neighboring to the mean and high value of standard deviation indicating the distribution of data is beyond a range of values.

While for skewness and kurtosis, Kline (2011) suggested that when a skewness index is acceptable when value is less than 3.0 and the kurtosis index are recommended to

be less than 8.0 it would be acceptable. In present study, the skewness and kurtosis values were found within the recommended range and shown in Table 5.4.

Table 5.4
Descriptive statistics of mean, standard deviation, skewness and kurtosis for study Variables (n = 182)

Variable	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
PRD	3.848	1.021	-0.492	0.180	0.493	0.358
PRC	3.993	1.030	-0.138	0.180	1.133	0.358
PLC	4.053	1.008	-0.498	0.180	1.064	0.358
PRM	3.788	0.933	-0.435	0.180	0.669	0.358
PEP	3.984	0.959	-0.883	0.180	1.332	0.358
PRO	4.038	0.960	-0.833	0.180	1.182	0.358
PHY	4.038	0.972	-0.898	0.180	1.281	0.358
QTAN	3.954	0.927	-0.577	0.180	0.847	0.358
QREL	4.129	0.950	-0.674	0.180	1.023	0.358
QRES	4.231	1.018	-0.469	0.180	1.029	0.358
QASS	4.421	1.044	-0.376	0.180	0.610	0.358
QEMP	3.963	0.949	-0.497	0.180	1.489	0.358
QTEC	4.190	0.967	-0.536	0.180	0.879	0.358
VEMO	4.411	1.090	-0.194	0.180	0.707	0.358
VSOC	4.278	1.024	-0.476	0.180	1.161	0.358
VFQP	4.200	0.890	-0.685	0.180	1.418	0.358
VFPV	4.156	1.049	-0.424	0.180	0.751	0.358
SAT	4.241	0.952	-0.617	0.180	1.488	0.358

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFPV = functional price & value; SAT = customer satisfaction.

However, any issue related to normality distribution is much less severe when using PLS-SEM (Hair et al., 2014a). PLS-SEM employs the bootstrapping method in determining the significant relationship within a model for non-normal data. This is one of the major advantages of using PLS-SEM. Despite such allowance, Hair et al. (2014a) suggested a close examination of the data to make sure extreme deviation could be recognized and removed before running PLS-SEM in order ensure that the

quality of the data does not compromise the outcome of the study. Fortunately, upon scrutiny of five measures of normality assessment, no indication of extreme non normal data was found and further analysis using the existing data set was decided.

5.3.4 Assumption of linearity and homoscedasticity

The scatterplot analysis was used to examine non-linearity of certain variables, as recommended by Tabachnick and Fidell (2013). In the initial assumption, linearity was evaluated by analyzing the residuals and plots of partial regression. The linearity result displayed via normal P-P plot was presented in Figure 5.2. It can be inferred that non-linearity was not an issue in the study data.

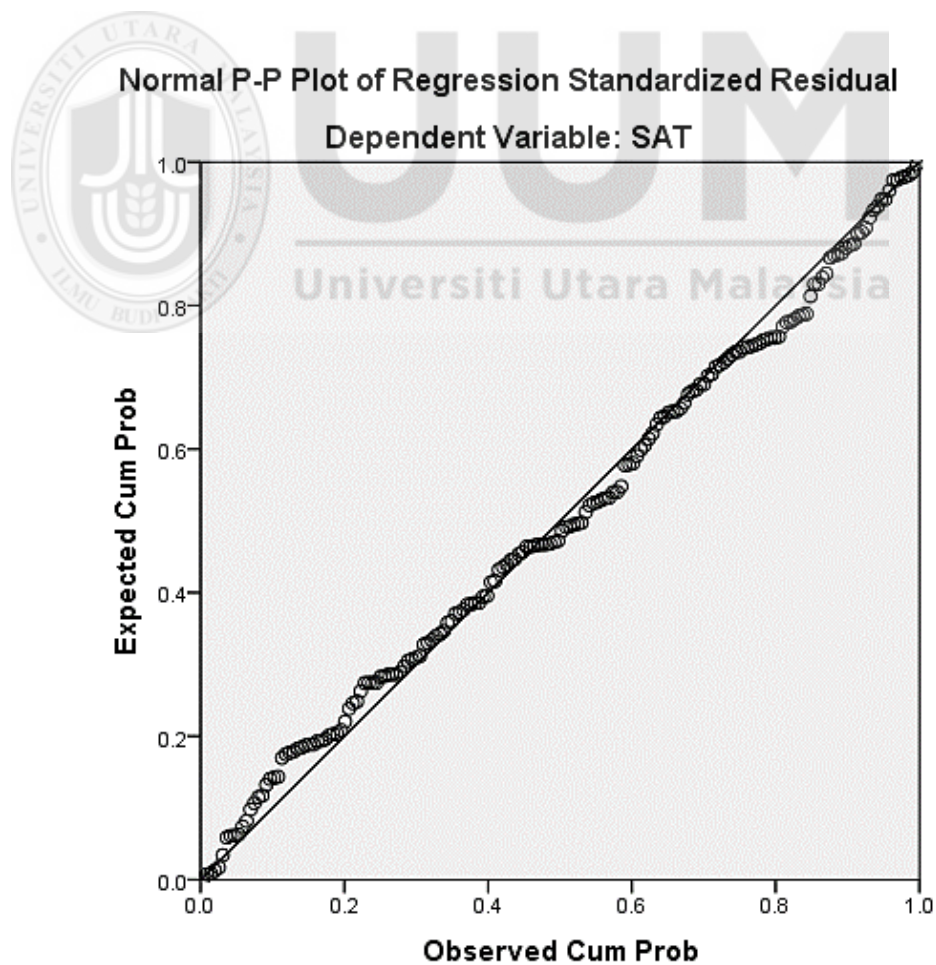


Figure 5.2
Normal P-P plot

While for homoscedasticity, it refers to the assumption that the variance of residual is homogeneous across level of predicted values. Homoscedasticity facilitates analysis because most methods are based on the assumption of equal variance. This assumption is also known as the assumption of independence of error. If the dispersion of the residual is unequal across levels of predicted values, then the relationship is said to be heteroscedastic. Homoscedasticity is assessed by using graphical analysis through a scatterplot in which the standardized residuals are plotted against the standardized predicted values (Tabachnick & Fidell, 2013). The condition of homoscedasticity is said to be met if the plot is scattered across the scatterplot with no distinctive pattern. The result of graphical analysis using scatterplot to assess the assumption of homoscedasticity was depicted in Figure 5.3.

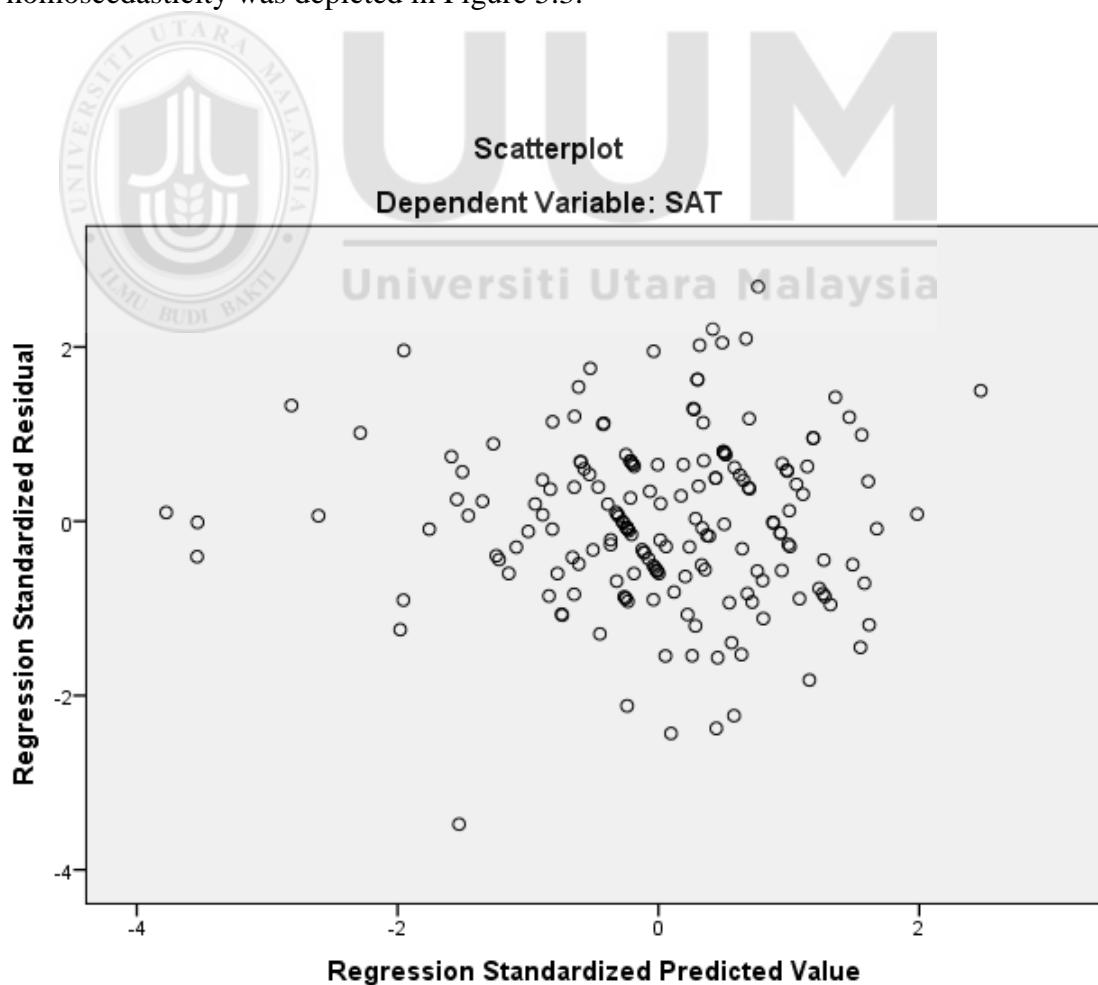


Figure 5.3
Scatter plot diagrams

Furthermore, Levene's Test for homogeneity of variances as showed in Table 5.5 indicates that value for significant was greater than 0.05 which was not violated the assumption of homogeneity of variance. Thus, the data was assumed to have fulfilled the assumption of homoscedasticity.

Table 5.5
Test of Homogeneity of Variances

Variable	Levene Statistic	df1	df2	Sig.
PRD	.123	1.000	180.000	.726
PRC	.097	1.000	180.000	.756
PLC	.526	1.000	180.000	.469
PRM	.817	1.000	180.000	.367
PEP	.000	1.000	180.000	.984
PRO	.001	1.000	180.000	.974
PHY	.400	1.000	180.000	.528
QTAN	.150	1.000	180.000	.699
QREL	.792	1.000	180.000	.375
QRES	.412	1.000	180.000	.522
QASS	.065	1.000	180.000	.800
QEMP	.119	1.000	180.000	.731
QTEC	.112	1.000	180.000	.738
VEMO	.000	1.000	180.000	.989
VSOC	.675	1.000	180.000	.412
VFQP	.139	1.000	180.000	.710
VFPV	.218	1.000	180.000	.641
SAT	.006	1.000	180.000	.941

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFPV = functional price & value; SAT = customer satisfaction.

5.4 Evaluation of the model quality

The present study uses SmartPLS, version 2.0 M3 software to perform data analysis as this software is widely used to perform PLS-SEM method in marketing research (Hair et al., 2012b). A PLS-SEM path model is analyzed and interpreted in two stages namely measurement model and structural model (Hair et al., 2014a). First, the measurement model also known as outer model is tested to ensure its validity and reliability between constructs and indicators. Measurement properties of multi-item

constructs, including convergent validity, discriminant validity and reliability, were examined by conducting confirmatory factor analysis (CFA). Multicollinearity testing was also a part of measurement model for formative measurement adapted in second order construct. Second, the structural model is also known as inner model was analyzed relationship between constructs by means of R square (R^2), effect size (f^2) and predictive relevance of the model (Q^2). Bootstrapping of 5,000 subsamples iteration as recommended by Hair et al. (2014a) was used to test the study hypothesis.

The original study model contained 83 reflective measurement items for 18 variables (latent variables) that covers 17 independent variables, three latent constructs at second order construct and one dependent variable which constitute 11 hypotheses for relationships between them and supported by extended S-O-R theory as illustrated in Figure 5.4.

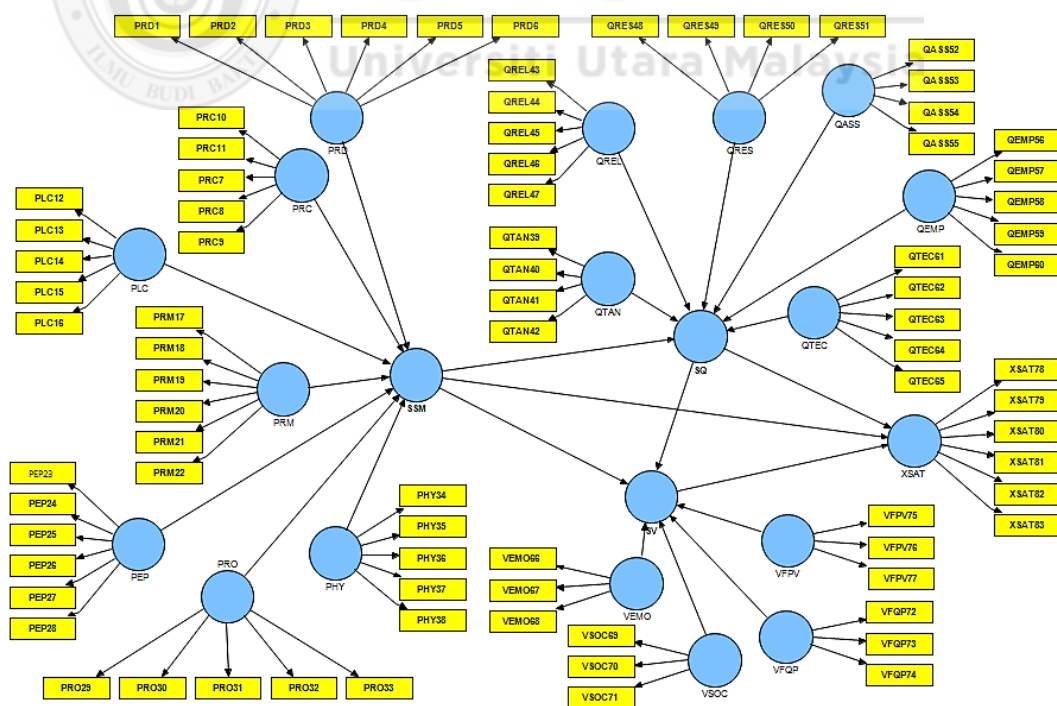


Figure 5.4
Original Research Framework
 Source: Researcher

5.4.1 Measurement model

The first step in PLS-SEM path modeling is to validate the measurement model used in this study. This initial step is to determine how well the indicators load on the theoretically defined constructs. Examining the outer model ensures that the survey items measure the constructs they are designed to measure, thus ensuring that the survey instrument is reliable. In order to determine individual item reliabilities, this study looked at each of their loadings to the respective variables.

For this part, confirmatory factor analysis (CFA) was conducted to assess the validity of the measurement model. In using CFA, the number of factors within each set of variables was predetermined and those with high loadings were determined before computation of the results. For the purpose of testing goodness of measure, the two main criteria used are validity and reliability. Validity is meant to test how well the instruments used in the research measure the intended concept.

5.4.1.1 Validity test

Validity means the evaluation's correctness, whether the theoretical and practical meanings are the real manifestation of the fundamental concept to be evaluated or not (Neuman, 2003). Three types of validity analysis which is content validity, construct validity that covers convergent validity, discriminant validity and criterion validity that include reliability analysis.

5.4.1.2 Content validity

In brief, content validity is related to a measure of adequate coverage of a topic under study (Sahu, 2013). Therefore, the questionnaire was pretested and pilot tested to validate its content prior to distribution of the survey. Only English language was used in the questionnaire.

The method for the pilot test was described in Chapter 4 where two lecturers with doctoral degree and two personnel from senior management level with more than 20 year experience in parking management were engaged to ensure the appropriateness and clarity of each question. In order to check whether respondents understand the questionnaires, eight respondents were selected to respond to the questionnaires and their comments were collected to further improvement. As a result, wording in three survey questions for number 11, 64 and 67 were amended and included in the final questionnaire.

5.4.1.3 Construct validity

Construct validity is concerned with measurement accurately measures the underlying concept that it supposed to be measured (Beins & McCarthy, 2012). This can be achieved by assessing convergent and discriminant validity by looking at the respective loadings and cross loadings. According to Hair et al. (2014a), indicator loadings should be higher than 0.70. Based on the above recommendations, this study used a cut-off value for factor loadings at 0.70 as being significant.

Accordingly, three items were removed from further analysis because item PRC10 (0.647) was lower than 0.70 and loading from other constructs are higher than item

QRES48 (0.703) and QEMP56 (0.708). The items coded as QRES48 (0.703) and QEMP56 (0.708) are negatively worded item and lack of consciousness from respondents on these type of item were suspected to cause low loading result in their construct respectively. After removal these items, all the remaining items that measured a particular construct loaded highly on that construct and loaded lower on the other constructs, thus confirming construct validity of present study. Table 5.6 shows the cross loading result.



Table 5.6

Loading and cross loading

Items	PEP	PHY	PLC	PRC	PRD	PRM	PRO	QASS	QEMP	QREL	QRES	QTAN	QTEC	VEMO	VFPV	VFQP	VSOC	SAT
PEP23	0.871	0.736	0.691	0.619	0.689	0.782	0.725	0.634	0.735	0.711	0.608	0.738	0.655	0.520	0.533	0.669	0.633	0.689
PEP25	0.881	0.741	0.651	0.604	0.627	0.716	0.697	0.641	0.686	0.698	0.593	0.752	0.579	0.527	0.562	0.602	0.626	0.632
PEP26	0.870	0.687	0.672	0.603	0.627	0.680	0.769	0.687	0.674	0.735	0.660	0.685	0.600	0.492	0.519	0.622	0.534	0.687
PEP27	0.865	0.703	0.640	0.609	0.659	0.662	0.724	0.642	0.634	0.690	0.584	0.743	0.619	0.477	0.570	0.577	0.579	0.672
PEP28	0.898	0.749	0.674	0.594	0.609	0.672	0.748	0.703	0.703	0.733	0.633	0.748	0.694	0.501	0.583	0.613	0.601	0.678
PHY35	0.771	0.901	0.657	0.588	0.673	0.685	0.671	0.639	0.642	0.676	0.557	0.751	0.678	0.544	0.498	0.663	0.638	0.648
PHY36	0.777	0.880	0.623	0.516	0.598	0.653	0.654	0.623	0.681	0.662	0.540	0.688	0.644	0.450	0.491	0.617	0.583	0.660
PHY37	0.669	0.862	0.628	0.504	0.554	0.575	0.519	0.541	0.555	0.579	0.486	0.660	0.557	0.476	0.479	0.555	0.564	0.599
PHY38	0.669	0.865	0.627	0.552	0.614	0.589	0.590	0.468	0.551	0.597	0.450	0.687	0.601	0.455	0.492	0.544	0.585	0.570
PLC12	0.569	0.582	0.854	0.664	0.665	0.560	0.542	0.530	0.512	0.552	0.504	0.570	0.542	0.537	0.547	0.639	0.597	0.620
PLC13	0.666	0.653	0.864	0.635	0.720	0.631	0.638	0.562	0.594	0.614	0.518	0.664	0.568	0.587	0.557	0.617	0.628	0.659
PLC14	0.663	0.619	0.857	0.669	0.662	0.563	0.635	0.582	0.632	0.639	0.555	0.659	0.624	0.553	0.616	0.638	0.594	0.687
PLC15	0.669	0.596	0.836	0.588	0.673	0.669	0.649	0.575	0.581	0.599	0.562	0.604	0.498	0.473	0.470	0.570	0.562	0.612
PLC16	0.596	0.562	0.758	0.594	0.590	0.618	0.474	0.509	0.529	0.534	0.491	0.549	0.460	0.461	0.445	0.510	0.517	0.533
PRC11	0.669	0.547	0.688	0.879	0.713	0.652	0.605	0.533	0.594	0.581	0.563	0.629	0.526	0.508	0.570	0.601	0.571	0.648
PRC7	0.614	0.570	0.609	0.850	0.694	0.616	0.520	0.471	0.494	0.554	0.454	0.593	0.504	0.437	0.579	0.524	0.501	0.548
PRC8	0.566	0.527	0.699	0.898	0.691	0.586	0.542	0.472	0.521	0.562	0.504	0.607	0.557	0.512	0.601	0.608	0.556	0.585
PRC9	0.515	0.469	0.592	0.806	0.614	0.509	0.458	0.452	0.520	0.488	0.453	0.510	0.487	0.503	0.607	0.519	0.518	0.583
PRD1	0.536	0.528	0.598	0.607	0.797	0.566	0.488	0.449	0.538	0.548	0.461	0.554	0.483	0.381	0.427	0.425	0.490	0.439
PRD2	0.641	0.646	0.693	0.679	0.890	0.661	0.619	0.522	0.586	0.583	0.494	0.653	0.563	0.490	0.501	0.593	0.565	0.610
PRD3	0.691	0.646	0.706	0.680	0.895	0.689	0.659	0.526	0.565	0.640	0.542	0.697	0.615	0.545	0.490	0.586	0.600	0.619
PRD4	0.590	0.580	0.686	0.638	0.873	0.705	0.596	0.441	0.496	0.563	0.465	0.631	0.499	0.401	0.436	0.524	0.524	0.519
PRD5	0.617	0.552	0.666	0.735	0.840	0.655	0.581	0.524	0.554	0.624	0.532	0.653	0.497	0.479	0.539	0.528	0.557	0.586
PRD6	0.706	0.648	0.755	0.752	0.884	0.717	0.700	0.647	0.630	0.679	0.647	0.710	0.610	0.527	0.583	0.635	0.624	0.668
PRM17	0.656	0.569	0.585	0.616	0.674	0.834	0.612	0.477	0.589	0.580	0.526	0.592	0.497	0.392	0.430	0.512	0.506	0.530
PRM18	0.658	0.566	0.588	0.539	0.666	0.849	0.649	0.477	0.564	0.588	0.524	0.623	0.527	0.480	0.469	0.557	0.564	0.533
PRM19	0.669	0.587	0.631	0.617	0.674	0.870	0.595	0.570	0.514	0.590	0.535	0.596	0.529	0.466	0.507	0.560	0.543	0.582
PRM20	0.638	0.562	0.595	0.535	0.639	0.840	0.584	0.436	0.521	0.520	0.459	0.635	0.493	0.388	0.446	0.506	0.502	0.533
PRM21	0.710	0.683	0.664	0.597	0.658	0.862	0.641	0.519	0.527	0.575	0.524	0.640	0.559	0.508	0.517	0.576	0.642	0.592
PRM22	0.788	0.703	0.683	0.648	0.670	0.895	0.711	0.625	0.665	0.670	0.622	0.670	0.624	0.502	0.538	0.648	0.614	0.682

Table 5.6 (Continued)

Items	PEP	PHY	PLC	PRC	PRD	PRM	PRO	QASS	QEMP	QREL	QRES	QTAN	QTEC	VEMO	VFPV	VFQP	VSOC	SAT
PRO30	0.671	0.541	0.510	0.471	0.556	0.599	0.824	0.502	0.599	0.616	0.549	0.618	0.518	0.353	0.422	0.421	0.462	0.514
PRO31	0.763	0.665	0.597	0.522	0.619	0.636	0.870	0.689	0.691	0.702	0.648	0.662	0.592	0.441	0.451	0.545	0.505	0.609
PRO32	0.778	0.666	0.697	0.617	0.684	0.673	0.904	0.707	0.727	0.771	0.704	0.705	0.688	0.544	0.632	0.646	0.580	0.726
PRO33	0.681	0.536	0.637	0.537	0.585	0.649	0.870	0.631	0.637	0.700	0.588	0.601	0.615	0.533	0.528	0.569	0.541	0.591
QASS52	0.693	0.595	0.639	0.508	0.562	0.574	0.697	0.875	0.697	0.722	0.766	0.610	0.612	0.507	0.547	0.653	0.607	0.685
QASS53	0.634	0.517	0.575	0.528	0.529	0.478	0.663	0.888	0.684	0.743	0.717	0.625	0.654	0.552	0.561	0.645	0.590	0.675
QASS54	0.680	0.604	0.569	0.461	0.491	0.529	0.641	0.927	0.710	0.760	0.753	0.602	0.644	0.548	0.534	0.648	0.594	0.675
QASS55	0.684	0.605	0.580	0.512	0.572	0.580	0.619	0.878	0.652	0.749	0.708	0.632	0.661	0.546	0.554	0.670	0.645	0.710
QEMP57	0.626	0.582	0.537	0.517	0.511	0.563	0.605	0.611	0.866	0.649	0.627	0.610	0.588	0.451	0.496	0.586	0.528	0.628
QEMP58	0.752	0.644	0.659	0.578	0.639	0.638	0.737	0.738	0.916	0.766	0.721	0.666	0.685	0.528	0.583	0.656	0.597	0.735
QEMP59	0.654	0.579	0.592	0.527	0.569	0.573	0.654	0.601	0.890	0.642	0.659	0.604	0.575	0.527	0.558	0.561	0.585	0.635
QEMP60	0.686	0.607	0.585	0.532	0.540	0.513	0.668	0.712	0.809	0.730	0.604	0.683	0.714	0.580	0.571	0.618	0.603	0.672
QREL43	0.747	0.640	0.615	0.556	0.638	0.552	0.726	0.726	0.724	0.864	0.688	0.753	0.673	0.485	0.618	0.609	0.565	0.703
QREL44	0.709	0.642	0.618	0.525	0.613	0.606	0.725	0.734	0.700	0.887	0.739	0.685	0.683	0.505	0.537	0.615	0.556	0.680
QREL45	0.689	0.609	0.632	0.563	0.605	0.591	0.703	0.755	0.706	0.897	0.712	0.697	0.659	0.536	0.623	0.628	0.605	0.655
QREL46	0.708	0.611	0.638	0.594	0.630	0.625	0.692	0.712	0.686	0.887	0.703	0.696	0.683	0.584	0.638	0.682	0.624	0.691
QREL47	0.723	0.658	0.598	0.567	0.609	0.642	0.701	0.736	0.717	0.861	0.685	0.689	0.688	0.517	0.611	0.672	0.579	0.650
QRES49	0.648	0.517	0.560	0.588	0.535	0.578	0.655	0.726	0.705	0.766	0.911	0.604	0.603	0.492	0.572	0.644	0.558	0.669
QRES50	0.618	0.504	0.566	0.490	0.545	0.542	0.645	0.774	0.668	0.716	0.945	0.576	0.585	0.534	0.541	0.603	0.583	0.662
QRES51	0.698	0.602	0.637	0.536	0.622	0.618	0.716	0.808	0.729	0.762	0.944	0.640	0.636	0.579	0.571	0.646	0.653	0.731
QTAN39	0.696	0.659	0.616	0.680	0.708	0.694	0.602	0.504	0.556	0.617	0.489	0.867	0.644	0.548	0.568	0.614	0.635	0.596
QTAN40	0.734	0.725	0.661	0.646	0.666	0.696	0.613	0.567	0.592	0.692	0.544	0.872	0.673	0.527	0.604	0.625	0.646	0.634
QTAN41	0.740	0.702	0.696	0.569	0.663	0.611	0.657	0.658	0.710	0.728	0.573	0.858	0.640	0.514	0.516	0.660	0.581	0.656
QTAN42	0.676	0.624	0.518	0.443	0.541	0.494	0.671	0.617	0.648	0.685	0.605	0.813	0.631	0.585	0.592	0.599	0.600	0.624
QTEC61	0.527	0.491	0.508	0.459	0.454	0.401	0.540	0.597	0.579	0.606	0.506	0.590	0.779	0.631	0.507	0.582	0.574	0.565
QTEC62	0.435	0.420	0.423	0.316	0.353	0.439	0.449	0.430	0.476	0.475	0.402	0.478	0.739	0.430	0.407	0.477	0.497	0.471
QTEC63	0.524	0.495	0.451	0.445	0.454	0.458	0.547	0.609	0.607	0.623	0.565	0.572	0.841	0.568	0.505	0.553	0.567	0.600
QTEC64	0.709	0.734	0.576	0.594	0.631	0.625	0.656	0.632	0.671	0.710	0.562	0.729	0.860	0.522	0.604	0.716	0.630	0.718
QTEC65	0.679	0.690	0.640	0.592	0.631	0.602	0.617	0.627	0.641	0.679	0.588	0.678	0.831	0.535	0.582	0.689	0.607	0.716

Table 5.6 (Continued)

Items	PEP	PHY	PLC	PRC	PRD	PRM	PRO	QASS	QEMP	QREL	QRES	QTAN	QTEC	VEMO	VFPV	VFQP	VSOC	SAT
VEMO66	0.532	0.519	0.599	0.529	0.510	0.503	0.517	0.563	0.563	0.565	0.534	0.598	0.639	0.945	0.595	0.627	0.802	0.678
VEMO67	0.523	0.457	0.567	0.516	0.477	0.498	0.509	0.514	0.525	0.527	0.530	0.573	0.591	0.951	0.648	0.609	0.802	0.661
VEMO68	0.567	0.575	0.605	0.564	0.560	0.504	0.508	0.625	0.608	0.596	0.558	0.629	0.646	0.931	0.671	0.677	0.847	0.737
VFPV75	0.560	0.486	0.548	0.657	0.533	0.556	0.558	0.574	0.574	0.626	0.568	0.594	0.602	0.611	0.924	0.630	0.653	0.719
VFPV76	0.604	0.542	0.612	0.655	0.542	0.508	0.524	0.575	0.600	0.647	0.552	0.635	0.582	0.621	0.950	0.687	0.685	0.710
VFPV77	0.603	0.538	0.613	0.609	0.541	0.525	0.573	0.576	0.609	0.657	0.568	0.642	0.635	0.667	0.931	0.699	0.682	0.710
VFQP72	0.547	0.495	0.604	0.531	0.583	0.568	0.516	0.631	0.559	0.653	0.605	0.617	0.592	0.595	0.588	0.808	0.644	0.688
VFQP73	0.595	0.602	0.569	0.563	0.484	0.500	0.528	0.614	0.593	0.579	0.548	0.580	0.630	0.550	0.593	0.872	0.621	0.707
VFQP74	0.668	0.653	0.664	0.598	0.579	0.616	0.588	0.645	0.643	0.647	0.591	0.690	0.712	0.601	0.671	0.897	0.688	0.757
VSOC69	0.606	0.611	0.651	0.573	0.573	0.560	0.530	0.607	0.574	0.586	0.578	0.647	0.663	0.899	0.677	0.682	0.911	0.714
VSOC70	0.647	0.630	0.626	0.564	0.616	0.633	0.583	0.656	0.627	0.644	0.605	0.677	0.673	0.798	0.646	0.708	0.950	0.740
VSOC71	0.629	0.638	0.651	0.596	0.616	0.630	0.562	0.630	0.647	0.617	0.597	0.676	0.637	0.705	0.675	0.713	0.911	0.761
XSAT78	0.726	0.632	0.711	0.663	0.620	0.619	0.645	0.722	0.736	0.709	0.697	0.674	0.697	0.614	0.694	0.770	0.664	0.906
XSAT79	0.704	0.644	0.637	0.607	0.592	0.599	0.630	0.696	0.695	0.685	0.637	0.688	0.729	0.611	0.716	0.752	0.700	0.904
XSAT80	0.674	0.637	0.652	0.610	0.592	0.578	0.631	0.693	0.713	0.694	0.672	0.657	0.708	0.664	0.669	0.770	0.717	0.911
XSAT81	0.681	0.640	0.687	0.619	0.607	0.635	0.653	0.708	0.695	0.704	0.694	0.670	0.694	0.745	0.688	0.799	0.768	0.935
XSAT82	0.709	0.666	0.710	0.623	0.639	0.623	0.635	0.673	0.679	0.676	0.647	0.690	0.672	0.675	0.720	0.734	0.746	0.911
XSAT83	0.698	0.651	0.691	0.646	0.609	0.628	0.679	0.718	0.695	0.737	0.687	0.658	0.691	0.711	0.685	0.748	0.772	0.907

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional performance & quality; VFPV = functional price & value; SAT = customer satisfaction.

5.4.1.4 Convergent validity

According to Hair et al. (2014b), convergent validity is to assess the degree to which two measures of the same concept are correlated. They further suggest that researchers utilize the factor loadings, composite reliability (CR) and average variance extracted (AVE) to assess convergence validity.

All the items loadings should be over the recommended value of 0.70 (Hair et al., 2014a). In addition, composite reliability values reflect the level to which the construct indicators reveal the latent variable and they should be greater than 0.70, as recommended by prior researchers (Hair et al., 2014a). In this study, all the composite reliability values ranged from 0.895 to 0.968, as shown in Table 5.7, indicating good internal consistency reliability.

On a final note, the average variance extracted (AVE) measures the variance captured by the indicators relative to measurement error and loading value higher than 0.50 was recommended to justify the use of the construct (Hair et al., 2014a). In this study, the AVEs ranged from 0.658 to 0.888, which were all within the recommended range as presented in Table 5.7. Therefore, the entire latent variables fulfilled the threshold value and were considered to have met the standard recommended for convergent validity.

Table 5.7
Convergent validity and measurement model

Variable	Item	Loading	Average Variance Extracted (AVE)	Composite Reliability (CR)
Service people (PEP)	PEP23	0.871	0.769	0.943
	PEP25	0.881		
	PEP26	0.870		
	PEP27	0.865		
	PEP28	0.898		
Service physical (PHY)	PHY35	0.901	0.769	0.930
	PHY36	0.880		
	PHY37	0.862		
	PHY38	0.865		
Service place (PLC)	PLC12	0.854	0.697	0.920
	PLC13	0.864		
	PLC14	0.857		
	PLC15	0.836		
	PLC16	0.758		
Service price (PRC)	PRC11	0.879	0.738	0.918
	PRC7	0.850		
	PRC8	0.898		
	PRC9	0.806		
Service product (PRD)	PRD1	0.797	0.746	0.946
	PRD2	0.890		
	PRD3	0.895		
	PRD4	0.873		
	PRD5	0.840		
	PRD6	0.884		
Service promotion (PRM)	PRM17	0.834	0.737	0.944
	PRM18	0.849		
	PRM19	0.870		
	PRM20	0.840		
	PRM21	0.862		
	PRM22	0.895		
Service process (PRO)	PRO30	0.824	0.752	0.924
	PRO31	0.870		
	PRO32	0.904		
	PRO33	0.870		
Assurance (QASS)	QASS52	0.875	0.796	0.940
	QASS53	0.888		
	QASS54	0.927		
	QASS55	0.878		
Empathy (QEMP)	QEMP57	0.866	0.759	0.926
	QEMP58	0.916		
	QEMP59	0.890		
	QEMP60	0.809		
Reliability (QREL)	QREL43	0.864	0.773	0.945
	QREL44	0.887		
	QREL45	0.897		
	QREL46	0.887		
	QREL47	0.861		
Responsiveness (QRES)	QRES49	0.911	0.871	0.953
	QRES50	0.945		
	QRES51	0.944		

Table 5.7 (Continued)

Variable	Item	Loading	Average Variance Extracted (AVE)	Composite Reliability (CR)
Tangible (QTAN)	QTAN39	0.867	0.727	0.914
	QTAN40	0.872		
	QTAN41	0.858		
	QTAN42	0.813		
Technical (QTEC)	QTEC61	0.779	0.658	0.906
	QTEC62	0.739		
	QTEC63	0.841		
	QTEC64	0.860		
	QTEC65	0.831		
Emotion (VEMO)	VEMO66	0.945	0.888	0.960
	VEMO67	0.951		
	VEMO68	0.931		
Functional price & value (VFPV)	VFPV75	0.924	0.874	0.954
	VFPV76	0.950		
	VFPV77	0.931		
Functional quality & performance (VFQP)	VFQP72	0.808	0.739	0.895
	VFQP73	0.872		
	VFQP74	0.897		
Social (VSOC)	VSOC69	0.911	0.854	0.946
	VSOC70	0.950		
	VSOC71	0.911		
Customer satisfaction (SAT)	XSAT78	0.906	0.832	0.968
	XSAT79	0.904		
	XSAT80	0.911		
	XSAT81	0.935		
	XSAT82	0.911		
	XSAT83	0.907		

5.4.1.5 Discriminant validity

Discriminant validity of the measures is the degree to which items differentiate among constructs or measure distinct concepts. In this regard, Hair et al. (2014a) explained that discriminant validity stipulates each latent construct's average variance extracted (AVE) should be higher than the highest squared correlation of other latent construct as recommended by Fornell–Larcker's (1981) criterion and the item's loadings should be greater than all its cross loadings.

In the present study, first round analysis of discriminant validity had detected a loading for variable coded as PRO (0.880) was higher than AVE of PEP variable (0.870) and correlation loading between variable coded as QTAN (0.826) was close to AVE of PHY (0.848). The questionnaire items contain in PEP, PRO, PHY and QTAN were reviewed in order to detect any similar meaning among items. After reviewing process, three items indexed as PEP24, PRO29 and PHY34 were considered to have same meaning with other items and these three items were removed from next analysis process. Accordingly, correlation matrix and AVE for each variable had complied Fornell and Larcker's (1981) criterion as depicted in Table 5.8 and consequently confirmed discriminant validity.

5.4.1.6 Reliability analysis

Cronbach's alpha coefficient was utilized in the present study along with composite reliability values to examine the inter-item consistency of the measurement items. The Cronbach's alpha and composite reliability (CR) values should be higher than 0.70 (Hair et al., 2014a). With respect to Cronbach's Alpha and composite reliability value, George and Mallery (2003) pointed out that the reliability which is higher than 0.9 is regarded as excellent, higher than 0.8 is fine, higher than 0.7 is adequate, higher than 0.6 is doubtful, and lower than 0.5 is substandard.

Table 5.9 presents the values of Cronbach's alpha and CR of all constructs. It was evident that all reliability values were higher than the recommended value of 0.70. Hence, construct reliability was confirmed.

Table 5.8
Correlations among variables and discriminant validity

Variable	AVE	PEP	PHY	PLC	PRC	PRD	PRM	PRO	QASS	QEMP	QREL	QRES	QTAN	QTEC	SQ	SSM	SV	VEMO	VFPV	VFQP	VSOC	XSAT	
PEP	0.769	0.877																					
PHY	0.769	0.825	0.877																				
PLC	0.697	0.759	0.723	0.835																			
PRC	0.738	0.691	0.617	0.755	0.859																		
PRD	0.746	0.733	0.697	0.795	0.791	0.864																	
PRM	0.737	0.802	0.715	0.729	0.691	0.773	0.858																
PRO	0.752	0.835	0.697	0.707	0.621	0.707	0.738	0.867															
QASS	0.796	0.754	0.650	0.662	0.563	0.603	0.605	0.734	0.892														
QEMP	0.759	0.783	0.695	0.684	0.620	0.651	0.658	0.767	0.769	0.871													
QREL	0.773	0.813	0.719	0.705	0.638	0.704	0.686	0.807	0.833	0.804	0.879												
QRES	0.871	0.702	0.581	0.631	0.577	0.609	0.621	0.721	0.825	0.752	0.802	0.933											
QTAN	0.727	0.836	0.796	0.732	0.683	0.755	0.730	0.747	0.691	0.738	0.801	0.651	0.853										
QTEC	0.658	0.718	0.709	0.646	0.604	0.633	0.629	0.699	0.720	0.739	0.770	0.652	0.759	0.811									
SQ	0.604	0.862	0.777	0.759	0.688	0.740	0.734	0.837	0.904	0.895	0.943	0.866	0.867	0.872	FORMATIVE								
SSM	0.578	0.919	0.853	0.888	0.833	0.899	0.895	0.859	0.741	0.787	0.823	0.721	0.857	0.751	0.875	FORMATIVE							
SV	0.674	0.719	0.686	0.742	0.706	0.672	0.670	0.659	0.732	0.723	0.745	0.693	0.768	0.772	0.828	0.787	FORMATIVE						
VEMO	0.888	0.574	0.550	0.627	0.570	0.548	0.533	0.543	0.603	0.601	0.598	0.574	0.638	0.664	0.686	0.639	0.904	0.942					
VFPV	0.874	0.631	0.559	0.633	0.684	0.576	0.566	0.590	0.615	0.636	0.688	0.602	0.668	0.649	0.723	0.684	0.870	0.678	0.935				
VFQP	0.739	0.704	0.680	0.714	0.657	0.639	0.654	0.634	0.733	0.697	0.729	0.676	0.733	0.752	0.808	0.759	0.872	0.678	0.720	0.860			
VSOC	0.854	0.679	0.677	0.695	0.625	0.651	0.657	0.604	0.682	0.665	0.666	0.642	0.721	0.712	0.763	0.745	0.938	0.868	0.721	0.758	0.924		
SAT	0.832	0.766	0.707	0.747	0.688	0.669	0.673	0.708	0.769	0.769	0.769	0.737	0.738	0.766	0.849	0.803	0.871	0.735	0.762	0.836	0.798	0.912	

Note: AVE = average variance extracted; PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFPV = functional price & value; SAT = customer satisfaction.

Table 5.9
Cronbach's Alpha and Composite Reliabilities of constructs

Variable	Number of Items	Composite Reliability	Cronbachs Alpha
PEP	5	0.943	0.925
PHY	4	0.930	0.900
PLC	5	0.920	0.890
PRC	4	0.918	0.881
PRD	6	0.946	0.932
PRM	6	0.944	0.928
PRO	4	0.924	0.890
QASS	4	0.940	0.915
QEMP	4	0.926	0.893
QREL	5	0.945	0.927
QRES	3	0.953	0.926
QTAN	4	0.914	0.875
QTEC	5	0.906	0.870
VEMO	3	0.960	0.937
VFPV	3	0.954	0.928
VFQP	3	0.895	0.822
VSOC	3	0.946	0.915
XSAT	6	0.968	0.960
Total Number of Items	77		

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFPV = functional price & value; SAT = customer satisfaction.

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5.4.1.7 Descriptive analysis

A descriptive analysis was then conducted to describe the general customer perception of service marketing mix, service quality, service value and customer satisfaction in commercial car parking facilities in Malaysia context. As can be seen in Table 5.10, the mean, standard deviation, maximum and minimum of the constructs were reported. For ease of interpretation of the seven point Likert scale, the current study used five equal sized categories as follows: scores less than 2.20 [6/5 + lowest value (1)] were considered low; scores of 5.80 [highest value (7) - 6/5] high and those in between considered as moderate scores.

Table 5.10
Descriptive analysis of the variables (n = 182)

Variable	Mean	Std. Deviation	Minimum	Maximum
PRD	3.848	1.021	1.145	6.660
PRC	3.993	1.030	1.000	7.000
PLC	4.053	1.008	1.000	6.797
PRM	3.788	0.933	1.000	6.000
PEP	3.984	0.959	1.000	6.000
PRO	4.038	0.960	1.000	6.000
PHY	4.038	0.972	1.000	6.000
QTAN	3.954	0.927	1.000	6.000
QREL	4.129	0.950	1.000	6.613
QRES	4.231	1.018	1.000	7.000
QASS	4.421	1.044	1.000	6.746
QEMP	3.963	0.949	1.000	7.000
QTEC	4.190	0.967	1.000	6.440
VEMO	4.411	1.090	1.000	7.000
VSOC	4.278	1.024	1.000	7.000
VFQP	4.200	0.890	1.000	6.025
VFPV	4.156	1.049	1.000	7.000
SAT	4.241	0.952	1.000	7.000

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFPV = functional price & value; SAT = customer satisfaction.

Table 5.10 shows that the minimum and maximum values for each construct were 1.00 and 7.00 respectively which equivalent to the minimum and maximum levels in the Likert scale used in this study. In addition, the data revealed that assurance dimension of service quality had the maximum mean value of 4.421 with the second highest standard deviation of 1.044. In contrary, service promotion of service marketing mix had the minimum mean value of 3.788 with the third lowest standard deviation of 0.933.

In general, these results indicated that the respondents tended to exhibit moderate levels response on all measured variables with range lowest score of 3.788 for PRM

to highest mean score of 4.421 for QASS. While SAT as dependent variable obtained mean score of 4.241. These mean scores can be interpreted that customer response on satisfaction was stand at non-stable level where the responses for contributing factors were unable to push higher satisfaction level among seasonal parking customers. The mean scores for the variables of service marketing mix obtained slightly lower score compare variables for service quality and service value. More effort emphasize to the improvement of service marketing mix initiatives as a input to parking service may lead to better score results of service quality, service value and customer satisfaction.

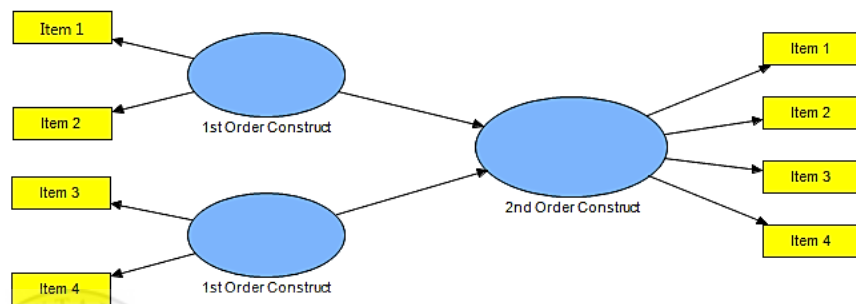
5.4.2 Assessment of higher order measurement model

Present study has three constructs to be conceptualized and assessed as formative second-order construct namely service marketing mix (SMM), service quality (SQ) and service value (SV). This assessment to tests whether the scores of first-order constructs synchronized harmoniously onto their respective second-order constructs. Thus, the assessment on higher order measurement model requires steps to measure lower order latent variables and subsequently, higher order construct.

According to Becker et al. (2012), three approaches were used to measure higher order construct that is (1) repeated indicator approach, (2) two-stage approach and hybrid approach. In present study, repeated indicators approach was used to assess lower order latent variables as this approach was usually used by researchers (Hair et al., 2014a). In first stage, three measurement models namely SMM, SQ and SV were estimated separately using the repeated indicators approach as illustrated in Figure 5.5 and the second-order factor was measured by all the lower order factors where indicators are repeated measures in the analysis (Hair et al., 2014a; Becker et al., 2012).

Unstandardised variable latent scores to represent the lower order variables were referred and saved during this stage of the analysis through path weighting scheme algorithm in the PLS-SEM analysis. Then, these scores were copied into the PLS-SEM data file for further analysis.

Figure 5.5
Lower order latent variables model using repeated indicators approach
Source: adapted from Becker et al. (2012)



In second stage, these scores were used to represent lower order variables as indicators for second order constructs in the structural model. This approach is most commonly utilised (Becker et al., 2012; Wilson, 2011) and was chosen in this study. The diagram for second order construct can be sighted in Figure 5.6.

The next subheading presents formative measurement of higher order for three constructs namely SMM, SQ and SV including SAT as reflective dependent variable construct. This process was used to validate the assessed higher order constructs are reliable, valid and distinctive between constructs.

5.4.2.1 Analysis of higher order formative measurement models

In order to analyze higher order construct, it is important to provide information pertaining to selected modelling approach and reports for constructs properties (Becker et al., 2012). Furthermore, they suggest that analysis report for formative model should be included indicator outer weights, significance of outer weights and multicollinearity of indicators.

As mentioned earlier, present study select reflective-formative modelling approach that suit with the assessed constructs. At higher order construct level, three constructs namely SMM, SQ and SV were measured through formative model where seven variables coded as PRD, PRC, PLC, PRM, PEP, PRO and PHY were conceptualized to form SMM construct, six variables coded as QTAN, QREL, QRES, QASS, QEMP and QTEC were conceptualized to frame SQ construct and four variables coded as VEMO, VSOC, VFPQ and VFPV were conceptualized to mold SV construct. The second model for higher order construct was depicted in Figure 5.6.

The unstandardized latent variable scores for lower order variables were obtained during analysis for lower order measurement models using path algorithm weighting scheme and 5,000 bootstrapped subsample iterations. These unstandardized latent variable scores were used to represent lower order variables and acted as indicators to their respective constructs. The structural model for second order constructs as shown in Figure 5.6, were regressed in the same method.

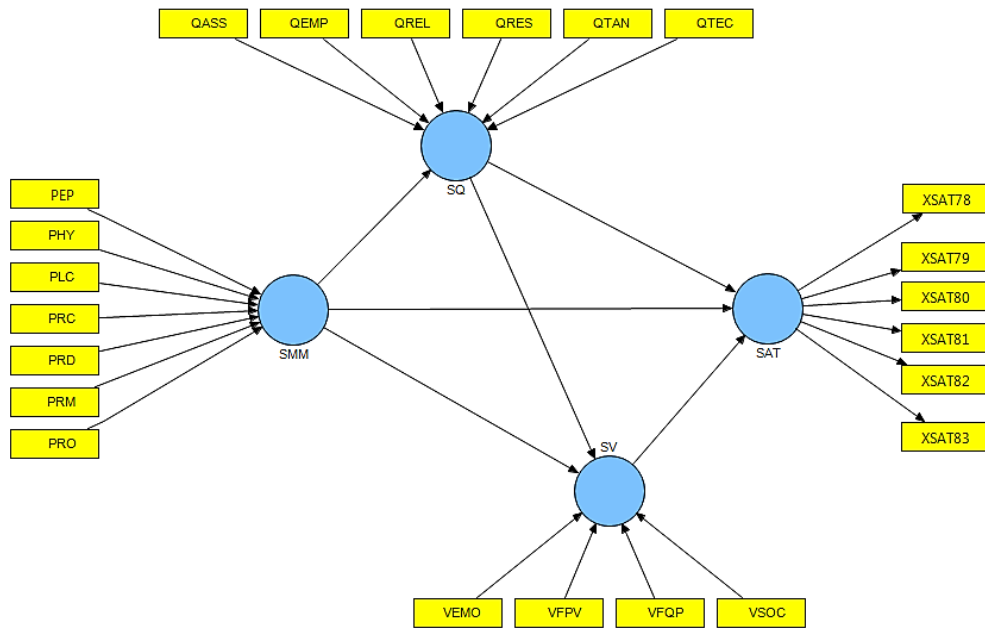


Figure 5.6

Second model for higher order construct

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFPV = functional price & value; SMM = service marketing mix; SQ = service quality; SV = service value; SAT = customer satisfaction.

Another important point need to assess in formative measurement is collinearity. Assessment of collinearity among formative indicators can present significant problems because the weights linking the formative indicators with the construct can become unstable and nonsignificant. Furthermore, formative indicators have no individual measurement error terms (Hair et al., 2014a). Due to seriousness of collinearity issues, Kock and Lynn (2012) had strongly recommended that analysis suggesting strong predictor criterion associations be considered for full collinearity tests among all constructs in order to avoid any distortion by vertical and lateral collinearity. It was recommended that VIFs be lower than 5 and a more relaxed criterion is that they be lower than 10 (Hair et al., 2014a; Kock, 2014). The assessment results of second order constructs were presented in Table 5.11.

According to Hair et al. (2014a), outer weight is the result of a multiple regression between the latent variable scores as the formative independent variables and dependent variable. It becomes one of essential benchmark for estimating the contribution of a formative measurement. Based on Table 5.11, all outer weights of formative variables were found significant except for outer weights of four variables coded as PRD (-0.039), PRM (0.011), QRES (0.044) and VEMO (0.053) were found not significant. However, as suggested by Hair et al. (2014a), nonsignificant outer weights shall not necessarily be read as poor quality of measurement model but it should also refer to absolute contribution of variables such as significant of outer loading and its construct conceptualization as suggested by past research or theory.

Following Hair et al. (2014a) advises, outer loading for the four variables were found significant despite of nonsignificant of their outer weights and removal of these variables may affect interpretation of their constructs respectively. Moreover, there were no serious collinearity issues on these variables and all VIF results for all formative variables were within acceptable value. Therefore, present study decided to retain nonsignificant outer weights and considered all model of formative constructs has met the assessment criterion, thus assessment of structural model was granted.

Table 5.11

Assessment results of second order construct for formative and reflective constructs

FORMATIVE	Variable	Outer Weight		Outer Loading		Collinearity Statistics	
		Weight	T-Value	Loading	T-Value	Tolerance	VIF
Service Marketing Mix (SMM)	PEP	0.277*	2.201	0.939**	48.339	0.134	7.450
	PHY	0.213**	2.766	0.874**	23.493	0.246	4.073
	PLC	0.244*	2.509	0.894**	28.878	0.244	4.096
	PRC	0.219**	2.938	0.828**	25.456	0.267	3.745
	PRD	-0.039 ^{ns}	0.476	0.830**	24.208	0.211	4.736
	PRM	0.011 ^{ns}	0.133	0.832**	22.465	0.260	3.848
	PRO	0.204*	2.389	0.871**	27.904	0.222	4.514
Service Quality (SQ)	QASS	0.186*	2.467	0.877**	30.261	0.196	5.111
	QEMP	0.178**	3.028	0.883**	32.728	0.263	3.810
	QREL	0.044 ^{ns}	0.389	0.908**	33.717	0.153	6.547
	QRES	0.127*	2.089	0.833**	21.175	0.249	4.019
	QTAN	0.367**	3.472	0.912**	35.827	0.193	5.185
Service Value (SV)	QTEC	0.226**	4.221	0.882**	31.852	0.278	3.598
	VEMO	0.053 ^{ns}	0.526	0.819**	20.626	0.226	4.432
	VFPV	0.230**	3.974	0.854**	24.552	0.316	3.166
	VFQP	0.510**	7.227	0.944**	49.104	0.259	3.866
	VSOC	0.307**	2.792	0.905**	33.956	0.155	6.472
REFLECTIVE	Item			Outer Loading	AVE	Composite Reliability	Cronbachs Alpha
Customer Satisfaction (SAT)	XSAT78			0.906			
	XSAT79			0.905			
	XSAT80			0.911	0.832	0.968	0.960
	XSAT81			0.935			
	XSAT82			0.911			
	XSAT83			0.906			

* $p < 0.05$; ** $p < 0.01$; *n.s* = not significant

Note: PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; QTAN = tangible, QREL = reliability; RES = responsiveness; QASS = assurance; QEMP = empathy; QTEC = technical; VEMO = emotion; VSOC = social; VFQP = functional quality & performance; VFPV = functional price & value; SMM = service marketing mix; SQ = service quality; SV = service value; SAT = customer satisfaction, VIF = variance inflation factor.

5.4.3 Assessment of PLS-SEM structural model

After analyzing the quality of the measurement model, the next step in a PLS-SEM analysis is to analyze the inner model of structural model. Given an adequate measurement model and second order constructs model, the hypotheses for H2 to H11 could be tested by examining the structural model. Mediation studies using PLS-SEM

consist of several alternative approaches and for the purpose of this research, the present study chose the bootstrapping approach. The research framework for this structural model consisted of four main constructs that are service marketing mix (SMM), service quality (SQ), service value (SV) and customer satisfaction (CS).

After running the PLS-SEM with path weighting scheme algorithm, estimates were obtained for the structural model relationship through path coefficients which represented the hypothesized relationship among the constructs. The results of structural model such as R Square (R^2), Effect Size (f^2), Blindfolding and Predictive Relevance (Q^2) were presented in the next subheadings.

5.4.3.1 Analysis of R square (R^2)

According to Hair et al. (2014a), the primary assessment criterion of the structural model by PLS-SEM is the R^2 measures and to determine the significance level of the path coefficients. The reason is because the objective of the prediction-oriented PLS-SEM approach is to explain the variance of endogenous latent variable and reasonably high R^2 value should be obtained. A rule of thumb in marketing research studies, R^2 values of 0.75, 0.50, or 0.25 for endogenous latent variables in the structural model can be represented as substantial, moderate, or weak, respectively.

Accordingly, the obtained R^2 value can be used to interpret the quality of the structural model which indicates the explanatory variance by the exogenous variables contained in the endogenous variable. Assessment results displayed in Figure 5.7, it can be explained that firstly, the R^2 of SQ was 0.811 where 81.1% variance was explained by SMM which considerable as substantial. Secondly, the R^2 was found to be 0.748 for

SV, indicating that SMM and SQ can account for 74.8% of the variance in the SV, which was very close to substantial level. Lastly, the R^2 value of SAT was 0.819 and it was at substantial range. It suggests that 81.9% of the variance in extent of SAT can be explained by SMM, SQ and SV.

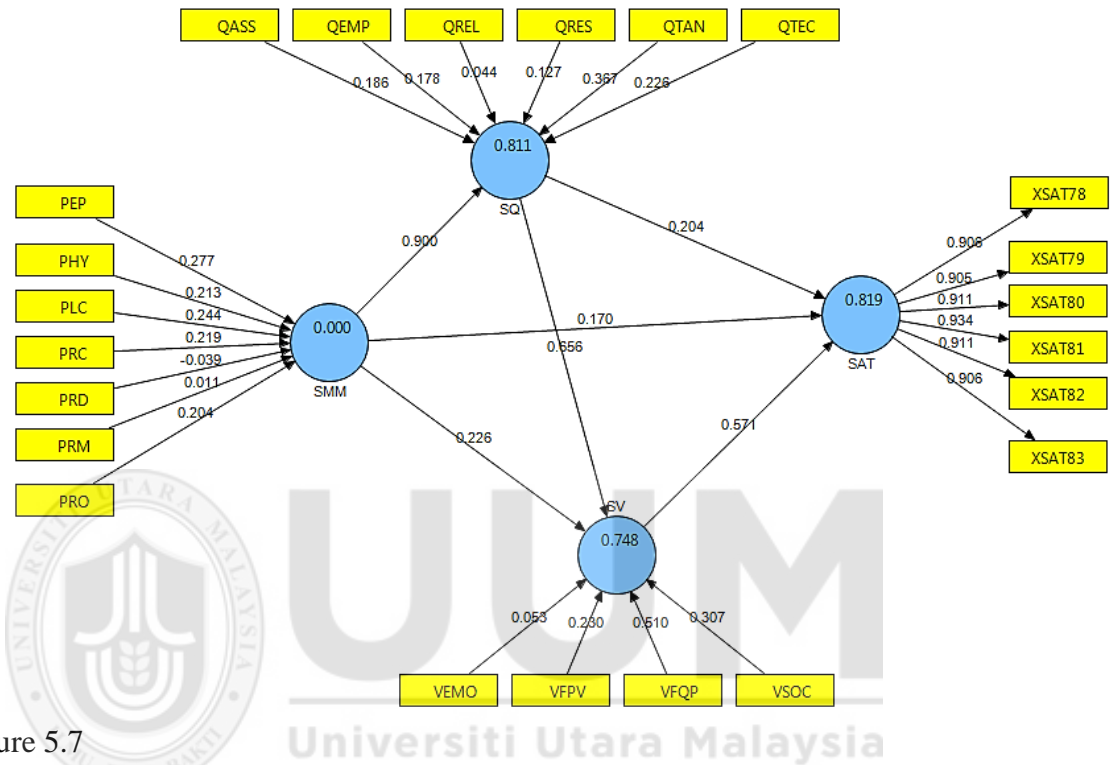


Figure 5.7
Assessment of structural model

For comparison purpose, when the formative directions of SMM, SQ and SV were inverted to reflective directions, the R^2 value of SQ, SV and SAT had reduced to 0.775, 0.713 and 0.817 respectively. The understanding from this comparison was that the contribution of components representing SMM, SQ and SV had performed better in the way of formative instead of reflective measurement. Hence, the formative approach used to measure SMM, SQ and SV were the right choice.

5.4.3.2 Analysis of effect size (f^2)

Complementary to R^2 results, it was recommended to determine the f^2 effect sizes of specific latent variables impact upon the dependent variables through the change in R^2

when particular exogenous construct excluded in the model (Hair et al., 2014a). The f^2 effect size was manually compute using formula; $f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 - R^2 \text{ included})$. As recommended by Cohen (1988), the scale of f^2 effect sizes that based on 0.02, 0.15 and 0.35 were used to interpret small, medium and large effect sizes of the predictive variables, respectively.

Table 5.12 shows SMM, SQ and SV had varied effect size on SAT. SMM has very small effect size of SMM on SAT with f^2 of 0.017. Other constructs, SQ has small effect size of 0.044 on SAT but SV has large effect size of 0.486 on SAT. While, result of effect size on SV, SMM and SAT represent small effect size on SV with value of 0.028 and 0.020 respectively. The f^2 value from SV to SAT was large but reduce to small effect when the path direction from SAT to SV. This result had confirmed that the effect of SV will be more meaningful when the path direction was from SV to SAT. However, SQ has medium effect size of 0.282 on SV. Lastly, analysis on effect size towards SQ, indicates no effect size from SV and SAT on SQ due to their value scores below zero.

Table 5.12
Effect size of latent constructs

Endogenous	Exogenous	Included	Excluded	f^2	Effect size rating
SAT	SMM	0.819	0.816	0.017	Very small
	SQ	0.819	0.811	0.044	Small
	SV	0.819	0.731	0.486	Large
SV	SMM	0.748	0.741	0.028	Small
	SQ	0.748	0.677	0.282	Medium
	SAT	0.748	0.743	0.020	Small
SQ	SMM	0.811	N/A	N/A	N/A
	SV	0.811	0.828	-0.090	N/A
	SAT	0.811	0.824	-0.069	N/A

Note: SMM = service marketing mix; SQ = service quality; SV = service value; SAT = customer satisfaction.

5.4.3.3 Blindfolding and predictive relevance (Q^2) analysis

In addition to assessing the structural model quality by seeing the R^2 values and effect sizes, another assessment of structural model is blindfolding. It contains procedure to generate the cross-validated communality and cross-validated redundancy. Based on the recommendation of Hair et al. (2014a) and Hair et al. (2012), cross-validated redundancy is perfectly fit the PLS-SEM approach because it was assessed by the PLS-SEM estimates for the structural model and the measurement models to predict eliminated data point.

The Q^2 was calculated to indicate how well predictive relevance to the model (Hair et al., 2014a). According to Valerie (2012), Stone-Geisser's test was calculated by the following formula: $Q^2=1-SSE/SSO$. In order to obtain Q^2 through blindfolding procedure, Hair et al. (2014a) recommended that the number of cases in the data must not be a multiple integer number of the omission distance (D) otherwise the blindfolding procedure produces inaccurate results and D value should be selected between 5 and 10. Therefore, this study used 9 as a value for D to obtain cross-validated redundancy measures for each dependent variable.

Further, Hair et al. (2014a) states that if the cross-redundancy value is more than zero, the model will have predictive quality; or else the predictive relevance of the model cannot be concluded. Table 5.13 displays that the value of cross validated redundancy obtained for SAT, SQ and SV were found to be 0.675, 0.624 and 0.566, respectively. These results confirmed that the model has adequate prediction relevance for the constructs.

Table 5.13
Prediction relevance of the model

Total	SSO	SSE	1-SSE/SSO
SAT	1092.0000	354.6405	0.6752
SQ	1092.0000	410.2499	0.6243
SV	728.0000	316.2812	0.5655

Note: SQ = service quality; SV = service value; SAT = customer satisfaction.

5.5 Testing of hypotheses

The final step of analysis was to test the hypotheses. In first hypothesis testing coded as H1, nonparametric test namely Friedman Test in SPSS was used to compare differences among tested variables of SMM and next hypotheses from H2 to H11 were tested using SmartPLS 2.0 3M by applying PLS-SEM algorithm and bootstrapping procedure with 5,000 subsample iterations (Hair et al., 2014a). Although path coefficients are very important in PLS-SEM analysis, Hair et al. (2011) confirmed that when paths are non-significant or reveal signs that are against the hypothesized direction, the prior hypothesis should be rejected. On the other hand, significant paths showing the hypothesized direction support the proposed causal relationship empirically.

Moreover, the critical t-values for a two-tailed test are 1.96 with a significance level of 5% and 2.58 with a significance level of 1%. Along this vein, the present study choose to set 5,000 re-sampling with a replacement number from the bootstrap cases equal to the original number of samples, that is 182 for this study, in order to produce standard errors and obtain t-statistics. The analysis results to be presented in next subheading includes hypotheses testing for nonparametric test of differences for H1

and for other hypotheses includes path coefficient, the bootstrapping results and effect size with variance accounted for (VAF) result for mediation analysis.

5.5.1 Result of comparison test of differences

Friedman test was used in this study to answer H1 hypothesis. This test was applied to compare differences between tested variables coded as PRD, PRC, PLC, PRM, PEP, PRO and PHY and rank the said variables in order to identify which component in service marketing mix has better situation than other components. The results and discussion are presented in the following subheading.

5.5.1.1 H1: The priority between seven elements in service marketing mix from customer perspective is varied.

As shown in the Table 5.14, p-value was 0.000 indicate there was significant differences in rating of seven variables namely PRD, PRC, PLC, PRM, PEP, PRO and PHY. Further, the result reveals that PRO has the highest mean rank of 4.41 and PRM has the lowest mean rank of 3.26. It was concluded that null hypothesis was rejected at the significance level of 5%. Thus, the assumption of hypothesis regarding the variation of the tested variables in ranking is hereby accepted.

Table 5.14
Friedman test for variables of service marketing mix

Rank	Variable of SMM	Mean Rank
1	PRO	4.41
2	PLC	4.32
3	PHY	4.23
4	PRC	4.11
5	PEP	4.07
6	PRD	3.60
7	PRM	3.26

Table 5.14 (Continued)

Samples size	Chi-Square	df	Asymp. Sig.	Test result
182	44.597	6	.000*	Reject the null hypothesis.

Null Hypothesis: The priority of PRD, PRC, PLC, PRM, PEP, PRO and PHY are the same.

*p < 0.05

PRD = service product; PRC = service price; PLC = service place; PRM = service promotion; PEP = service people; PRO = service process; PHY = service physical; SMM = service marketing mix

5.5.2 Result of direct effect hypotheses

In this subheading, analysis on the direct effects hypotheses between latent constructs has been made through PLS-SEM algorithm and bootstrapping of 5,000 subsamples iterations. The direct effect hypotheses are the hypotheses that predict direct connection to a latent construct with another as indicated by an arrow. Present study has six direct effect hypotheses coded as H2, H3, H4, H5, H6 and H7 for testing.

In testing the hypotheses, the path standardised estimate or beta (β), standard errors (S.E.), t-value and probability value were used and thus, presented in a parenthesis and also in diagram (Hair et al., 2014a). Suggestion by Chin (2010), the β value of standardized paths should be around 0.20 but more ideally, the value has to be above 0.30 to be considered as meaningful. While, Cohen (1988) categorized standard path coefficients having absolute values of lower than 0.10 considered as small effect, values of 0.30 as having a medium effect and values greater than 0.50 as having large effects. In order to make hypothesis findings more interesting, R^2 value was included to recognize to what extend the variance in endogenous explained by exogenous. For rule of thumb as suggested by Hair et al. (2014a), R^2 values of 0.75, 0.50 or 0.25 for endogenous latent variables be described as substantial, moderate or weak, respectively. In the subsequent headings, six direct effect hypotheses of the study are discussed.

5.5.2.1 H2: There is a significant relationship between service marketing mix and customer satisfaction.

Results from SmartPLS output showing that this hypothesis is accepted. The result indicates that the path coefficient from SMM to SAT was statistically significant with a very strong standardised estimate and obtained high t-value for more than 2.58 ($\beta=0.823$, S.E.=0.031, $t = 27.127$, $p < 0.01$).

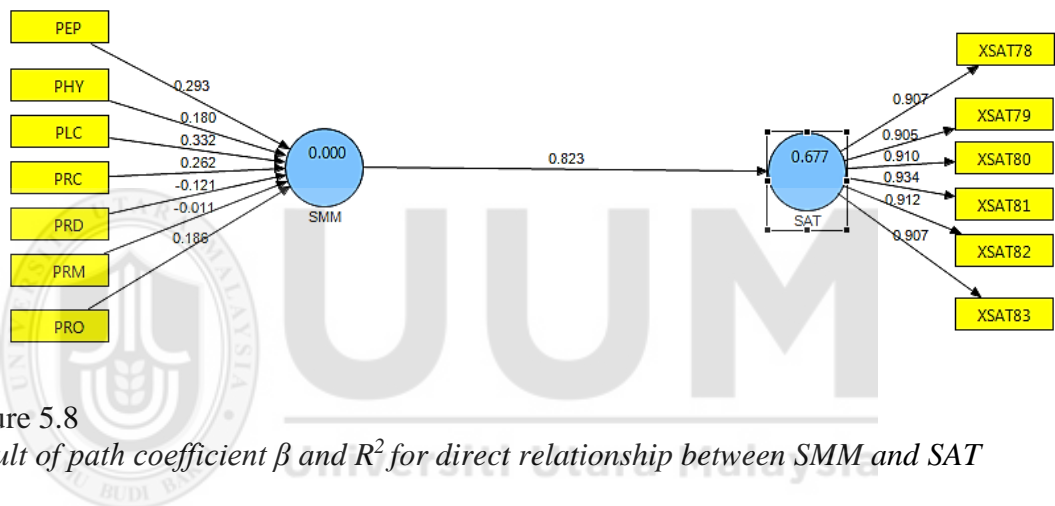


Figure 5.8
Result of path coefficient β and R^2 for direct relationship between SMM and SAT

As SMM was conceptualized as formative measures as illustrated in Figure 5.8, only PLC and PRC variables were contributed significantly to form SMM that has makes a significant relationship to SAT. While t-value result for PEP was very close to significant value of 1.96 and it considered as significant. But the rest of variables had contributed to small effect in formatting SMM that does not reach a significant level. While variance explained by SMM in SAT was reached to $R^2 = 0.677$ as it evidently stated in Figure 5.8.

5.5.2.2 H3: There is a significant relationship between service marketing mix and service quality.

The result for this hypothesis was the strongest compared to other direct effect hypothesis's result. The result generated by SmartPLS had showed that there was a significant association between SMM and SQ ($\beta = 0.920$, S.E. = 0.014, $t = 63.767$, $p < 0.01$). Both β value and the $t > 2.58$ are high and substantial enough to have the strongest relationship than other direct relationship in the study. Additionally, R^2 for variance in SQ was substantially explained at 0.847. Thus, the third hypothesis was confirmed and accepted.

The path coefficient β for variables which are forming SMM was showed in Figure 5.9. The result shows that PEP, PHY and PRO committed to play significant role in forming SMM that make a significant relationship with SQ. The other variables in SMM were contributed to a small effect in forming SMM to this relationship.

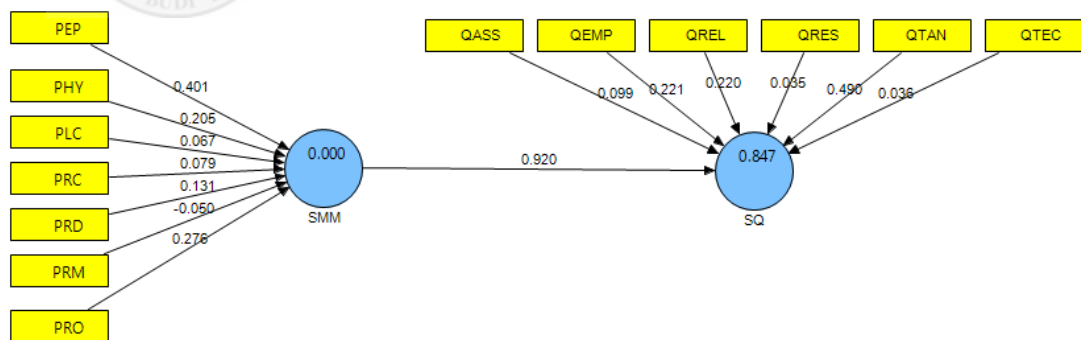


Figure 5.9
Result of path coefficient β and R^2 for direct relationship between SMM and SQ

5.5.2.3 H4: There is a significant relationship between service marketing mix and service value.

The fourth hypothesis which postulates a significant relationship SMM and SV was equally accepted. This was based on the PLS algorithm and bootstrapping procedure which shows SMM was significantly associated ($\beta= 0.825$, S.E.0.030, $t = 27.674$, $p < 0.01$) to SV. The β value was large and the $t > 2.58$ was higher than the threshold. The R^2 value obtained in SV was moderately explained by SMM at value of 0.681.

Additionally, the path coefficient β result shows in Figure 5.10 indicates that PHY, PLC and PRC had associated significantly to mold SMM constructs that made the relationship to SV was large and significant. Other variables like PEP, PRD, PRM and PRO had no significant effect to form SMM and only contribute to small effect in this relationship.

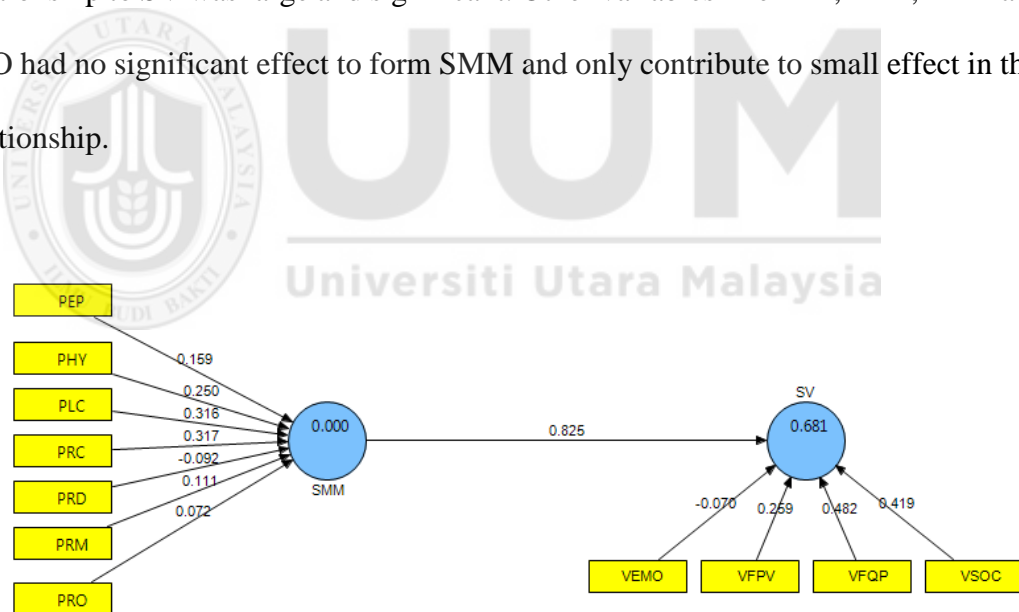


Figure 5.10
Result of path coefficient β and R^2 for direct relationship between SMM and SV

5.5.2.4 H5: There is a significant relationship between service quality and customer satisfaction.

The fifth hypothesis that predicts a significant association between SQ and SAT was confirmed and accepted. The regression result generated by SmartPLS had showed that there was a significant connection between SQ and SAT ($\beta = 0.854$, S.E. = 0.028, $t = 30.330$, $p < 0.01$). The β value and the $t > 2.58$ were relatively high. Another statistical finding is the R^2 for SAT was to be 0.730 which was close to substantial level of variance accounted through SQ.

Based on Figure 5.11, all variables under SQ except QREL and QTAN were found significantly represent SQ construct. The outer weights of 0.294 and $t = 3.943$ for QTEC had reached the highest value compared to other variables in SQ. This indicates QTEC was most essential component in forming service quality in car parking services context.

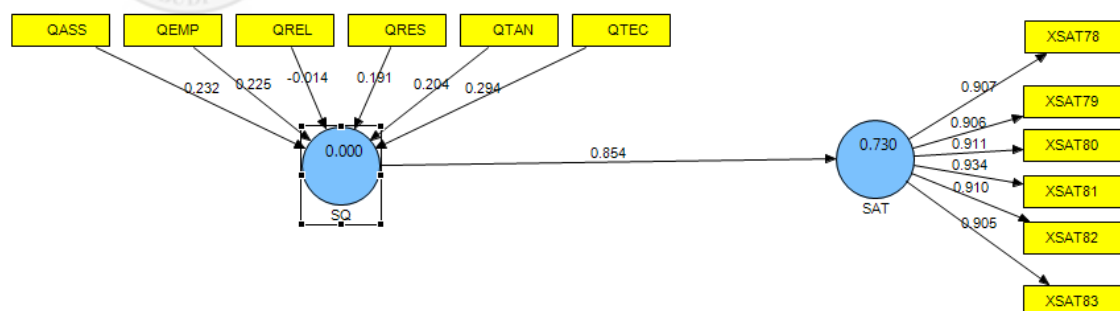


Figure 5.11
Result of path coefficient β and R^2 for direct relationship between SQ and SAT

5.5.2.5 H6: There is a significant relationship between service quality and service value.

The relationship between SQ and SV in past studies was not a new thing in marketing research and they always associated. Same with present study, SQ was found

significantly associated with SV ($\beta = 0.863$, S.E. = 0.028, $t = 30.488$, $p < 0.001$) and R^2 value of 0.745 was found substantial in explaining SV as shown in Figure 5.12. Hence, sixth hypothesis of this study was confirmed and accepted. For a more fruitful finding, SQ variables coded as QASS, QTAN and QTEC had significant characteristics in molding SQ construct that cause significant relationship between SQ and SV.

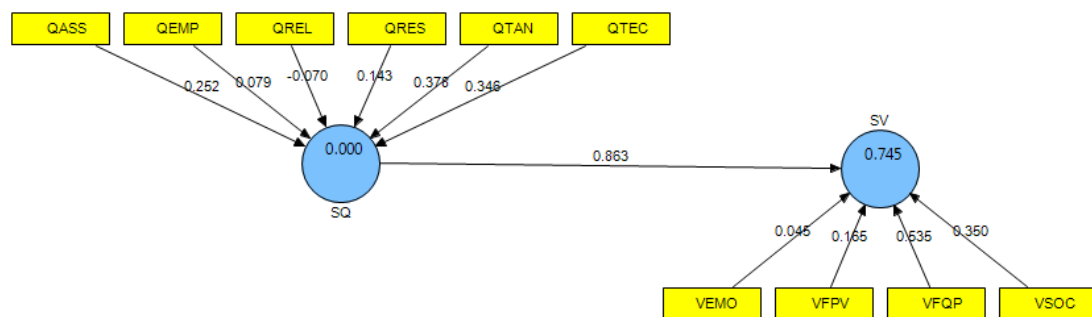


Figure 5.12
Result of path coefficient β and R^2 for direct relationship between SQ and SV

5.5.2.6 H7: There is significant relationship between service value and customer satisfaction.

Lastly for direct hypothesis, H7 postulates a significant relationship between SV and SAT where past studies commonly support this relationship. In the same fashion, the relationship between these constructs was also found significant ($\beta = 0.886$, S.E. = 0.021, $t = 40.566$, $p < 0.001$) in car park service context. Addition to this, R^2 in SAT was found to be 0.786 and substantially explained by SV.

All components of SV except VEMO were play essential roles in shaping SV construct and consequently revealed the major role of quality performance (VFQP) of SV in building relationship with SAT. The VEMO which represent emotion in service value play a less meaning in car park service context. This result can be sighted in Figure 5.13.

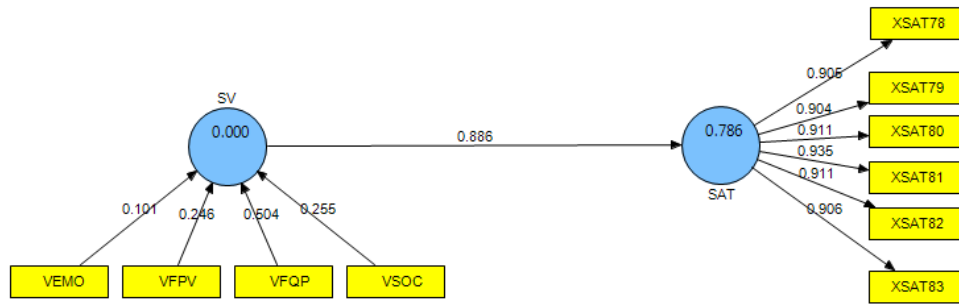


Figure 5.13
Result of path coefficient β and R^2 for direct relationship between SV and SAT

5.5.2.7 Summary of hypotheses testing for direct effects

All findings of direct hypotheses were confirmed in preceding subheadings and summarized in Table 5.15.

Table 5.15
Summary of hypotheses testing results for direct effect

Hypotheses	Path	Path Coefficient	S.E.	t-value	R^2	Decision
H2	SMM \rightarrow SAT	0.823	0.031	27.127**	0.677	Accepted
H3	SMM \rightarrow SQ	0.920	0.014	63.767**	0.847	Accepted
H4	SMM \rightarrow SV	0.825	0.030	27.674**	0.681	Accepted
H5	SQ \rightarrow SAT	0.854	0.028	30.330**	0.730	Accepted
H6	SQ \rightarrow SV	0.863	0.028	30.488**	0.745	Accepted
H7	SV \rightarrow SAT	0.886	0.021	40.566**	0.786	Accepted

Note: *t-values > 1.96 ($p < 0.05$); **t-values > 2.58 ($p < 0.01$)
SMM = service marketing mix; SQ = service quality; SV = service value; SAT = customer satisfaction;
S.E. = standard error

5.5.3 Result of mediating effect hypotheses

In this subheading, the effect of service quality (SQ) and service value (SV) as mediators has been hypothesized through four hypotheses coded as H8, H9, H10 and H11 and were analysed separately using simple mediation model. In assessing the mediating effect which also called as indirect effect, testing methodology as proposed by Preacher and Hayes (2004; 2008) and recommendation from Hair et al. (2014a) was referred to quantify the indirect effects between predictor variable and dependent

variable. Furthermore, the result of indirect effect generated by bootstrapping method was applied as this method was recommended by Hayes (2009) to be more powerful than SOBEL test. Without underestimating Baron and Kenny (1986) method for assessing mediation effect, the path coefficient and significant level for direct path without mediator variable was also counted as this was advised by Hair et al. (2014a) for a better result interpretation. For illustration, the path model for direct effect and indirect effect as mediating variable is shown in Figure 5.14.

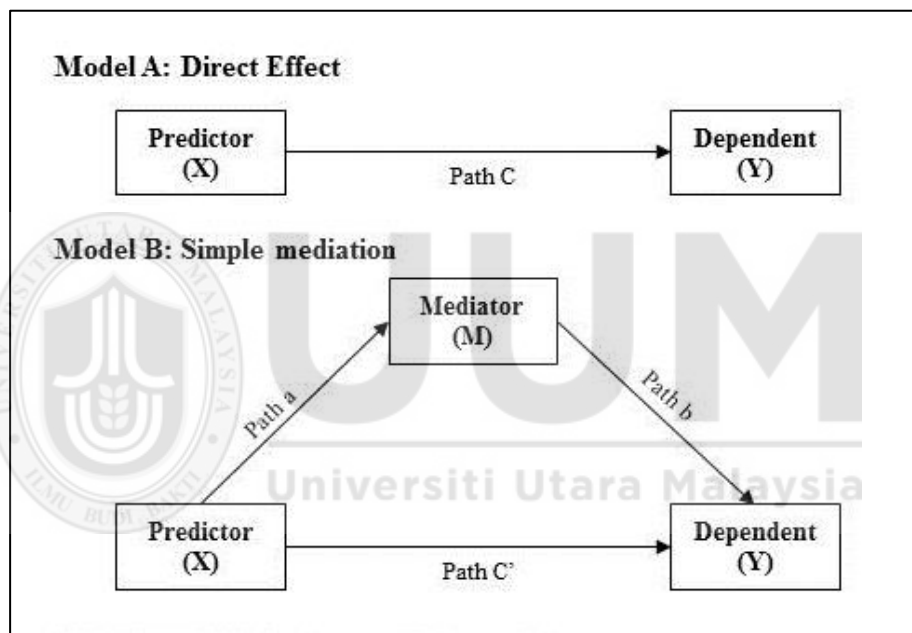


Figure 5.14

Mediation framework

Model A illustrate a direct effect also known as total effect. Model B illustrate a simple mediating model. M is hypothesized as mediator variable between X and Y

Source: Hayes (2009)

Finally, result of mediation effect was determined using the variance accounted for (VAF) scale as it was recommended by Hair et al. (2014a) and Shrout and Bolger (2002) where VAF greater than 80%, it can be considered as full mediation, VAF more than 20% but less than 80% can be considered as partial mediation, while VAF less

than 20% indicates no mediation. The next subheading presents the findings of mediation effects of four hypotheses.

5.5.3.1 H8: Service quality mediates the relationship between service marketing mix and customer satisfaction.

This hypothesis postulate the service quality (SQ) has mediation effect between service marketing mix (SMM) and customer satisfaction (SAT). Firstly, direct path between SMM and SAT was assessed and result shows path coefficient beta (β) = 0.823 and significant at level $p < 0.01$. After regression and bootstrapping procedure was run collectively with SMM, SAT and SQ as mediator variable, the size of indirect effect of SQ was 0.546 and attained statistically significant at $t = 4.332$ ($p < 0.01$) after divided by standard error (S.E.) value = 0.126. The direct path coefficient between SMM and SAT was reduced to $\beta = 0.271$ but still a significant path at level $p < 0.01$. VAF was calculated by dividing β of indirect effect and total effect size which has derived to a total percentage value of 67%. Thus, it verified that SQ was a mediator between SMM and SAT through partial mediation and it denoted the hypothesis H8 was accepted. Figure 5.15 shows coefficient β for each path.

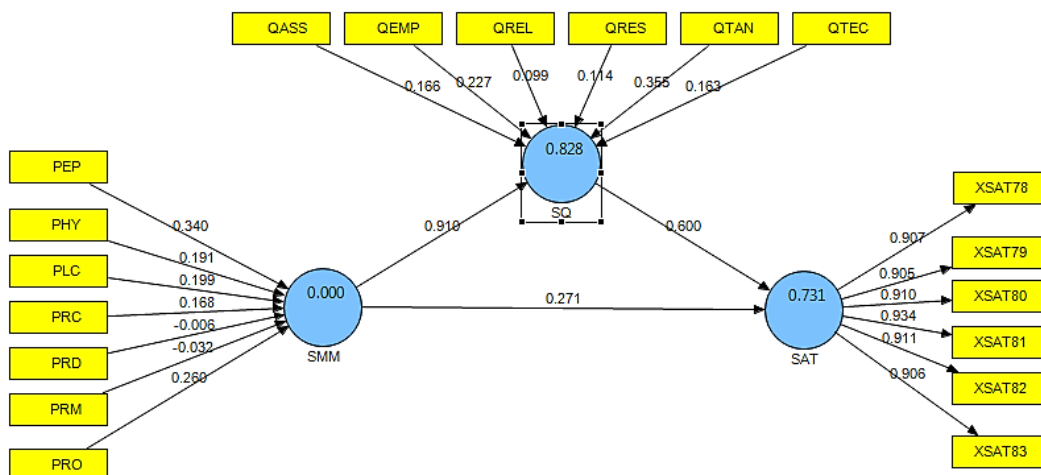


Figure 5.15
Result of path coefficient β for SQ mediation effect between SV and SAT

5.5.3.2 H9: Service quality mediates the relationship between service marketing mix and service value.

The next indirect effect hypothesis claims that SQ has mediation effect toward the relationship between SMM and service value (SV). The path coefficient for direct effect between SMM and SV was 0.825 and statistical significant at $p < 0.01$. Mediating variable of SQ was inserted and result revealed that SQ has occurred a significant indirect effect size of 0.602 at $t = 4.399$ ($p < 0.01$). However, direct path coefficient β was reduced from 0.825 to 0.213 as shown in Figure 5.16 and no longer significant path. In order to validate the level of mediation, VAF percentage of 74% was obtained and fall under partial mediation category. Based on this result, SQ has mediation effect on the relationship between SMM and SV by partial mediation. Therefore, the finding was confirmed and hypothesis as stated in H9 was hereby accepted.

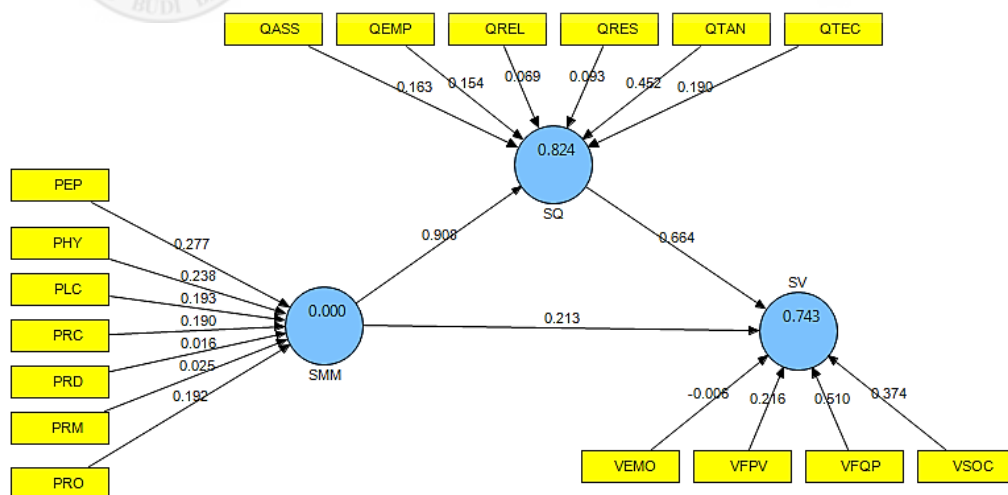


Figure 5.16
Result of path coefficient β for SQ mediation effect between SMM and SV

5.5.3.3 H10: Service value mediates the relationship between service marketing mix and customer satisfaction.

This subheading demonstrates results of the mediating effect of SV on the relationship between SMM and SAT. Direct effect without mediating variable for SMM and SAT was supported by hypothesis H2 where the path coefficient $\beta = 0.823$ and demonstrated a high significant value. After SV was included as mediator and the triangle path was run simultaneously and then, the direct path β reduced to 0.286 but still has a significant path as shown in Figure 5.17. While for indirect effect, the effect size of 0.536 was obtained significantly at $t = 7.999$ ($p < 0.01$) and this result supported the existence of mediation effect. In order to determine the level of mediation effect, VAF value of 65% was obtained and this result classified as partial mediation. Hence, H10 hypothesis was validated and accepted that SV has mediation effect on the relationship between SMM and SAT.

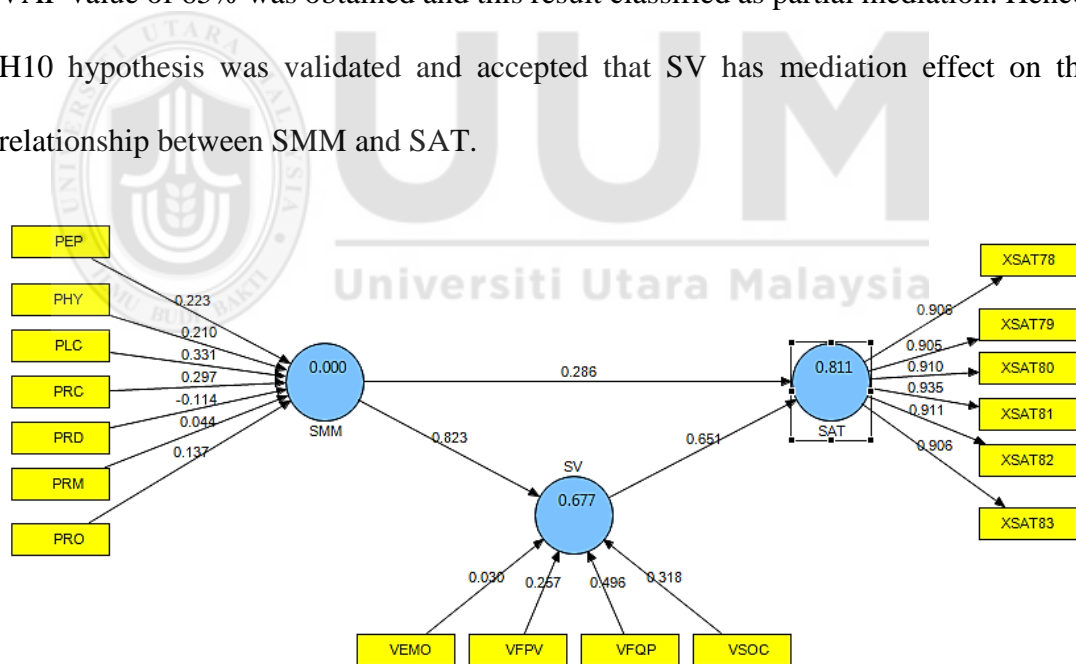


Figure 5.17
Result of path coefficient β for SV mediation effect between SMM and SAT

5.5.3.4 H11: Service value mediates the relationship between service quality and customer satisfaction.

Final indirect effect hypothesis predicts that SV has mediation effect on relationship between SQ and SAT. The role of SV as mediator between these two variables has been proved numerously in past studies. Same in present study, SQ has significant direct effect to SAT with path coefficient $\beta = 0.854$. After mediating variable was inserted for regression, indirect effect of SV was obtained by multiplying path a and path b ($a*b$) to reach effect size of 0.506 and statistically significant with $t = 6.370$ ($p < 0.01$). For direct effect between SQ and SAT, the path coefficient β was reduced to 0.346 but still has a significant effect as showed in Figure 5.18. In the next analysis, VAF was measured to determine the mediation level and result of 59% was obtained to indicate SV has partial mediation effect on the relationship between SQ and SAT. Therefore, H11 hypothesis has been confirmed and accepted.

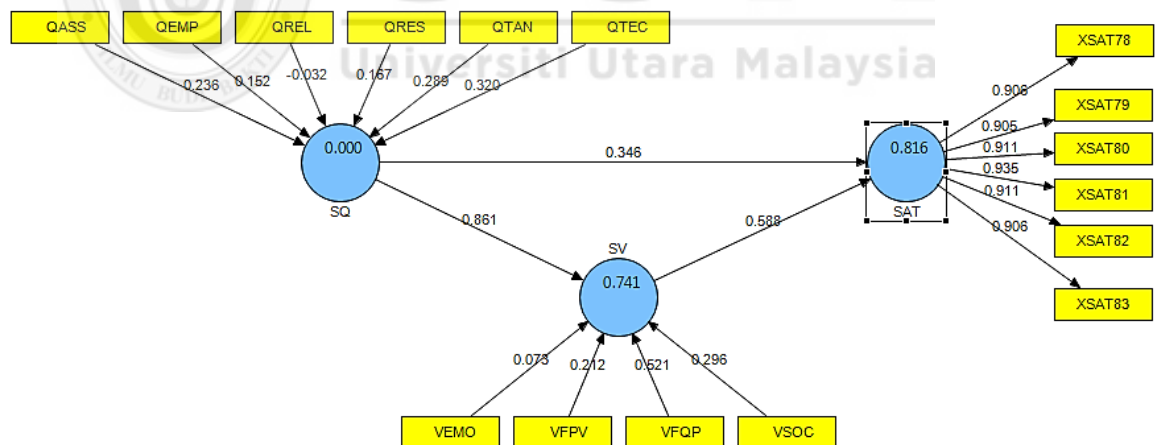


Figure 5.18
Result of path coefficient β for SV mediation effect between SQ and SAT

5.5.3.5 Summary of hypotheses testing for mediation effect

The findings of mediation effect hypotheses were discussed in preceding subheading and summarised in Table 5.16.

Table 5.16
Summary of hypotheses testing for indirect effect

Mediating Hypotheses	Without Mediator	BOOTSTRAPPING			S.E.	t	R ²	VAF	Result
		Indirect Effect	c'	Total Effect					
	c	a*b		(a*b)+ c'					
H8 SMM → SQ → SAT	0.823**	0.546**	0.271**	0.817	0.126	4.332	0.731	67%	Accepted Partial Mediation
H9 SMM → SQ → SV	0.825**	0.602**	0.213 ^{ns}	0.816	0.137	4.399	0.743	74%	Accepted Partial Mediation
H10 SMM → SV → SAT	0.823**	0.536**	0.286**	0.821	0.067	7.999	0.811	65%	Accepted Partial Mediation
H11 SQ → SV → SAT	0.854**	0.506**	0.346**	0.852	0.079	6.370	0.816	59%	Accepted Partial Mediation

Note: *t-values > 1.96 (p < 0.05); **t-values > 2.58 (p < 0.01)
SMM = service marketing mix; SQ = service quality; SV = service value; SAT = customer satisfaction; S.E. = standard error; VAF = variance accounted for, t = t-value; R² = R square

5.6 Discussion of research objectives

The study theoretically developed and empirically tested a structural model on the relationships between service marketing mix, service quality, service value and customer satisfaction. The perceptions and responses from customer of monthly season parking in commercial parking facilities within Klang Valley were the sources of data in assessing the research framework and hypotheses appeared in the study that later, leading to the accomplishment of the research objectives.

The research findings revealed in present study were discussed based on the eleven research objectives, which were formulated in line with the research questions that were developed from the problem statement. The following subheading offers a

thorough discussion on the results of each research objective in relation to study findings and existing literature reviews.

5.6.1 The importance elements of service marketing mix

The first objective of this study was to determine the important elements of service marketing mix via customer perceptions in commercial parking facilities in Malaysia. In order to response to this research objective, hypothesis coded as H1 was formulated to claim the priority elements of service marketing mix namely service product, service price, service place, service promotion, service people, service process and service physical evidence are non-similar in commercial parking facility. The non-parametric Friedman test of SPSS software was used to analyse the variables and result obtained indicate that there was a significant differences between variables, hence, null hypothesis claiming the same variance between variables was rejected. Further, Friedman test result had provided the list of mean ranking where the highest ranking was service process, followed by service place, service physical, service price, service people, service product and service promotion. This result is essential to car park service practitioners where based on current response, the car park customers prefer friendly service process, good management of parking place, provide attractive, comfort, maintainable physical and useful signages under service physical and formulate service price accordance to marketplace, reasonable pricing, attractive pricing structure and policies. Moreover, these result able to assist the practitioners to restrategize their focus and deploying the right resources to enhance the level of services in car park facilities. The practitioner has to put more efforts to improve service people, service product and service promotion. For example, the role of service people is commonly highly rated in other services as evidently shown in Table 3.9 but

not in car park services which falls under fifth rank. The practitioner should provide a systematic training to their car park staffs to enhance their knowledge and servicing skills and do recruitment selection or placement of staff correctly.

Additionally, the result of this hypothesis is consistent with past studies such as Charoensettasilp and Wu (2014) in Thailand low cost airlines, Champatong, (2014) in Thailand tourism, Seryasat et al. (2014) in Iran tourism marketing performance and Al-Dmour et al. (2013) in Jordan brand equity study. Interestingly, service place becomes second highest ranking instead of low ranking as shown in Table 3.9. Mean rank for service product in car park facilities falls second lowest and service promotion got the lowest mean ranking which is far contradict to ranking in other services as presented in Table 3.9. This means that services provided in the commercial car park facilities has a unique characteristic compared to other services where managing services in car park facilities is rarely known among community. Lastly, service product and service promotion always work together in various business sector but present study obtained opposite result for car parking services. The lack of promotion effort on parking products, parking system technology, customer service and service brand could be possible reasons to drag low ranking scores for service product in Malaysia.

5.6.2 Direct relationship between service marketing mix and customer satisfaction

This research objective is to investigate a direct relationship between service marketing mix and customer satisfaction with respect to the provision of commercial car park facilities in Malaysia. Hence, hypothesis two was developed to find an answer on this research objective and tested using PLS-SEM path output regression. This

study argues the importance of service marketing mix to be operationalised as second order construct where seven elements of service marketing should be performed simultaneously and measured formatively. The idea of service marketing mix should be performed as higher order construct has been long established but rarely adapted in past studies. Another essential point, customer satisfaction in present study was constructed from reflection of six components namely affective, fulfillment of needs, cognitive, disconfirmation, emotion and overall satisfaction to comprehend the complexity of human responses in consumer behavior, which was also rarely adapted in past studies. Both constructs were validated systematically and contribute to meaningful findings.

For attaining this research objective, the empirical finding suggests that there was a significant relationship between service marketing mix and customer satisfaction where variance in customer satisfaction was moderately explained by 67.7%. This highlights the important of service marketing mix as one of main contributory factor in simulating satisfaction response among customers in car park services context. This finding also in line with the concept definition of service marketing mix adapted in present study in which service marketing mix was pointed to create the response it wants in the target market (Kotler & Armstrong, 1989). The significant result on the relationship between service marketing mix and customer satisfaction was consistent with past studies such as Charoensettasilp and Wu (2014) in Thailand low cost airlines, Sarker et al. (2012) in China tourism and Thamrin (2012) in Indonesian ship passengers' satisfaction. As mentioned in preceding paragraph, the concept and methodology adapted in the said studies may not similar with present study and thus, it considered as partially support.

More deeper explanation on this finding, the elements of service marketing mix namely service place, service price and service people were demonstrated significant part in forming service marketing mix that creates a significant relationship to customer satisfaction. This finding indicates that Malaysian car park customers is conservative where they prefers the car parking place is enough to park, convenience, safe, secure and provide sufficient channel for parking payment for them to pay a competitive parking fees such as price commensurate with marketplace prices and quality. They also prefer the right car park staff adequately available and professional serve as when as they intend to seek an assistance. In short, the Malaysian car park customers expect a smooth car parking process that chargeable with a reasonable price and have a right staffs when they looking for assistance. The non-significant results demonstrated by on other elements of service marketing mix does not means that service product, service promotion, service process and service physical evidence are not important. These elements had influenced to service marketing mix but with less impact. The possible reason to this result was car parking service in aspect of product, promotion, process and physical evidence have not yet attained expectation of customer that lead to satisfaction and it indicates that the room for improvement toward these aspects is large. Moving forward, the practitioners had to review back their marketing and operational strategies toward improvement of non-significant mix elements.

5.6.3 Direct relationship between service marketing mix and service quality

Investigating the relationship between service marketing mix and service quality was another key objective of this research. In order to realize this research objective,

hypothesis three was formulated to predict existence of significant relationship between service marketing mix and service quality in Malaysia commercial parking facilities and this was verified by PLS-SEM algorithm and bootstrapping output. Based on analysis result, it can be seen that relationship between service marketing mix and service quality was significant with the highest path coefficient compared to other direct hypotheses results. The variance in service quality was explained substantially by 84.7% of service marketing mix. Hence, the hypothesis was confirmed and accepted. This finding was consistent with Islam et al. (2013) study in Taiwan retail chain stores but their study was based on four elements of marketing only instead of seven elements in present study. There were very limited evidences on this relationship in past studies and present study has successfully established a distinct construct between service marketing mix and service quality variable. The finding of this relationship could able to fill gap in academic knowledge.

According to Islam et al. (2013), enhancing marketing efforts for customers through the aspects of marketing mix can be established to succeed customer needs in relation to service quality. Similarly, present study also emphasizes the important of the performance of service marketing mix as an input to the endogenous variable such as service quality. This finding explain that the relationship between service marketing mix and service quality was a linear relationship when performance of service marketing mix is high, the assessment on service quality by customer will be better or another way round. Managing elements of service marketing mix is crucial that demand service practitioner to be always alert on designing and strategizing their marketing including operations that able to meet quality criteria expected by customers which is ultimately reflected to service value and customer satisfaction. Addition to

this finding, the primary causes that treats mixes of service marketing was extensively associated to service quality is service people, service process and service physical where they were reacted actively in molding service marketing mix for service quality assessment. Customer of Malaysian car park facilities favors the right and qualified staffs to serve them, look professional in duty, friendly procedure, efficient system for processing and impressive car park environment. Other elements of service marketing mix have demonstrated less impact in term of service quality perspective in car park facilities.

5.6.4 Direct relationship between service marketing mix and service value

The fourth research objective of present study is to investigate direct relationship between service marketing mix and service value in commercial parking facilities in Malaysia. In order to predict significant relationship between the two constructs, hypothesis coded as H4 was formulated and PLS-SEM algorithm regression method was applied. The analysis result of this hypothesis had found a significant relationship between service marketing mix and service value. As mentioned in the literature review, there were very limited studies between service marketing mix and service value to compare. Several studies had tested the direct relationship between marketing mix elements to service value but analysed individually, partly, using different variable name or analysis methodology was not clearly defined such as Ye et al. (2014), Ryu et al. (2012) Thamrin (2012) and Cengiz and Yayla (2007). Despite of this, two studies was considerable suitable to support the above finding that is Ye et al. (2014) found significant relationship between price, location, comfort, cleanliness and customer service on service value in China hotel tourism and Cengiz and Yayla (2007) study indicates price and place has significant relationship with service value but not product

and promotion in Turkey accounting services. However, the finding was strongly backing on the idea and concept as suggested by Nasution et al. (2014) and Gallego et al. (2013) where they advised companies would need to move to a differentiation based on customer experience and reorganization of operations to support organizational innovation as evolution of strategies in order to provide added value and value creation.

Another important statistical finding was that the explanatory variance contributed by service marketing mix existed in service value was stood at moderate level of 68.1%. It is apparent that service marketing mix was one of essential factor explaining service value for more than 50%. Further, statistical result indicates that service price, service place and service physical evidence had a strong significant path coefficient that form the service marketing mix to have a significant relationship with service value. This result was not far differ from Ye et al. (2014) and Cengiz and Yayla (2007) study. The price element cannot be separated in explaining service value. The European Parking Association (2014) suggests that pricing of parking spaces usage should be based on value such as attraction, safe and convenient aspect. Following suggestion by European Parking Association (2014), the responses from Malaysia car park customers implies that they are favors when parking fees are equitable with marketplace, options of fees available, commensurate with level of quality and reasonable payment policies. While service place and physical evidence aspects was always interrelated and vital to the foundation of parking services. Malaysian car park customers had demonstrated that they desire parking place should have features such as parking convenience, sufficient parking lots, adequate channel for payment, well organized, safe and secure. Additionally, they are also prefers useful parking signages, clean and maintained

parking structure in term of physical evidence aspect. This findings was consistent with recommendation made by European Parking Association (2014), British Parking Association (2010), The Institution of Highways & Transportation (2005), Mendat and Wogalter (2003), and Shaffer and Anderson (1983). Generally, the above findings were makes sense and practical to explain on car park consumer behaviour in Malaysia as these aspects are commonly associated to the dissatisfaction of car park customer.

Furthermore, better understanding can be gained from the above results. It indicates that the mixes of service marketing except for physical evidence had reacted differently between service quality and service value construct. These results, therefore remind the practitioner to advance their understanding on the customer needs in formulating quality and valuable services as they are usually incorporate these aspects in their company's vision and mission.

5.6.5 Direct relationship between service quality and customer satisfaction

The impact of service quality on customer satisfaction was another research objective in present study. Henceforth, the fifth hypothesis that apprehended this relationship was tested using PLS-SEM path coefficient analysis and subsequently, the hypothesis was accepted based on the statistical result. The outcome of analysis, as expected, revealed that service quality had influenced significantly to customer satisfaction. Equally important finding, R^2 indicates technical quality, empathy, assurance and responsiveness except tangible and reliability dimensions, makeup the considerable substantial variance of 73% for customer satisfaction, while only 27% was unobserved. This study demonstrated results which corroborate the findings of several other recent years studies, such as Han and Hyun (2015), Kashif et al. (2015), Izogo

and Ogba (2015); Rajaratnam et al. (2014), Hussain et al. (2014), and Giovanis et al. (2014). The present study coincide with the views of Meidutė-Kavaliauskienė et al. (2014) whose emphasize the fundamental role of service quality to achieve competitive advantage through performing high level of quality features that highly potential to influence in customer satisfaction and produce positive outcomes to the business undertaking such as customer loyalty, repatronage and reduce business competitors. This may explain why car park customers demand outstanding quality features to be incorporated in car park services. Performance of service quality determines the level of satisfaction, for instance, excellence quality will increase customer satisfaction but when poor quality demonstrated, customer will be dissatisfied.

The strength of the relationship between service quality and customer satisfaction in this study was strongly explained by four dimensions that is technical quality, empathy, assurance and responsiveness as these factors is in line with recommendations by (European Parking Association (2014), Litman (2013); Health and Safety Executive (2011) and The Institution of Highways & Transportation (2005). For example, technical quality dimension had scored the highest outer weights output and the possible explanation is efficient process of car parking without interruption, compliance with safety and security standard and high specification of parking standard are preferable by customers. But surprisingly, tangible and reliability dimension of service quality serves little impact on customer satisfaction. This surprise output may be due to present conditions of tangible aspect in Malaysian car park facilities such as condition of parking equipment, parking set up and presentable dress of car park staffs does not achieve customer expectation and furthermore, negative

perception of customer on how service provider keep their service promises and managing parking payment had affected perception on service reliability. Thus, it suggested that the practitioner to find the possible directions to improve tangible and reliability aspect in parking services. Instantly, there are several possible solutions could be considered such as installation of automated parking system and online parking payment for monthly season customers (The Institution of Highways & Transportation, 2005).

5.6.6 Direct relationship between service quality and service value

Another essential research objective set in present study was to investigate a direct relationship between service quality and service value. In order to achieve this objective, hypothesis six was articulated to envisage a significant interconnection between these two constructs via calculation of PLS-SEM algorithm and 5,000 bootstrapping iteration subsamples. It also found that variance explaining the service value was almost reaching a substantial level of R^2 value with 74.5% and the rest variance of 25.5% was unobserved. Numerous studies have similar finding to support the relationship such as Wu (2014) in China gaming sector, Jo et al. (2014) in South Korean restaurant, Howat and Assaker (2013) in Australia aquatic centres, Gallarza, et al. (2013) in Spanish tourism and Ghalandari (2013) in Iran hypermarket. This findings indicates that higher level of service quality generate higher perception of service value among car park customers in Malaysia.

Quality aspect is one of major component in framing service value. Service quality was developed that relate to the concern on perception of overall superiority of service where the consumer will do evaluation on the service experience by them whether its

meet the expectation of what and how they wants. In the event that the quality criteria are met, the customer will feel they had received a worthy service which will lead them to judge a positive outcome of service value. This was supported by Cronin et al. (2000) study where they had found that perception of quality had explained substantially on service value where it emphasize largely on quality rather than cost in exchange transaction.

Although this study found the relationship between service quality and service value was significant and almost substantial, car park customers only indicate moderate responses to service quality in commercial car park facilities. Several possible causes to explain this scenario may due to less Malaysian car park operator practicing quality management system in their services, inadequate training to their car park staffs and limited resources to comply with high quality criterion.

In formatting service quality in car park services, present study found that technical quality dimension had contributed significantly to service quality construct with highest outer weights score, then followed by tangible and assurance dimension. The result of technical quality aspect indicate a fundamental objective of customer to use car park services that is customers want a place to park their cars where this car park gives them a convenience and safe experience to access, park and exit smoothly (European Parking Association, 2014; British Parking Association, 2010). By attaining this main objective, customer will value the service and feel worthy to pay. Additionally, tangible and assurance aspects have to be strategized and coordinated in such ways that capable to drives higher performance of service quality. Other dimension such as reliability, responsiveness and empathy play small roles in signify

relationship to service value. Not to undermine insignificant dimensions, the car park operations have to review their direction and resources to improve reliability, responsiveness and empathy aspects. The deployment of technology savvy in parking system and customer interaction technology will be several solutions for service improvement such as installing automated parking system and placing customer relationship management system especially for monthly season parking toward more efficient and effective services.

Interestingly, treatment from attributes of service quality to service value and customer satisfaction in car park service is varied. For service value, dimension of technical quality, tangible and assurance were found significant. While for customer satisfaction, dimension of technical quality, empathy, assurance and responsiveness were found significant. Through comparison, it shows that technical quality and assurance becomes common dimensions in explaining service value and customer satisfaction. This findings highlights the complexity in managing service quality and this scenario indicates the measurement of service quality is subject to many conditions such as the type of industries (Wu, 2014), type of service setting (Sandhu & Bala, 2011), customers segmentation and external factors (Seth et al., 2005) and culture (Ganguli & Roy, 2013). Hence, the practitioner must identify customer needs, choose right direction and do quality assessment periodically in order to achieve the business missions successfully.

5.6.7 Direct relationship between service value and customer satisfaction

The last research objective for direct relationship was touch on service value and customer satisfaction. In order to accomplish this objective, seventh hypothesis was

expressed to predict a significant effect on the relationship between service value and customer satisfaction and tested using PLS-SEM regression. The statistical result shows that service value had significantly influenced customer satisfaction and the variance substantially explained at 78.6% in customer satisfaction, the second highest R^2 value for direct effect testing. Numerous studies such as Eid and El-Gohary (2015) in Muslim tourism, Walsh et al. (2014) in furniture stores in United States and United Kingdom, Wu (2014) in China gaming industry, Chen (2013) in China agriculture farm and Howat and Assaker (2013) in Australia aquatic centres had agreed that service value has a significant effect on customer satisfaction. One way to interpret this finding is that the higher levels of value attributes incorporated to car park service, the more likely it is to have a favourable customer satisfaction on car park services.

The concept of service value is broad that covers assessment of perception on product or service utilization in respect of what is received and what is given and it also include social and emotion aspect. Better understanding on what and how value will be evaluated by customers is essential. Service value is a part of cognitive process where customer will do comparison and rationale their consumption between benefits and sacrifices before any responses such as satisfaction existed (Chang & Hsu, 2013). The positive perception of service value is important for producing customer satisfaction in achieving successful car park services and this is being increasingly recognized by the practitioner and academic community as well.

Addition to the finding, four dimensions namely emotion value, social value, functional value for quality and performance, and functional value for price and value were applied in framing service value that makes significant influence to customer

satisfaction. However, only three dimensions were found contribute greatly to service value that was functional value for quality and performance, social value and functional value for price and value. In regard of functional value for quality and performance, it was highlighted in customer response that they are favors to consistent of quality performance and well-made of parking facilities. Other components in service value preferable by car park customers are reasonable parking fees, thumb up parking services and exclusiveness features of monthly season pass holders that gives positive impression by others to the pass holder (Litman, 2013).

Unfortunately, emotion aspect was unable to demonstrate significant contribution to service value. Possible reason for this finding is due to limited parking lots in office buildings that give customer no other choice to park their vehicle. This situation creates inconvenient where customers of non-reserved parking have to scrambling to get their parking place. On the hand, allocations for reserve parking are controlled and expensive. As a result, car park customer feels unhappy, force to use and inconvenient. The service providers have to find practical solutions for overcoming the situation, for example provide designated area for all season parkers, install parking lots indicator system and establish a customer database system for better monitoring in order to avoid over selling situation (Litman, 2013).

5.6.8 Mediating effect of service quality on the relationship between service marketing mix and customer satisfaction

The eight research objective is pertaining to the role of service quality as mediating variable. This objective intended to examine mediating effect of service quality on the relationship between service marketing mix and customer satisfaction. Subsequently, hypothesis eight that founded through simple mediation model was developed to

predict a significant mediating effect of service quality on the relationship between service marketing mix and customer satisfaction. The hypothesis was analysed using PLS-SEM algorithm regression and bootstrapping method through 5,000 subsamples iteration. The result of regression analysis was interpreted by the way of Preacher and Hayes (2004; 2008) approach and applied partly of mediation assessment of Baron and Kenny (1986) method as proposed by Hair et al. (2014a). Based on the mediation result presented in this study, service quality has partially mediated on the relationship between service marketing mix and customer satisfaction. The size of indirect effect was calculated to obtain variance accounted for (VAF) of 67% that falls under partial mediation (Hair et al., 2014a). Although the direct path coefficient was reduced between service marketing mix and customer satisfaction, the significant path was still existed.

As already pointed out in the literature chapter, very few studies were conducted whereby service quality was placed as a mediating factor in the past studies (Islam et al., 2013). There was no previous study to support exactly on this finding but partial supported by Islam et al. (2013) study where they had found service quality fully mediate between marketing mix and customer loyalty, and Andrade et al. (2013) study had found that physical environment quality mediates the relationship between objective environmental and outpatient patient's satisfaction. The present finding could contribute to a new knowledge in academic area.

The roles of service marketing mix and service quality in creating satisfaction among customers was validated and recognized in present and past studies. The partial mediation effect of service quality between service marketing mix and customer

satisfaction was crucial to generate customer satisfaction in which it turns to lead a better service performance. The important of service quality in this simple mediation model was sustained as the present finding shown the variance accounted in explaining customer satisfaction to have increased to 73.1% in spite of 67.7% variance only if no existence of service quality. A likely explanation to this finding was besides performing mixes of service marketing, customers will be more satisfied when quality of services featuring in all car park services which in later stage, it will gives worthiness feeling to customers and leads to positive response. Evaluating on quality is naturally inherit in human cognitive process and cannot be separated (Islam et al., 2013). Thus, enhancing quality level in services is very essential especially on aspect of tangible, technical quality, assurance and empathy as its empirically supported and without it, all efforts in execution of service marketing mix becomes meaningless and unsustainable.

Furthermore, service marketing mix has been validated having a strong significant effect on customer satisfaction and the connection was still significant although service quality had absorbed certain level of cause-effect between two constructs relationship. It was found that all elements of service marketing mix except service product and service promotion play active roles to serve service quality and customer satisfaction. This means that the significant findings demonstrated in mediation model was due to coordination of service process, service people, service physical evidence and service place elements as important input factors that stimuli customer's cognitive process and responses (Goi et al. (2014). Correspondingly, Jacoby (2002) holds that association between stimulus and response are sound automatic and not involve mind to trace of their occurrence. For example, providing a right painting colour on car park wall,

having enough brightness within car park area or enough width of driving access will impact instantly on pleasure experience of customer that lead to satisfaction (Shaffer & Anderson, 1983). Therefore, selecting, initiating and implementing the right directions in enhancing mixes of service marketing and service quality are key determinant for success to achieve customer satisfaction and turn it into long term business competitive advantage.

5.6.9 Mediating effect of service quality on the relationship between service marketing mix and service value

Next research objective of present study was related to the role of service quality as mediating variable between service marketing mix and service value. This study objective presented here was accomplished by testing hypothesis nine that predict a significant mediating effect of service quality on the relationship between service marketing mix and service value using PLS-SEM algorithm regression and bootstrapping method through 5,000 subsamples iteration in this simple mediation model. The Preacher and Hayes (2004; 2008) mediation approach and partial Baron and Kenny (1986) mediation methodology as proposed by Hair et al. (2014a) was applied in this hypothesis testing.

Recap to earlier findings, service marketing mix has a significant direct relationship to service quality and service value with substantial values. When three constructs were regressed together where service quality serve as mediator in simple mediation model, variance explained in service value was increased from 68.1% to almost to substantial R^2 value of 74.3% and significant direct path coefficient between service marketing mix and service value becomes insignificant. Based on Baron and Kenny (1986) mediation methodology, this result can be considered as full mediation but in order to

preserve consistency on mediation report, service quality was mediated partially between service marketing and service value according to VAF formula as recommended by Hair et al. (2014a). The size of indirect effect was calculated and VAF value was stood at 67%. As mentioned in literature review, previous published studies on the relationship service marketing mix to service quality and service value was very limited because most of studies tended to focus on influence of marketing mix elements individually instead of conceptualise service marketing mix as higher construct. For consideration, the nearest findings in past studies fractionally support the present study finding was Cengiz and Yayla (2007) study in accounting services where they found that only product mix has indirect relationship to service value through service quality and Thamrin (2012) study about ship passenger's satisfaction had found that service marketing mix and service quality simultaneously effect service value. The academic knowledge on this relationship could be strengthen through this study finding.

The finding describes that quality attributes serve as service benefits that contained in mixes of service marketing was turn out to be sensitive aspect and deeply evaluated by car park customers before the judgement of value level was made. This can be supported by the public complaint listed in Table 1.1 specifically online news titled "High rates but poor parking facilities" published by News Strait Times (Bahalul, 2012). Almost all aspects of service marketing were insisted to have quality attributes. This is in line with the spirit of marketing mix concept that concern on marketing and operation factors in satisfying customer's need and wants (Kotler & Armstrong, 1989; McCarthy, 1964). On the other hand, service quality gives practical and technical benefits that customers can be obtained after utilization of service product. High

performance of quality coexistent in services will ensure car park customers enjoy the efficiency of vehicle parking processes, comfortable on car park environment, safety and security features assured and customer care is well preserved (European Parking Association, 2014). This statement was supported by the present findings where functional value of quality and performance in service value was recorded as strongest outer weights value that similar to Walsh et al. (2014) study, then followed by functional value for price and value, and social value. Car park service in Malaysia is still in impotent to boost emotion value among their customers. Perhaps, by reviewing mixes of service marketing and service quality aspects is one of optimist steps to improve customer's emotion aspect when utilize the car park services.

5.6.10 Mediating effect of service value on the relationship between service marketing mix and customer satisfaction

The tenth objective of present study was to examine the mediation effect of service quality between service marketing mix and customer satisfaction. The hypothesis ten was formulated to analyse prediction of a significant indirect effect of service value between service marketing mix and customer satisfaction using similar analysis method as stated in preceding subheading.

The finding for tenth hypothesis confirms that service marketing mix and customer satisfaction was partially mediated by service value. The statistical result shows that R^2 value of customer satisfaction was enlarged extensively from 67.7% to 81.1% with presence of service value. Another statistical result, VAF of 65% was significantly counted to represent indirect effect size which holds to partial mediation category. Therefore, it was decided that service value had partially mediated between service marketing mix and customer satisfaction. This finding was partially corroborates with

Kwun (2011) study who found the food quality and menu variety represent product mix partially mediated by service value for female consumer's satisfaction. Due to very limited empirical study on this mediation framework, present finding grants a new knowledge to academic community.

The above finding can be interpreted that higher customer satisfaction can be created over augmentation of value features in services by means of offering the right mixes of service marketing, in case of this study, its suggest only service place, service price and service physical evidence. Again, this comes back to the primary objective of customers to park their vehicle in car park facilities. The possible causes to this finding is Malaysian car park customer wants the car park facilities that convenience, well organized, enough parking lots, safe, sufficient payment channels, reasonable price structure with good payment policies and impressive and useful car park physical set up. In appropriate situation, Litman (2013) suggest various types of financial incentives could be offered to car park user such as to provide discounted or preferential parking for rideshare, a group purchases discounted and discounted price for tandem parking. In addition, quality performance subscale of service value shown the highest impact on the construct then followed by price, value and social factors that impetus by the marketing mixes. Although, service value mediates on customer satisfaction, service marketing mix still has a significant direct effect on customer satisfaction. In the present states, it was noted that three marketing mixes namely service place, service price and service physical evidence has capability to induce customer satisfaction directly especially in cognitive and overall satisfaction component of satisfaction. Being competitive to other car park provider and being good in many aspects of marketing mixes are vital because empirical result suggest

car park customers tend to compare services between car park facilities and evaluate many parts of service feature.

Surprisingly, current states of service people, service process, service product and service promotion in Malaysian car park services was not showed a significant contribution to serve service value and customer satisfaction. These weaknesses can be evident clearly through public complaint listed in Table 1.1. Taken serious measures to improve weaknesses in people, process, product and promotion aspects will appreciate another impact to service value and satisfaction that sustaining service excellence for being more strength and profitable in car park operations.

5.6.11 Mediating effect of service value on the relationship between service quality and customer satisfaction

The last research objective discussed here was related to service value as mediator between service quality and customer satisfaction relationship. In spirit to end the last objective of this study, hypothesis eleven was established to explain findings obtained from PLS-SEM algorithm and bootstrapping of 5,000 subsamples repetition output. Methodology employed to interpret mediation result was analyzed in the same way as the preceding hypothesis.

The finding of last hypothesis had validated and confirmed that service quality and customer satisfaction was partially mediated by service value. With existence of service value as mediator between service quality and customer satisfaction, R^2 value was increased from 74.5% to 81.6% for variance power explained in customer satisfaction. The size of indirect effect for service value was calculated manually to get significant VAF value of 59% and this result had recognized service value has a

partial mediation effect between service quality and customer satisfaction. Studies on the role of service value as mediator is not a new subject in the past. Numerous studies had offered same findings on mediation effect of service value such as Chen et al. (2012) in Taiwan financial services, Kwun (2011) in food services, Hume and Mort (2010) in Australian art performance, Lee et al., (2008) in hotel services, Brady et al. (2001) in American and Ecuadorian fast-food services and Cronin et al. (2000) in service environments.

The most convincing reason for service value being a partial mediation effect between service quality and customer satisfaction in Malaysian car park setting is because service quality has a strong significant direct effect on service value and customer satisfaction. Customer constantly seek for quality in the services that they had been engaged and always being a pivotal parts in marketing and business service delivery. Establishment with high service quality will leads to high service value (Jo et al., 2014) and customer's satisfaction (Han & Hyun, 2015; Suki, 2014; Giovanis, Zondiros, & Tomaras, 2014) and attracting another opportunity to boost an organization's image (Wu, 2014; Sivakumar & Srinivasan, 2009), encourage positive behaviour such as re-use intention, positive word of mouth and loyalty (Rozita, Zana, Khairulzaman, & Norlizah, 2014; Kim & Damhorst, 2010). In contrast, poor serving of quality causes business strength damaged due to negative response attitude, bad word of mouth and low customer repurchase (Lovelock & Writz, 2011). In short, garbage in will be garbage out (Hair et al., 2014a).

In car park setting, this study shows that all dimensions of service quality except reliability dimension had worked together intensively to serve value and satisfaction,

specifically on technical aspect. Equally important finding to this study, it was noted that the measurement of service quality in car park services is better through combination of functional and technical factor instead of functional aspect alone as suggested by Kang and James (2004). For record, technical quality dimension had repeatedly attained the strongest impact in hypotheses testing. Hence, better understanding on the requirement of car park customers in term of functional and technical through persistent evaluation on quality is suggested for the service providers to be able to fulfill customer needs and ensure long survival of business (Purcărea et al., 2013; Vanniarajan & Gurunathan, 2009).

As a quality performance reach an acceptable level, car park customers will do assessment of advantage versus disadvantages after being engaged in the service. As high quality in car park services is preferable by customers, perception of value will becomes positive and minor defect encountered by customer during service consumption will be disregarded. This evident clearly in present study where quality performance factors in service value continued to obtain the strongest impact score, then followed by price, value and social factors although several aspects were found weak in service quality and service marketing mix. This finding was parallel with Cronin et al. (2000) study. Therefore, it was suggested that car park operator should focus and encourage any initiative to improve quality in car park services from time to time towards delivering high value to their customer that leading to customer satisfaction. For example, car park operator should ensure a proper maintenance of equipment to avoid any inconvenient experience, increase safety level such as adequate brightness, provide sufficient Closed Circuit Television (CCTV) units, do security patrol within car park area and use up dated car park technology such as

parking guidance systems to monitor availability of parking space, automated payment, provide medium or long range season pass reader (Litman, 2013; Mendat & Wogalter, 2003; Shaffer & Anderson, 1983). For value-added service, possible initiatives such as cashless parking payment, car wash service, mini retail outlet or valet service can be considered to boost a valuable sensation among car park users and should ensure the customer aware about valuable features. High worthiness feeling of customers after service utilization will makes a particular service unique that could strengthen the business competitiveness through high satisfaction level. This statement was supported by present study findings where service comparison by customer represent cognitive had achieved the strongest loading than other components in satisfaction construct. Additionally, this study's findings consistent with Cronin et al. (2000) study where they had found that satisfaction was largely explained by service quality and service value, and further conclude that cognitive evaluations precede emotional responses. Their work also proves that jointly efforts to improve quality, value and satisfaction as a means of refining customer service perceptions. Addition to suggestion, the present study also highlight the needs of managers to decide the right strategies, embedded clear direction among staffs and to do frequent monitoring to ensure excellence performance on delivery of value to their customers (Chen et al., 2012).

5.7 Summary of chapter

This chapter provides overview on the study's findings and discussion. It has presented findings on the response rate, profile of respondents and the statistical results. In general, descriptive statistics indicates that the perception of respondents was at moderate level for service marketing mix, service quality, service value and

satisfaction at commercial private office building in Malaysia. This chapter has offered result of Friedman Test using SPSS and output of PLS-SEM analysis that was obtained from evaluation of the measurement model, second order model assessment, structural model and hypotheses testing.

Generally, all constructs namely service marketing mix, service quality, service value and satisfaction had a significant direct effect between them. Accordingly, mediation analyses were carried out using PLS-SEM bootstrapping methodology to determine the mediating effect of service quality and service value on customer satisfaction. The statistical outputs had confirmed the existence of partial mediation and consequently, all mediation hypotheses were accepted. Based on these results, eleven hypotheses of this study has been accepted and summarized in Table 5.17. Furthermore, eleven research objectives and its findings were discussed in same chapter including results comparison to prior studies.

Table 5.17
Summary of all hypotheses findings

Hypothesis code	Hypothesis	Decision
H1	The priority between seven elements in service marketing mix from customer perspective is varied	Accepted
H2	There is a significant relationship between service marketing mix and customer satisfaction	Accepted
H3	There is a significant relationship between service marketing mix and service quality	Accepted
H4	There is a significant relationship between service marketing mix and service value	Accepted
H5	There is a significant relationship between service quality and customer satisfaction	Accepted
H6	There is a significant relationship between service quality and service value	Accepted
H7	There is significant relationship between service value and customer satisfaction	Accepted

Table 5.17 (Continued)

Hypothesis code	Hypothesis	Decision
H8	Service quality mediates the relationship between service marketing mix and customer satisfaction	Accepted as partial mediation
H9	Service quality mediates the relationship between service marketing mix and service value	Accepted as partial mediation
H10	Service value mediates the relationship between service marketing mix and customer satisfaction	Accepted as partial mediation
H11	Service value mediates the relationship between service quality and customer satisfaction	Accepted as partial mediation



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CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This is a final chapter of study that summarizing the study and key findings, discuss it implications to the managerial and theoretical perspectives. It also presents limitations of the study and recommends for future research avenues. Finally, this chapter summarizes and concludes the study.

6.2 Summary of the study

This study addresses the problem that related to customer satisfaction issues about on how commercial car park facilities were served in Malaysia. Based on complaints reported in online media news, numerous factors had causes dissatisfaction among car park customers such as high parking fee, parking attendant attitude, poor maintenance of parking facilities, security issues, lack of facilities provided in parking area and so forth. It can be acclaimed that present car park services rendered in car park facilities was still unable to generate high level of satisfaction among users which was deemed as essential ingredient to business performance, competitiveness and sustainability. The phenomenon and factors that contribute to the demand and needs of proper parking services were introduced step by step in Chapter 1 with support of relevance reference and statistics.

As a result of the above, the model of service marketing mix which contains aspect of service product, service price, service place, service promotion, service people, service process and service physical evidence was found relevance to describe the role of car park operators in serving car park facilities. However, explaining customer satisfaction issues through service marketing mix alone was too high expectation. Lack of quality attributes and imbalance service value offered in car park services has been identified to be another influence factors on customer satisfaction. Hence, the broad question arises in this study was about the role of service marketing mix, service quality and service value as causal relationship and mediation effect on customer satisfaction. Therefore, the aim of this study was to investigate the relationships between service marketing mix, service quality, service value and customer satisfaction in commercial car park facilities in Malaysia.

Founded from the problem statement and subsequently supported by relevant literatures, this study aims to achieve eleven research objectives where one of research objective was to determine the priority of service marketing mix elements, six research objectives to investigate direct relationships and four objectives concern on mediation effects.

Since a car park service is something unfamiliar topic to public and non-practitioner, Chapter 2 was provided to present an overview of parking services in Malaysia. It continues with comprehensive literature review on service marketing mix, service quality, service value and customer satisfaction in Chapter 3. The essence of literature reviews was presented to support this study and several study gaps due to fragmented studies and lack of empirical studies for particular concepts and relationships were

highlighted. Addition to Chapter 3, under underpinning theory subheading, the application of Stimulus-Organism-Response (S-O-R) theory in the study's research framework was explained and discussed.

In light of the objectives of the study and the discussions that were provided in Chapter 1 and Chapter 3, the research framework was formulated in Chapter 4. As argued in Chapter 4, the framework was theoretically built that based on the extended Stimulus-Organism-Response (S-O-R) in relation to service marketing mix, service quality, service value and customer satisfaction. The service marketing mix was measured formatively by seven lower order latent variables, service quality was also measured formatively by five SERVQUAL dimension plus technical dimension, service value was also measured formatively by four lower order latent variables and customer satisfaction was measured reflectively by six components. Additionally, Chapter 4 contained eleven hypotheses to accomplish eleven research objectives that include measurement of each variable and research methodology. In order to achieve the objectives of the study, the hypotheses were divided into three group that is one hypothesis on priority of service marketing mix variables was tested, six hypotheses related to investigate direct effect between service marketing mix, service quality, service value and customer satisfaction, and last group contained four hypotheses to examine on indirect effect of service quality and service value on customer satisfaction.

In Chapter 5, it presents statistical findings and offers discussion of eleven research objectives that based on the results of tested hypotheses. This study hopes that all findings obtained are able to provide valuable contributions to academic knowledge,

practitioners and government in issues pertaining to car park facilities in Malaysia. In order to test eleven hypotheses of the study, SPSS version 21.0 and SmartPLS version 2.0 M3 statistical software were used. The nonparametric Friedman test using SPSS was used to test first hypothesis and the rest of hypotheses were tested using PLS-SEM algorithm regression with bootstrapping procedure of 5,000 subsamples iterations. The input of the analysis was based on 182 usable responses with response rate of 23% that collected from twenty private office buildings in Klang Valley.

The results of analysis demonstrates that the priorities of service marketing mix variables were not similar was accepted and mean ranking among variables were detected. While, the six direct effect hypotheses on the relationships between service marketing mix, service quality, service value and customer satisfaction were confirmed and accepted. The mediation test for another four hypotheses on the roles of indirect effect of service quality and service value were found to have mediation effects and all mediation hypotheses were accepted as partial mediation. The summary of hypotheses result can be seen in Table 5.17. In subsequent subheading in Chapter 5, comprehensive discussions on eleven research objectives were presented.

6.3 Implications of the study

Present study spreads the understanding of consumer behavioural studies in term of customer satisfaction in car park facilities particularly in Malaysia and the overall parking industry in general. As mentioned in Chapter 1, services sector plays pivotal contributor to country's economy specifically in Malaysia and part of this sector, services in car park facilities becomes so important to commercial activities,

transportation sector and quality of life. In short, the role of car park facilities is more than basic needs of life. Thus, it is imperative to fulfil the requirements and expectations of customers in multifarious backgrounds. This study is an early effort in investigating the satisfaction of car park customers in Malaysia including their contributing factors namely service marketing mix, service quality and service value. The implication of this study in terms of practical and theoretical standpoints was discussed in the following subheading.

6.3.1 Managerial and practical implications

This subheading highlight a number of managerial implications extracted from the study's findings. As stated out in earlier chapters, there was a need to comprehend what establishes service marketing mix as a first stage contact to customers and how it relates service quality and service value to stimulate satisfaction responses among car park customers. Inappropriate selection of marketing strategies, insufficient deployment resources for implementation and lack of operation control may cause the desired output unable to achieve and create wastage to the company's resources. Thus, it is of utmost important for managers to identify the right mixes of service marketing as this study confirmed that the variables contained in service marketing was varied and perform with multifarious impact toward service quality, service value and customer satisfaction.

Present study had showed that service marketing mix has a significant direct effect to service quality, service value and customer satisfaction but it elements respond differently. In this study, mixes of service people, service physical evidence and service process plays a vital role in service marketing mix that fashion customer's

perception on service quality in car park services. While to create high value perception in car park services, the result indicates that service physical evidence, service place and service price have emerged as key instrument to service marketing mix in producing value worthiness feeling in service consumption. Conversely, the mixes of service place, service price and service people demonstrates critical role in generating satisfaction among car park customers.

Under those circumstances, the results of this study acted as proof that the elements of service marketing mix are interchangeable that depends on what aspect to be assessed. This evidence was also commensurate with several past studies such as Chumaidiyah (2013) study claimed that elements of service marketing mix are interrelated with equally important but gives different impact to particular services. Another study by Lin (2011) recommended that business entity can improve their marketing strategies in service operation by following the priority ranking of service marketing mix elements. Therefore, it demands manager to recognize deeply on the service features preferred by their customers and choose right marketing mixes to be incorporated inside their service operations toward attaining high service performance that gives extra mileage to business competitiveness and sustainability.

Offering services without traits of quality and value will be meaningless. Withal, human thinking of quality and value cannot be separated while consuming the services. Thus, quality and value aspects are important in second level to encourage satisfaction responses. Evidence in this study suggests that service quality with its dimensions namely tangible, technical quality and assurance had performed important fundamental in developing value perception and all dimensions of service quality except reliability and tangible reacted significantly in obtaining satisfaction among car

park customer. The European Parking Association (2014) suggests that the value needs to be mirrored by quality of service of the parking product. While all components of service value except emotion, perform the most potent in shaping satisfaction responses. Additionally, service quality and service value partake the role of service marketing mix in generating customer satisfaction.

Therefore, managers are advised not to take lightly on quality and value aspects in their service product. On the contrary, satisfaction and performance for service consumption will be poor. In Cronin et al. (2000) study concludes that service quality, service value and satisfaction worked collectively in performing next behavioural. Under this circumstance, it was recommended for managers to do periodically assessment on customer perceptions where the input from assessment will helps manager to acknowledge the customer preferences and review features in service for further improvement. Furthermore, car park operators should consider adopting customer friendly measures and market driven in order to assess underlying information about the expectations and needs of the customers. Assessment by customer on service performance and how customer satisfaction is expressed are the essential ingredients to the development of marketing programmes. Evidence of this study shows that satisfaction was stimulated mainly by cognitive component in term of service comparison with other and followed by overall satisfaction assessment. Due to this reason, adapting quality management system such as ISO9001 or total quality management is one of the ways to aid car park services in performing better and more sustainability as present car park operators are lacking in this aspect. Equally important, result of this study had recognized essential role of technical quality dimension to service value and customer satisfaction. It was interpreted that managers

are required to ensure a good maintenance practices such as preventive and corrective systems in car park services as customer expect no disruption when they are going in to park their vehicle and exit with safely and conveniently. This is their primary objective in consuming the car park services and maximum customer satisfaction can be obtained if this objective is preserved. The most valued parking spaces are usually those most convenient and closest to the main destination (European Parking Association, 2014).

In third stage, customer satisfaction is seen as a consequence of received service, service quality and service value. Therefore, managing customer satisfaction is truthly important as past studies had recognized customer satisfaction still perform a central tendency of marketing strategies and management guidelines that lead to business success, high service performance, profitability, competitive advantage, customer retention, behavioural intention and trust (Akamavi et al., 2015; Ameer, 2014; Kitapci et al., 2014; Wu, 2014; Yeung et al., 2013).

In managing customer satisfaction, the managers are advised to measure periodically and identify which features and benefits in service that priority to their customers. As satisfaction is one of outcome from service consumptions, the managers are required to identify important features from the beginning stage to the end of service consumptions and track customer responses systematically. Developing a consumption system approach is one of the ways where managers are able to monitor the process flow, alert to any changes of customer behavior and respond to them. It enables managers to focus on the most important predictors of performance while providing inputs in designing marketing programs that effectively adapt to customers.

Furthermore, the car park staffs should be made known clearly on organization inspiration in serving their customers by establishing effective communication flow, cultivating customer service culture and provide knowledge on service product through periodical internal meeting and training programmes.

The implication of this study is not limited to practitioners only but the outcomes of this study also can be referred by the related ministries or agencies of Malaysian government such as Ministry of Federal Territories, Performance Management & Delivery Unit (PEMANDU), DBKL and other local authorities. The Malaysian government through Government Transformation Programme and Greater Kuala Lumpur/Klang Valley stresses on the improvement of urban public transportation. One of enlisted initiatives is to enhancing parking control and management by reviewing on and off-street parking rates in the Kuala Lumpur city centre for a more competitive rate and the strengthening of parking enforcement within the central business district. Therefore, the findings of this study provide detail information pertaining to which components need to be focused in order to enhance public perception on quality and value in parking services that reach public satisfaction. It was suggested that grading scheme for car park facilities that reflect to parking rates. Example, for those car park facilities intend to charge high parking rates must comply with high parking specification. In contrast, those car park facilities with basic parking specification will only allow to charge parking rate at certain range.

Lastly, the Department of Skills Development of Ministry of Human Resource can use the findings of this study for their guidelines to develop National Occupational Skills Standard (NOSS) for parking operation and services in which the syllabus of the skills

for NOSS level 3 is almost approved by Ministry. The input from this study can help the respective department to improve the skills syllabus in next revision and adapt it for the development of NOSS level 4 and 5 of parking operation and services. By having the systematic syllabus for skills development in parking operation and services; the practitioners, school leavers and also public would have opportunities to learn and practice the right way in delivering parking services in car park facilities.

6.3.2 Theoretical implications

The foundation of research framework was based on Stimulus→Organism→Response (S-O-R) theory that views external factors to stimulate internal individual states for generating responses. It also postulates that external factors such as service marketing mix interact with human organism such as quality and value assessment that drive human response such satisfaction to represent internal response. Accordingly, eleven hypotheses were formulated from the research framework of present study that offers essential empirical evidence as a part of contribution to current academic knowledge.

Firstly, this study contributes to the literature by establishing the relationships between the three sectors of Stimulus, Organism and Response in S-O-R model in commercial car park facilities in Malaysia. This relationship was tested through four mediating hypotheses where stimulus represented by service marketing mix, organism embodied by service quality and service value, and response proxy through customer satisfaction. All results for the four hypotheses were confirmed and accepted as partial mediation. An implication of this result is the possibility that besides organism act as intermediary between stimulus and response as proposed by original S-O-R model, stimulus also can interact directly to response with presence of organism. The evidence of this study

suggests that although some stimulus roles were taken over by organism before producing response, there were some option of stimulus can still influence directly to response. In brief, some elements of service marketing need to go via cognitive process like quality and value assessment before response appeared and some elements gives immediate reflection on satisfaction among customers.

On the contrary, the findings were found against the original S-O-R model as recommended by Robert S. Woodworth (Hergenhahn & Henley, 2014) and Mehrabian and Russell (1974) model but in line with the concept of S-O-R model proposed by Jacoby (2002) and support the extended S-O-R model as empirically tested by Goi et al. (2014). Furthermore, psychologist Alexander Bain in voluntary behavior subject (Hergenhahn & Henley, 2014) suggests that some behavior can simply act spontaneously guided only by its desire and the sight of the object. On the basis of this theory, it may explain the reason of why stimulus can still influence significantly in response with presence of organism process.

Secondly, it were claims that the effect of marketing mix is vary based on the type of services (Al-Dmour et al. , 2013; Yasanallah & Vahid, 2012; Cengiz & Yayla, 2007), culture (Dong & Siu, 2013) and geographical area (Chumaidiyah, 2013; Sanib et al., 2013). The finding of present study was in agreement with past studies where the means ranking analysis in first hypothesis was not same with the ranking results of past studies shown in Table 3.9. Thus, it demands a thorough evaluation on mixes of service marketing that applicable to particular services.

In further findings, the 7P model proposed by Booms and Bitner (1981) as cited by Rafiq and Ahmed (1995) was found suitable to represent marketing elements contain in service specifically in commercial car park services instead of 4P model proposed by McCarthy (1964). The present finding also found that seven elements of service marketing mix namely service product, service price, service place, service promotion, service people, service process and service physical evidence were coordinated well through reflective approach at lower order latent variable and acted meaningfully to form service marketing mix as second order construct using formative approach. Therefore, the finding of this part of the study was seem to be consistent with the word of “mixer of ingredient” (Borden, 1964) and the word “blend” by Kotler and Armstrong (1989) contained in the conceptual definition of marketing mix. This reflective-formative approach to assess and conceptualise service marketing mix as higher order is one of first study ever conduct.

Thirdly, it was contended that application of SERVQUAL with five dimensions may cause inadequacy of quality evaluation in services without presence of technical quality dimension. For this reason, Kang and James (2004) suggests that the presence of technical quality dimension makes stronger effect between service quality and customer satisfaction. In agreement with Kang and James (2004), technical quality dimension acted as additional dimension to SERVQUAL model in this study had performed excellence result by obtaining the highest scores compared to other quality dimensions. Consequently, service quality worked best not only to customer satisfaction but also to service value. Incorporation of technical quality dimension in SERVQUAL makes quality criterion more practical and produce better explanation variance.

Fourthly, there was little consensus among scholars in regards to the definition and the concept of service value (Chen, 2013; Boksberger & Melsen, 2011). Service value has been operationalized in several ways such as unidimensional (Grewal, Monroe, & Krishnan, 1998), multi-dimensional (Eid & El-Gohary, 2015; Sánchez-Fernández & Iniesta-Bonillo, 2007) and higher order construct (Lin, Sher, & Shih, 2005). It was claimed by Lin et al. (2005) that the service value conceptualize as higher order via formative approach able to obtain greater effects than other approaches.

Present study adapted PERVAL model from Sweeney and Soutar (2001) using short scale of PERVAL as proposed by Walsh et al. (2014) because short scale has better psychometric properties. The PERVAL scales were assessed reflectively in first order and formatively in second order to mold service value as this approached recommended by Sánchez et al. (2006). The result from present study indicates reflective-formative method to assess service value at second order construct was obtained high path coefficient β of 0.886 at $p < 0.01$ for relationship between service value and customer satisfaction. Moreover, when first order variable becomes indicator to service value formatively, the outer weights and significant effect of items able to indicate which components were most active. In this case, quality and performance dimension had obtained the highest score then followed by social value, price and value and the lowest score was emotional value as evidently shown in Figure 5.12. Therefore, the study's finding corroborates the ideas of Lin et al. (2005) who suggested that formative measure of service value able to obtain large impact and provide additional information on how first order variable acted within second order

construct. The valuable findings on service value in this study have fulfilled the future research recommendation by Lin et al. (2005).

Fifthly, past studies had extensively used the relationship between service quality, service value and customer satisfaction model for the impact and outcome of behavior such as intention and actual behavior of customer (Ameer, 2014) but always neglecting the presence of stimulus factor. Absence of stimulus factor in the research model may contradict with the Stimulus→Organism→Response (S-O-R) theory where the theory had suggested stimulus can influence organism that evoke person response (Goi et al., 2014). Moreover, past studies frequently limit the scope of stimulus to physical environment or quality attributes only and use emotion to represent organism stage as mediating factor (Vieira, 2013; Chang et al., 2011; Jang & Namkung, 2009). The limited scope may not be able to explain behavioral response adequately. Moreover, such relationship was not tested in the commercial parking facilities setting particularly in Malaysia.

Therefore, this study fulfill the academic gaps by confirming the relationship of stimulus to other factors. In this case, stimulus represented by service marketing mix which was founded by seven elements, was found to have significant relationships to service quality, service value and customer satisfaction in great impact. The finding of this study also reveals the construct of service marketing mix, service quality and service value was established distinctively to explain causal relationship to customer satisfaction that supported by results of discriminant validity, convergent validity and multicollinearity assessment. Furthermore, this study had used service quality and service value as mediating construct between service marketing mix and customer

satisfaction instead of emotion which was commonly applied in Mehrabian and Russel (1974) model of S-O-R. As mentioned in the literature review chapter, there were very rare studies that focus on these mediation relationships. Thus, this study offers valuable findings that confirm service quality and service value were acted as mediator between service marketing mix and customer satisfaction through partial mediation.

Lastly, the relationships diagrammatically illustrated in research framework that consists of service marketing mix, service quality, service value and customer satisfaction had not been tested in the commercial parking facilities setting specifically in Malaysia. The information and findings contained in present study provide new contribution to academic knowledge by adding one more research input pertaining to consumer behavior in service context.

6.6 Limitations of the study

Although the results of the current study have shed light on several important issues, study's limitations to certain extent should be considered when interpreting the results. On the other hand, these limitations offer some opportunities for future studies to consider in order gaining further knowledge. Firstly, this study focuses on customer satisfaction to represent the internal response of individual as the outcome of behavior. Of course, customer satisfaction is not the end of business objective. Numerous of past studies had verified that customer satisfaction is one of antecedent to the other outcome such as intention behavior, loyalty, patronage, word of mouth. Thus, this study outcome was limited to internal response only.

The second limitation is that besides direct relationships, this study had focused on the mediation effect of service quality and service value. There are a few other moderating variables that could possibly influence customer satisfaction, such as respondent demographics, experience and the type of parking product, for instant, season parkers, causal parkers and valet customers.

Thirdly, this study faced difficulties in finding enough empirical studies in the context of car park services that involves variables used in the study. Moreover, past studies gave less attention on the relationships between service marketing mix to service quality, service value and also customer satisfaction including the mediation effect of service quality and service value between service marketing mix and customer satisfaction causes limited empirical evidence to support the findings of study.

Fourthly, the mediation testing was based on simple mediation model only for accomplishing the respective research objectives. This study was not formulates hypothesis testing for multi-mediation effects which can be seen in the research framework. Future research to investigate multi-mediation effects that based on the study's research framework would beneficial to academic.

The fifth limitation was related to respondents. The respondents for this study were among monthly season parking customers from twenty private office buildings within Klang Valley area. Although, it was stated that Klang Valley is a most advance and rapid growth of economic activities area, it may not be representative of all car park customers in Malaysian in term of satisfaction because there are other cities are also aggressive in economic activities such as Johor Bahru in the south, Penang and Ipoh

in the north and Kuantan in the east coast of Peninsular Malaysia. Lastly, difficulty in getting high rate of responses is considered as one of the major methodological limitations faced in this study. Factors contribute to this limitation may derive from many items in questionnaires, appropriateness of method to distribute questionnaires and time consumption to encourage collection of complete questionnaire.

6.8 Recommendations for future research

This study offers opportunities for future research where the findings and limitations of the study becomes a basis of recommendations. Future research may explore more comprehensively in several areas as discussed in this subheading. Firstly, customer satisfaction as dependent variable may not adequate to explain consumer behavior as customer satisfaction was recognized as antecedent to other behavioural and linked to external measures (Morgeson III, Sharma, & Hult, 2015). Thus, adding more constructs such as intention and actual behavior would give academic mileages due to complexity of consumer behavior that may vary accordance to diverse influence factors. Equally important, although the result of explaining variance in customer satisfaction from service marketing mix, service quality and service value was 81.9%, considerably high, another 18.1% could be explained by other possible variables that influence satisfaction. Future studies should consider what other potential factors that can influence customer satisfaction.

Secondly, although this study has been developed based on Stimulus→Organism→Response model in the Malaysian commercial parking facilities that used service quality and service value as intermediary variables, there are still unknown in commercial car park setting whether presence of moderating

variables could influence the Stimulus→Organism→Response model. Therefore, it is suggested that future research should investigate the moderating influence such as customer age and gender in present study's model.

Thirdly, past studies always focused on individual components to endogenous variables creates high complex model and sometime bring confusion interpreting the variable concept. Using low order and high order measurement as applied in this study makes research model simpler and support the concept of variables. Application of formative assessment at higher order level able to generate high impact on endogenous variables and statistical power of each indicator that form the higher order construct can be identified. However, the concept of low and high order constructs or hierarchical order construct in past studies was not widely used. Therefore, it is highly recommended that future studies to use low and high order construct and formative assessment that commensurate with proposed concept.

Fourthly, as indicated in the study's limitations heading, even though the concept of marketing mix has been made known since year 1964, there is fragmented and limited studies to investigate the role of service marketing mix as a whole that linked to other constructs such as service quality, service value and customer satisfaction. Additionally, this study also found that there is lack of studies to investigate on the mediating role of service quality and service value between service marketing mix and customer satisfaction. Hence, it would bring benefit to the academic knowledge when the said relationships are further investigated in future studies.

Lastly, it is recommended that the sample size could be increased in future studies for more comprehensive result by the way of taking samples from diverse geographical areas across Malaysia states and other countries that may include diversity of cultures and social structures. It is also suggested that the type of respondent should be expanded to other category of car park user such as casual parking users and valet customers for generalization of study outcome. Moreover, the respondents for present study were selected among private office buildings and respondents input from difference type of buildings such as hotel, shopping malls, transportation hubs and theme parks. Therefore, replicating and extending this study in other regions and countries and other services would test the applicability of the present findings. Additionally, it would provide a basis for further validation of the research framework formulated in this study to understand the variations of customer behaviour.

6.9 Conclusion

First and foremost, the purpose of the study is to investigate the influence factors on customer satisfaction in Malaysian commercial parking facilities. The descriptive result of the study suggests that the level of customer satisfaction on service in car park facilities is still at moderate level. This means that the perception of car park customers on service marketing mix, service quality and service value at medium level.

The structural assessment for research framework indicates that the model has adequate prediction relevance for the constructs though blindfolding procedure in PLS-SEM method. Briefly, the study's results reveal that the impact of service marketing mix was different. While for direct effect, the relationships between service marketing mix, service quality, service value and customer satisfaction were found

significant with reasonably high statistical results. This shows that service marketing mix, service quality and service value are effective factors for customer satisfaction. In subsequent analysis, service quality and service value had demonstrated partial mediation effects. In summary, eleven hypotheses formulated from research framework were found accepted. Thus, the research objectives of the study were accomplished.

The findings of the study were discussed and suggest the managers to incorporate workable strategies in car park services in terms of mixes of service marketing, quality and value in order to grant positive responses of satisfaction among car park customers. Periodically assessment on customer feedback on services may aid service provider to improve their car park service and able to track any changes on behavior trends that act as input for further enhance of car park services.

Several limitations in the study were recognized which offers opportunities in future research. It was suggested that future studies to include intention behavior, actual behavior, other antecedent factor and moderator variable in the study model. It is also suggested that application of low and high order construct concept in future studies. Further validation of the study's findings was encouraged by expanding the sample size, type of buildings, geographical area and other services sector.

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APPENDICES

APPENDIX A

Measurement of customer satisfaction used in recent studies

No.	Authors	Industry	Approach	Item/s	Scales	Components
1	Albayrak & Caber (2015)	Hotel	Transaction	1	1: strongly disagree, 5: strongly agree	General satisfaction
2	Han & Hyun (2015)	Medical Tourism	Cumulative	3	1 : Extremely disagree, 7: Extremely agree	General satisfaction, affective and cognitive
3	Akamavi et al. (2015)	Airlines	Transaction	4	1: strongly disagree, 5: strongly agree	Cognitive and affect-based
4	Eid & El-gohary (2015)	Tourism	Transaction	4	1: strongly disagree, 5: strongly agree	Emotion, performance, cognitive
5	Noyan & Şimşek (2014)	Shopping	Transaction	7	1: completely disagree, 10: completely agree	General satisfaction, affective, value, disconfirmation, cognitive and need fulfillment
6	Hassan, Jusoh & Hamid (2014)	Insurance	Cumulative	5	1: strongly disagree, 7: strongly agree	General satisfaction, affective, disconfirmation and cognitive
7	Eisingerich et al. (2014)	Financial services	Cumulative	3	1: strongly disagree, 7: strongly agree	General satisfaction, affective and cognitive
8	Loureiro, et al. (2014)	Shopping	Transaction	3	1: strongly disagree, 10: strongly agree	Cognitive and affect-based
9	Giovanis et al. (2014)	Telecommunication	Transaction	3	1: strongly disagree, 7: strongly agree	Emotion
10	Suki (2014)	Airlines	Transaction	3	1: strongly disagree, 5: strongly agree	Emotion, performance, cognitive
11	Wu (2014)	Casino	Transaction	3	1: strongly disagree, 7: strongly agree	General satisfaction, affective and cognitive
12	Ali (2014)	Hotel	Transaction	4	1: strongly disagree, 5: strongly agree	Cognitive and affect-based
13	Koufteros et al., 2014	Web purchase	Cumulative	8	1: strongly disagree, 7: strongly agree	General satisfaction, affective, disconfirmation, cognitive and need fulfillment
14	Koufteros et al., 2014	Web purchase	Transaction	9	1: strongly disagree, 7: strongly agree	General satisfaction, affective, disconfirmation, cognitive and need fulfillment
15	Terpstra & Verbeeten (2014)	Financial services	Cumulative	9	1: totally disagree, 4: totally agree	General satisfaction, affective, disconfirmation, cognitive and need fulfillment

APPENDIX A (Continued)

No.	Authors	Industry	Approach	Item/s	Scales	Components
16	Chakraborty & Sengupta (2013)	Telecommunication	Cumulative	1	1: strongly disagree, 7: strongly agree	General satisfaction
17	Chou & Chiang (2013)	Software	Cumulative	1	(1) Very dissatisfied/very satisfied; (2) Very displeased/very pleased; (3) Very frustrated/very contented; (4) Absolutely terrible/absolutely delighted.	Cognitive and affect-based
18	Fatima & Razzaque (2013)	Banking	Cumulative	1	1: strongly disagree, 5: strongly agree	General satisfaction
19	Howat & Assaker (2013)	Public Aquatic	Cumulative	2	1: displeased, 7: pleased	General satisfaction and affective
20	Etemad-Sajadi & Rizzuto (2013)	Restaurant	Cumulative	3	1: strongly disagree, 5: strongly agree	General satisfaction and affective
21	Gallarza, et al. (2013)	Tourism	Transaction	3	1: very low, 5: very high	Affective, cognitive and need fulfillment
22	Hosany & Prayag (2013)	Tourism	Transaction	3	1: extremely dissatisfied, 6: extremely satisfied; 1: terrible, 6: delighted; 1: much worse than expected, 6: much better than expected; 1: strongly disagree, 6: strongly agree	General satisfaction, affective and disconfirmation
23	Jung & Yoon (2013)	Restaurant	Transaction	4	1: strongly disagree, 7: strongly agree	General satisfaction, affective and disconfirmation
24	Hsu (2013)	Web purchase	Transaction	3	1: strongly disagree, 5: strongly agree	General satisfaction, affective and cognitive
25	Ha & Park (2013)	Technology	Cumulative	4	1: strongly disagree, 7: strongly agree	General satisfaction, affective and cognitive
26	Ihtiyar, Ahmad & Baroto (2013)	Retail outlet	Cumulative	4	1: very low, 7: very high	Performance

APPENDIX B

Improvement and enhancement of marketing mix concept (4Ps)

Source	Additional element and changes to 4Ps concept	Perspective			Concern
		Managerial	Customer	Supplier	
Trout (1969)	Add Positioning		X		Consumer perception
Nickels & Jolson (1976)	Add Packaging	X			Packaging
Mindak & Fine (1981)	Add Public relations		X		External relationship
Booms & Bitner (1981)	Add Participants, Physical Evidence and Process		X		Service delivery and performance
Ohmae (1982)	Add Customers, Competitors and Corporation	X			Competitiveness Strategy
Kotler (1984)	Add Political Power and Public Relations	X			External factors
Traynor (1985)	Add Probe	X			Marketing research
Johnson (1986)	Add Purpose, Probe, Perceive, Perform, Predict, Plan, People and Professional	X			Marketing functions
MaGrath (1986)	Personnel, physical facilities and process management	X			Services marketing
Tellis (1986)	Proposed new pricing strategies,	X			Pricing strategies
Wind (1986)	Add Positioning, Portfolio of Market Segments, Portfolio by Product Segment and Distribution, Portfolio of Countries by Mode of Entry, Political Marketing Tools, Public Relations and Public Affairs and The Marketing Program	X			Business strategy decision
Judd (1987)	Add People		X		Differentiation in industrial marketing
Zeithaml (1988)	Proposed new strategies for understanding consumer buying behavior		X		Price, quality and value
Berry (1990)	Add Service, Customer Sensitivity and Customer Convenience		X		Service delivery and performance
Christopher, Payne and Ballantyne (1991)	Add People, processes, and customer service		X		Relationship marketing
Robins (1991)	Add Customers, Competitors, Company and Capabilities		X		Customer orientation
LeDoux (1991)	Add Preservation	X			Environmental
Waterschoot & Bulte (1992)	Add Communication mix divided into Mass mix, Personal mix and Publicity Mix		X		Customer awareness, knowledge and motivation towards product mix
Doyle (1995)	Add Services and Staff	X			Service delivery
Grönroos (1994)	Acknowledged relationship marketing and retention is unique		X		Relationship marketing
Gummesson (1994)	Acknowledged that relationship (and retention) marketing is unique, but proposed no additions or changes to the 4Ps		X	X	Relationship marketing
Bennett (1997)	Proposed the 5Vs that relate to the customer Value, Viability, Variety, Volume, and Virtue, but no actual additions or changes to the 4Ps.		X		Strategic customer focus
Gummesson (1997)	Propose 30Rs related to relationship		X	X	Relationship marketing

APPENDIX B (Continued)

Source	Additional element and changes to 4Ps concept	Perspective			Concern
		<i>Managerial</i>	<i>Customer</i>	<i>Supplier</i>	
Parasuraman (1998)	Suggest marketing must be personalized with emphasis on customer service, teamwork, quality, and excellence		X		Customer service
Yudelson (1999)	Add Partners		X		Value-creating exchange activity
Goldsmith (1999)	Called extended marketing mix as Personnel, Physical Assets, and Procedures. Add Personalization to 7Ps		X		Customer Service and World Wide Web
Melewar & Saunders (2000)	Add Publication to 7Ps	X			Brand communication
English (2000)	Replace or augment with 4Rs: Relevance, Response, Relationships and Results		X		Customer relationship and Marketing strategies
Grove, Fisk, & John (2000)	Add Actors, Audience, Setting, Performance		X		Customer service
Wang, Head & Archer (2000)	Suggest marketing mix for relationship, retail, and web marketing must consider Database, Interaction, Network		X		Relationship marketing via World Wide Web
Schultz (2001)	Proposed that the mix should consider the triad of marketer, employee, and customer		X		Service delivery
Gagliardi (2001)	Add Profit	X			Profitable orientation
Beckwith (2001)	Replace and/or augment with: Price, Brand, Packaging and Relationships		X		Service marketing
Constantinides (2002)	Replace or augment with 4Ss: Scope: Strategy, analysis, customers, objectives, Site: Web site experience, Synergy: Integration with other departments, System: Technology administration	X			E-Marketing project
Lovelock & Wright (2002)	Add Productivity and Quality into 7Ps framework		X		Valued added to service marketing
Claffey (2006)	Described the five attributes of e- marketing namely pervasive communications, mobility, ubiquity, context, and personalization		X		E-marketing
Afridi (2009)	Adopted Booms & Bitner's 7Ps, but called extended elements as People, Physical Evidence, and Process.		X		Service marketing
Marcu & Gherman (2010)	Proposed new promotion strategies based on product life cycle stages	X			Product life cycle and promotion
Gordon (2012)	Replace or augment with: Consumer as center point shaped by Cost, Channels/Strategies, Circumstances, Process, Organization/Competition		X		Consumer orientation strategy
Azadi & Rahimzadeh (2012)	Combine the 4Ps with Porter's (1979) five competitive forces	X			External factors
Amerland (2013)	Change to Purpose, Presence, Proximity and Partnerships		X		Social marketing via valuing customer

APPENDIX C

Definitions of value from customer perspective

No.	Source	Term of value	Context/ Approach	Definition
1	Ledden, et al. (2011)	Consumer perceived value	B2C Experiential	A personal, comparative judgment of a consumer's preferred object formed through his/her experience of interacting with that object.
2	Chang & Wang (2011)	Perceived value	B2C Benefit and sacrifice	As a consumer's perception of the net benefits gained based on the trade-off between relevant benefits and sacrifices derived from the online shopping process, which is an objective evaluation from personal cognition.
3	Pynnönen, Ritala, & Hallikas (2011)	Customer value	B2C Attribute	The systemic customer value reflects the value delivered to the customer is dependent on more than one attribute and possibly on more than one firm.
4	Kim & Damhorst (2010)	Perceived value	B2C Benefit and sacrifice	A consumer's subjective overall evaluation of the benefits and sacrifices of both the product and shopping experience, including emotional, monetary, time, convenience and merchandise assortment values derived from apparel shopping at the retailer site.
5	Helkkula & Kelleher (2010)	Customer perceived value	B2C Experiential	Is a holistic phenomenon, which is subjective, event specific, personal, and individually and socially constructed
6	Grönroos, 2008	Value for customers	B2C Experiential	Means that after they have been assisted by a self-service process (cooking a meal or withdrawing cash from an ATM) or a full-service process (eating out at a restaurant or withdrawing cash over the counter in a bank) they are or feel better off than before
7	Woodall (2003)	Value for the customer	B2C Benefit and sacrifice	Any demand-side, personal perception of advantage arising out of a customer's association with an organisation's offering and can occur as reduction in sacrifice; presence of benefit (perceived as either attributes or outcomes); the resultant of any weighted combination of sacrifice and benefit (determined and expressed either rationally or intuitively); or an aggregation, over time, of any or all of these.
8	Chen & Dubinsky (2003)	Customer perceived value	B2C Benefit and sacrifice	A consumer's perception of the net benefits gained in exchange for the costs incurred in obtaining the desired benefits
9	Holbrook (2002)	Consumer value	B2C Experiential	As interactive relativistic preference experience
10	Eggert & Ulaga (2002)	Customer perceived value	B2B Benefit and sacrifice	Trade-off between benefits and sacrifices perceived by customers in a seller's offering.
11	Slater & Narver (2000)	Customer value	B2C Benefit and sacrifice	As a trade-off between the benefit of consuming products/ services and the disadvantage (or sacrifice) involved.
12	Lapierre (2000)	Customer perceived value	B2B Benefit and sacrifice	The difference between the benefits and the sacrifices perceived by customers in terms of their expectations such as needs and wants.
13	Lovelock (2000)		B2C Benefit and sacrifice	A trade-off between perceived benefits and perceived costs.

APPENDIX C (Continued)

No.	Source	Term of value	Context/ Approach	Definition
14	Sirohi, McLaughlin & Wittink (1998)	Perceived value	B2C Benefit and sacrifice	What you [consumer] get for what you pay.
15	Woodruff (1997)	Customer value	B2C Means-end	A customer's perceived preference for and evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer's goal and purposes in use situations.
16	Woodruff & Gardial (1996)	Customer value	B2C Means-end	A customer's perceived perception of what they want to happen in a specific use situation, with the help of a product and service ordering, in order to accomplish a desired purpose or goal.
17	Butz & Goodstein (1996)	Customer value	B2C Benefit and sacrifice	The emotional bond established between a customer and a producer after the customer had used a salient product or service produced by that supplier and found the product to provide an added value.
18	Ravald & Grönroos (1996)	Customer perceived value	B2C Benefit and sacrifice	Trade-off between benefits and sacrifices perceived by customers in a seller's offering. (Episode and relationship value).
19	Jayanti & Ghosh (1996)	Perceived service value	B2C Benefit and sacrifice	As a direct consequence of perceived quality as well as of price-based transaction and acquisition utilities.
20	Spreng, Dixon & Olshavsky (1993)	Expected perceived value	B2C Benefit and sacrifice	A consumer's anticipation about the outcome of purchasing a product or service based on future benefits and sacrifices.
21	Sheth, Newman & Gross (1991)	Consumption value	B2C Buy or not buy (use or not use)	The five values influencing market choice behaviour are functional value, social value, emotional value, epistemic value and conditional value.
22	Dodds et al. (1991)	Perceived value	B2C Benefit and sacrifice	As a trade-off between perceived quality and perceived psychological as well as monetary sacrifice.
23	Monroe (1990)	Perceived value	B2C Benefit and sacrifice	A tradeoff between the quality or benefits they perceive in the product relative to the sacrifice they perceive by paying the price.
24	Zeithaml (1988)	Perceived value	B2C Means-end	A consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given.

APPENDIX D

The summary of original measurement scales and reliability results

No.	Variable	Measurement scales	Number of items	ORIGINAL	Reliability	ADAPTED
				Scales		Number of items
1	Service product	Al-Dmour et al. (2013)	5	1 = strongly disagree and 5= strongly agree	0.94	2
		Bradley (2001)	6	10 point scales from inferior performance to superior performance	N.A.	3
2	Service price	Akroush (2011)	5	N.A.	0.88	1
		Martin et al. (2009)	3	1 = strongly disagree and 7 = strongly agree	0.97	1
		Al-Dmour et al. (2013)	4	1 = strongly disagree and 5= strongly agree	0.94	3
3	Service place	Akroush (2011)	3	N.A.	0.83	1
		Sreenivas et al. (2013)	7	1 = strongly disagree and 5= strongly agree	N.A.	1
4	Service promotion	Al-Dmour et al. (2013)	6	1 = strongly disagree and 5= strongly agree	0.94	1
		Yoo, Donthu, and Lee (2000)	3	1 = strongly disagree and 5= strongly agree	0.87	1
		Akroush and Al-Dmour (2006)	7	1 = strongly disagree and 5= strongly agree	0.87	1
5	Service people	Bradley (2001)	5	10 point scales from inferior performance to superior performance	N.A.	1
		Akroush and Al-Dmour (2006)	7	1 = strongly disagree and 5= strongly agree	0.89	3
		He, Lee, and Lai (2011)	4 (Managerial support)	1 = strongly disagree and 7 = strongly agree	0.75	1
		He, Lee, and Lai (2011)	4 (Work facilitation)	1 = strongly disagree and 7 = strongly agree	0.72	1
6	Service process	Akroush and Al-Dmour (2006)	6	1 = strongly disagree and 5= strongly agree	0.78	3
		Sreenivas et al. (2013)	6	1 = strongly disagree and 5= strongly agree	N.A.	2
7	Service physical evidence	Akroush and Al-Dmour (2006)	5	1 = strongly disagree and 5= strongly agree	0.78	4
		Chen (2011)	3	1 = very unimportant and 5= very important	0.86	1
8	Tangible	Parasuraman et al. (1988)	4	1 = strongly disagree and 7 = strongly agree	0.72	4
9	Reliability	Parasuraman et al. (1988)	5	1 = strongly disagree and 7 = strongly agree	0.83	5
10	Responsiveness	Parasuraman et al. (1988)	4	1 = strongly disagree and 7 = strongly agree	0.82	4
11	Assurance	Parasuraman et al. (1988)	4	1 = strongly disagree and 7 = strongly agree	0.81	4
12	Empathy	Parasuraman et al. (1988)	5	1 = strongly disagree and 7 = strongly agree	0.86	5

APPENDIX D (Continued)

No.	Variable	Measurement scales	Number of items	ORIGINAL	Reliability	ADAPTED
				Scales		Number of items
13	Technical	Kang and James (2004)	3	1 = strongly disagree and 7 = strongly agree	0.78	2
		Brady and Cronin (2001)	2	1 = strongly disagree and 7 = strongly agree	0.90	1
		Brady and Cronin (2001)	3	1 = strongly disagree and 7 = strongly agree	0.82	1
		Rajaratnam et al. (2014)	3	N.A.	N.A.	1
14	Emotional value	Sweeney and Soutar (2001)	5	1 = strongly disagree and 7 = strongly agree	0.94	3
15	Social value	Sweeney and Soutar (2001)	4	1 = strongly disagree and 7 = strongly agree	0.82	3
16	Performance & Quality value	Sweeney and Soutar (2001)	6	1 = strongly disagree and 7 = strongly agree	0.91	3
17	Price & value for money	Sweeney and Soutar (2001)	4	1 = strongly disagree and 7 = strongly agree	0.80	3
18	Customer satisfaction	Eisingerich et al. (2014)	3	1 = strongly disagree and 7 = strongly agree	0.87	3
		Terpstra and Verbeeten (2014)	9	0 = totally disagree to 4 = totally agree	0.91	2
		Suki (2014)	3	1 = strongly disagree to 5 = strongly agree	0.74	1



UUM
Universiti Utara Malaysia

APPENDIX E

A sample of letter to parking operator for requesting data of total number of monthly season parking customers



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA



Tel: 603-2610 3000
Faks (Fax): 603-2694 9228
Laman Web (Web): <http://uumkl.uum.edu.my>

"UUM:THE EMINENT MANAGEMENT UNIVERSITY "

Our Ref : UUM/UUMKL/P-39/133 ()

Date : 3rd December 2014

Managing Director
IMEJ PARKING SDN BHD
WISMA IMEJ
No. 7-1, Jalan BK 5A/2,
Bandar Kinrara, 47100 Puchong,
Selangor Darul Ehsan

Dear Sir,

COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that **Ahmad Fiaza Bin Abdul Shukor**, I/C No: **701227-04-5417**, Matrix No: **93912** is UUM Kuala Lumpur student who is presently pursuing his Doctor of Business Administration. He is required to do a data collection as a requirement for the BDMZ8024 Dissertation that he is pursuing this semester. His dissertation topic is related to service marketing mix, service quality, service value and customer satisfaction in commercial parking facilities.

Since your esteem organization has been chosen, we would be most grateful if you could provide to him a **total number of monthly season parking customers in Klang Valley** (estimation also acceptable) for population and sampling calculation purposes. You can direct the information to **ahmad_fiaza@hotmail.com** or reply this letter to UUM Kuala Lumpur.

Please be informed that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,

ASSOC. PROF. DR. NORLENA HASNAN
Deputy Director
Universiti Utara Malaysia Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDIX F

Evidence parking allocation ratio to building tenants



An International Associate of



Menara IGB Lingkara Syed Putra, 59200 Kuala Lumpur		
1	Landlord	IGB Corporation Berhad
2	No. of storey	26
3	Total of lettable Area	Approx 228,282 sq ft
4	Typical Floor Area	Approx 13,000 sq ft
5	Year of completion	2000
6	Floor/ area available (sq.ft.)	Level 19 – Approx 9,171 sq ft
7	Rental inclusive of service charge (RM/psf)	RM 4.00 psf
8	Air-con supplied by Landlord	Mon to Fri: 9.00 am to 5.00 pm
9	Air-con Over-time Surcharge (RM/hour)	RM 50 per hour
10	Underfloor trunking	No
11	Ceiling height from floor to suspended ceiling	8.6'
12	No. of lifts	6
13	Telephone supplier	Telekom
14	Food court in the building	No
15	Total no of parking bays	6,500 (Part of Mid Valley Mega Mall and Centrepoint)
16	Parking allocation	1:1000 sf
17	Reserved Bay Floating Bay	RM 80.00 per bay RM 40.00 per bay
18	Security services	In House
19	Maintenance services	In House
20	Anchor tenant/Main tenants	Astana International, Panasonic, Bates Malaysia, Knight Frank, Hoe Pharma, APL-NOL Malaysia

These particulars are not to be considered a formal offer, they are for information only and given a general idea of the property. They are not to be taken as forming any part of resulting contract, nor to be relied upon as statements or representations of fact. Whilst every care is taken in the preparation, the Owners/ Agents accept no liability as to their accuracy.

APPENDIX G

Letter to National Property Information Center (NAPIC) of Valuation and Property Services Department



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA



Tel: 603-2610 3000
Faks (Fax): 603-2694 9228
Laman Web (Web): <http://uumkl.uum.edu.my>

No Ruj : UUMKL/Fiaza/NAPIC/ 0102/2015
Tarikh : 27hb Februari 2015

PENGARAH

Pusat Maklumat Harta Tanah Negara (NAPIC)
Jabatan Penilaian & Perkhidmatan Harta
Kementerian Kewangan Malaysia
Aras 7, Perbendaharaan 2,
No. 7, Persiaran Perdana, Presint 2
62592 Putrajaya.

Tuan/Puan,

MEMOHON SENARAI DATA NAMA-NAMA PEJABAT BINAAN KHAS BAGI BANGUNAN PERSENDIRIAN DI SEKITAR KAWASAN KUALA LUMPUR, SELANGOR DAN PUTRAJAYA.

Assala'mualaikum wrbt dan selamat sejahtera.

Terlebih dahulu, kami ingin mengucapkan terima kasih di kesudian pihak tuan/puan untuk memberi kerjasama bagi menjayakan usaha kami di dalam kajian pihak universiti untuk meningkatkan lagi sistem dan kualiti pengurusan pengangkutan ke arah pencapaian agenda utama "Greater Kuala Lumpur/Klang Valley".

Oleh itu, pihak kami ingin memaklumkan bahawa pelajar kami di Universiti Utara Malaysia Kuala Lumpur (UUMKL), **En. Ahmad Fiaza bin Abdul Shukor**, No K/P: **701227-04-5417**, No Matrik : **93912** di dalam jurusan kedoktoran pentadbiran perniagaan sedang melakukan kajian bagi penyediaan kertas kerja disertasinya yang berkaitan dengan tajuk "service marketing mix, service quality, service value and customer satisfaction in commercial parking facilities".

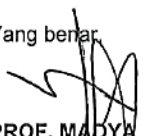
Untuk melaksanakan kajian ini, beliau memerlukan sokongan dari pihak tuan bagi menyediakan senarai data nama-nama pejabat binaan khas bagi bangunan persendirian di sekitar Kuala Lumpur, Selangor dan Putrajaya mengikut laporan Jadual Stok Harta Perdagangan suku tahun 2014. Senarai data ini akan digunakan bagi analisa populasi mengikut "Cluster Sampling" dan "Systematic Sampling". Bersama ini, kami lampirkan kawasan dan lokasi bangunan mengikut rangka laporan Jadual Stok Harta Perdagangan Q1 2014 seperti LAMPIRAN 1 untuk memudahkan rujukan tuan.

Maklumat ini boleh diajukan terus kepada email En Ahmad Fiaza melalui **ahmad_fiaza@hotmail.com** atau membalas surat ini kepada alamat Universiti Utara Malaysia Kuala Lumpur. Segala maklumat yang diberi hanyalah untuk tujuan akademik dan kerahsiaan maklumat ini akan dijaga dengan baik.

Segala kerjasama dan perhatian yang diberi oleh pihak tuan kepada pelajar kami, amatlah dihargai oleh Universiti Utara Malaysia.

Sekian, terima kasih.

Yang benar,


PROF. MADYA DR. NORLENA HASNAN
Timbalan Pengarah Akademik
Universiti Utara Malaysia Kuala Lumpur (UUMKL)



Universiti Pengurusan Terkemuka
The Eminent Management University



**PENAWARAN DAN PENGHUNIAN PEJABAT BINAAN KHAS DI KUALA LUMPUR
(BANGUNAN PERSENDIRIAN)**

No.	Wilayah/Negeri	Kawasan	Jumlah Bangunan	Senarai Nama Bangunan
1	KUALA LUMPUR	KLCC/Golden Triangle	89	
		Central Business District	89	
		Within City Centre	106	
		Suburban	69	
2	PUTRAJAYA	Putrajaya	7	
3	SELANGOR	Shah Alam	24	
4		Petaling Jaya	59	
		Bandar Utama	2	
		Kelana Jaya	14	
5		Klang	17	
6		Kajang/Cheras/Bangi	6	
7		Subang Jaya	11	
		Sunway City	2	
		Seri Kembangan / Sungai Basi	5	
		Puchong	2	
8		Selayang	0	
		Kuala Selangor	2	
		Gombak	2	
9		Ampang	2	
10		Sepang	32	
JUMLAH			540	

Sumber: Commercial Property Stock Table Q1 2014, Valuation and Property Services Department

APPENDIX H

A list of private building names located in Kuala Lumpur, Selangor and Putrajaya

LIST OF PRIVATE OFFICE BUILDING - KLANG VALLEY		
No	MUNICIPAL	NAMA BANGUNAN
1	DBKL	KLCC TWIN TOWER
2	DBKL	KOMPLEKS PEJABAT DAMANSARA
3	DBKL	G TOWER
4	DBKL	MENARA TELEKOM
5	DBKL	NORTH & SOUTH GARDEN MIDVALLEY
6	DBKL	SUNWAY TOWER 2
7	DBKL	TAMBAHAN SURIA KLCC (KLCC TOWER 3)
8	DBKL	THE INTERMARK
9	DBKL	MENARA BINJAI
10	DBKL	MENARA UOA BANGSAR
11	DBKL	MENARA CITIBANK
12	DBKL	MENARA FELDA
13	DBKL	MENARA AIA
14	DBKL	PLAZA SENTRAL
15	DBKL	STANDARD CHARTERED BANK
16	DBKL	MENARA SAFUAN
17	DBKL	Wisma Mont Kiara
18	DBKL	DATARAN MAYBANK (MAYBANK LIFE ASSURANCE)
19	DBKL	3 Towers, Jalan Ampang
20	DBKL	BANGUNAN GETAH ASLI
21	DBKL	VISTA TOWER
22	DBKL	THE INTERMARK
23	DBKL	WISMA SMI
24	DBKL	MENARA PRESTIGE
25	DBKL	MENARA MAXIS
26	DBKL	KL SENTRAL PARK (Platinum Sentral)
27	DBKL	MENARA PUBLIC BANK
28	DBKL	GRAND SEASONS AVENUE
29	DBKL	THE ICON
30	DBKL	WISMA AIG
31	DBKL	BANGUNAN PUBLIC FINANCE
32	DBKL	TM ANNEXE 1 & 2
33	DBKL	WISMA PARADISE
34	DBKL	MEGAN AVENUE II
35	DBKL	CENTREPOINT NORTH & SOUTH @ MID VALLEY CITY
36	DBKL	MENARA PJD
37	DBKL	EXCHANGE SQUARE & ANNEXE
38	DBKL	ETIQA TWINS
39	DBKL	MENARA EXXONMOBIL
40	DBKL	WISMA MBSB
41	DBKL	DUA SENTRAL
42	DBKL	WISMA GENTING & ANNEXE
43	DBKL	PLAZA MBF
44	DBKL	MENARA GREAT EASTERN
45	DBKL	WISMA ZEELAN BANDAR TUN RAZAK
46	DBKL	MENARA PNB
47	DBKL	MENARA HLA
48	DBKL	DATARAN KEWANGAN DARUL TAKAFUL
49	DBKL	BANGUNAN MING & ANNEXE
50	DBKL	SEMUA HOUSE
51	DBKL	MENARA CELCOM
52	DBKL	PLAZA MONT KIARA
53	DBKL	WISMA SELANGOR DREDGING
54	DBKL	MENARA KECK SENG
55	DBKL	BANGUNAN BANK NEGARA
56	DBKL	PLAZA SENTRAL
57	DBKL	MENARA FABER

APPENDIX H (Continued)

58	DBKL	RHB CENTRE (Tower 1,2 & 3)
59	DBKL	BANGUNAN AMBANK GROUP
60	DBKL	WISMA TUNE
61	DBKL	MENARA SEE HOY CHAN
62	DBKL	WISMA DANG WANGI
63	DBKL	1 SENTRAL
64	DBKL	MENARA TA ONE
65	DBKL	MENARA YAYASAN TUN RAZAK
66	DBKL	HP TOWERS
67	DBKL	MENARA BANK ISLAM
68	DBKL	WISMA CENTRAL
69	DBKL	MENARA UBN
70	DBKL	SOUTHGATE
71	DBKL	100 PUTRA PALACE
72	DBKL	MENARA TAN & TAN
73	DBKL	KOMPLEKS CAMPBELL
74	DBKL	MENARA STANDARD CHARTERED
75	DBKL	WISMA ALLIANZ
76	DBKL	WISMA UOA DAMANSARA II
77	DBKL	MENARA UEM
78	DBKL	QUILL 7
79	DBKL	PLAZA SEE HOY CHAN
80	DBKL	BANGUNAN MALYSIAN RE
81	DBKL	MENARA DION
82	DBKL	MENARA IMC
83	DBKL	BANGUNAN IBU PEJABAT TABUNG HAJI
84	DBKL	FIRST NATIONWIDE
85	DBKL	PLAZA PUDU
86	DBKL	MIDA
87	DBKL	MENARA ZURICH
88	DBKL	PLAZA DAMANSARA BLOK A
89	DBKL	TH SELBORN
90	DBKL	MENARA WORLDWIDE
91	DBKL	BANGUNAN HONG LEONG
92	DBKL	WISMA GOLDHILL
93	DBKL	BANGUNAN BANGKOK BANK
94	DBKL	MENARA WELD
95	DBKL	MENARA PGRM
96	DBKL	CHULAN TOWER
97	DBKL	MENARA PERKESO
98	DBKL	BANGUNAN MAYBANK
99	DBKL	SSM
100	DBKL	WISMA CHASE PERDANA
101	DBKL	KOMPLEKS ANTARABANGSA
102	DBKL	WISMA HANG SAM
103	DBKL	MENARA KENCANA PETROLEUM
104	DBKL	KENANGA INTERNATIONAL
105	DBKL	WISMA DAMANSARA
106	DBKL	WISMA HONG LEONG
107	DBKL	BANGUNAN TUNAS UTAMA
108	DBKL	BANGUNAN MAS
109	DBKL	BANGUNAN LUEN HENG
110	DBKL	WISMA TELEKOM
111	DBKL	Sentral Vista @ Brickfields
112	DBKL	BANGUNAN AMDB
113	DBKL	MEGAN AVENUE I
114	DBKL	MENARA KH
115	DBKL	WISMA ROHAS PERKASA
116	DBKL	MENARA ATLAN
117	DBKL	UOA CENTRE
118	DBKL	KOMPLEKS PUSAT ISLAM

APPENDIX H (Continued)

119	DBKL	Menara YNH, Jalan Sultan Ismail
120	DBKL	PNB DARBY PARK
121	DBKL	MENARA TOKIO MARINE LIFE
122	DBKL	DEWAN BAHASA DAN PUSTAKA
123	DBKL	MENARA BRDB
124	DBKL	PLAZA OSK
125	DBKL	BANGUNAN PLAZA PENGKALAN
126	DBKL	MEGAN AVENUE I
127	DBKL	MENARA BOUSTEAD
128	DBKL	BANGUNAN AMODA
129	DBKL	WISMA KAH MOTOR
130	DBKL	BANGUNAN BALAI FELDA
131	DBKL	WISMA UOA
132	DBKL	WISMA PERKESO
133	DBKL	WISMA KWSG
134	DBKL	ORIENTAL BANK
135	DBKL	WISMA JERNEH
136	DBKL	BANGUNAN LEE YAN LIAN
137	DBKL	MENARA IGB & ANNEXE BLOCK
138	DBKL	KOMPLEK PEJABAT BUKIT DAMANSARA
139	DBKL	PLAZA PERMATA
140	DBKL	MENARA JCORP
141	DBKL	MENARA PARK
142	DBKL	BANGUNAN MENARA AFFIN
143	DBKL	BANGUNAN SHELL
144	DBKL	WISMA INAI
145	DBKL	PLAZA YTL
146	DBKL	SURUHANJAYA SEKURITI
147	DBKL	PLAZA CENTRAL
148	DBKL	BANGUNAN SOUTHERN BANK
149	DBKL	MENARA PERAK
150	DBKL	WISMA HUA JIANG
151	DBKL	BGN BANK SIMPANAN NASIONAL
152	DBKL	BANGUNAN PUBLIC BANK
153	DBKL	PLAZA VADS
154	DBKL	MENARA CHAN
155	DBKL	SIGNATURE OFFICES
156	DBKL	MENARA ING
157	DBKL	WISMA NG GOON HAN
158	DBKL	WISMA MCA
159	DBKL	PLAZA SENTRAL
160	DBKL	MENARA 238
161	DBKL	MEGAN AVENUE II
162	DBKL	BANGUNAN AMANAH CAPITAL
163	DBKL	MENARA HAW PAR
164	DBKL	WISMA YAKIN
165	DBKL	MENARA PANGLOBAL
166	DBKL	BANGUNAN UOB
167	DBKL	WISMA MARAN
168	DBKL	MENARA BUMIPUTRA
169	DBKL	MENARA MANULIFE
170	DBKL	PLAZA PANTAI
171	DBKL	SIGNATURE OFFICES
172	DBKL	MUTIARA BANGSAR
173	DBKL	KOMPLEKS MUTIARA
174	DBKL	WISMA MIRAMA
175	DBKL	BANGUNAN BANK RAKYAT
176	DBKL	WISMA PUBLIC BANK
177	DBKL	Wisma UOA Pantai
178	DBKL	WISMA LEE RUBBER
179	DBKL	WISMA TAS

APPENDIX H (Continued)

180	DBKL	WISMA MILLENIUM
181	DBKL	MENARA PRUDENTIAL
182	DBKL	BANGUNAN PERKIM
183	DBKL	BANGUNAN DATO' ZAINAL
184	DBKL	WISMA E & CHOO
185	DBKL	BANGUNAN MOCCIS
186	DBKL	DIJAYA PLAZA
187	DBKL	PLAZA MONT KIARA
188	DBKL	WISMA AMBANK
189	DBKL	MEGAN AVENUE I
190	DBKL	SOUTHERN BANK
191	DBKL	SIGNATURE OFFICES
192	DBKL	SPPK SETIA 1
193	DBKL	PLAZA MONT KIARA
194	DBKL	MENARA MBF
195	DBKL	BANGUNAN AMANAH RAYA
196	DBKL	WISMA TNB
197	DBKL	WISMA LIM FOO YONG
198	DBKL	MEGAN AVENUE I
199	DBKL	BANGUNAN YAYASAN SELANGOR_KG BARU
200	DBKL	WISMA UOA II
201	DBKL	WISMA TUN SAMBANTHAN
202	DBKL	MENARA CAPSQUARE
203	DBKL	MENARA GENESIS
204	DBKL	BANGUNAN RISDA & ANNEXE
205	DBKL	PLAZA SENTUL
206	DBKL	MEGAN AVENUE I
207	DBKL	MENARA TAIPAN
208	DBKL	PLAZA AMPANG CITY
209	DBKL	MENARA MULTI PURPOSE
210	DBKL	WISMA BERNAMA
211	DBKL	BANGUNAN PAK PENG
212	DBKL	MENARA DATO' ONN (PWTC)
213	DBKL	MENARA AIK HUA
214	DBKL	PLAZA BUKIT BINTANG
215	DBKL	WISMA FELCRA BHD
216	DBKL	BANGUNAN LTAT
217	DBKL	PLAZA PANTAI
218	DBKL	MENARA UNCANG EMAS
219	DBKL	PLAZA PANTAI
220	DBKL	WISMA MPL
221	DBKL	SPPK SETIA 2
222	DBKL	MENARA AA
223	DBKL	WISMA DAYAPI
224	DBKL	BANGUNAN IBUPEJABAT TNB
225	DBKL	MENARA NAZA
226	DBKL	WISMA COSWAY
227	DBKL	PLAZA MONT KIARA
228	DBKL	WISMA CHINESE CHAMBER
229	DBKL	BANGUNAN MIDF
230	DBKL	PLAZA MCB
231	DBKL	MENARA UTAMA
232	DBKL	WISMA CHAR YONG
233	DBKL	BANGUNAN KWSP
234	DBKL	MEGAN AVENUE II
235	DBKL	PLAZA MONT KIARA
236	DBKL	BANGUNAN YAYASAN SELANGOR
237	DBKL	MENARA OLYMPIA
238	DBKL	BANGUNAN YEE SENG
239	DBKL	MENARA BUMIPUTRA COMMERCE
240	DBKL	WISMA KFC

APPENDIX H (Continued)

241	DBKL	WISMA SIME DARBY
242	DBKL	BANGUNAN KUWASA
243	DBKL	MENARA RAJA LAUT
244	DBKL	MENARA TUN RAZAK
245	DBKL	WISMA NUSANTARA
246	DBKL	MENARA KAUSAR
247	DBKL	MENARA TUN ISMAIL MOHAMED ALI
248	DBKL	WISMA AVENUE SECURITIES
249	DBKL	PLAZA SUNGAI MAS
250	DBKL	BANGUNAN LPPKN
251	DBKL	PLAZA IMBI
252	DBKL	WISMA HELP
253	DBKL	WISMA EQUITY
254	DBKL	WISMA BUMIRAYA
255	DBKL	BANGUNAN PRESIDENT HOUSE
256	DBKL	THE AMPWALK
257	DBKL	PLAZA ATRIUM
258	DBKL	MENARA UOB
259	DBKL	WISMA THARKARDAS
260	DBKL	MENARA UNI ASIA
261	DBKL	KWONG YIK BANK
262	DBKL	WISMA SHACHDEV
263	DBKL	MENARA JALINAN
264	DBKL	WISMA HRDF
265	DBKL	BANGUNAN SONG PENG SENG
266	DBKL	MENARA CMY
267	DBKL	WISMA RAJA MUDA
268	DBKL	RHB JALAN SILANG
269	DBKL	WISMA SHL
270	DBKL	MENARA TSH
271	DBKL	UNI ASIA LIFE ASSURANCE BERHAD
272	DBKL	WISMA PAHLAWAN
273	DBKL	PLAZA DWITASIK
274	DBKL	WISMA VOLKSWAGON
275	DBKL	WISMA IBI
276	DBKL	WISMA LEOPAD
277	DBKL	WISMA ANTAH
278	DBKL	WISMA DATO' DAGANG
279	DBKL	WISMA GUTHRIE
280	DBKL	G POWER
281	DBKL	BANGUNAN ITTAR
282	DBKL	WISMA YPR
283	DBKL	AMBANK GROUP LEADERSHIP CENTRE
284	DBKL	BANGUNAN SYED KECHIK FOUNDATION
285	DBKL	DAMANSARA SQUARE
286	DBKL	PLAZA KL
287	DBKL	BANGUNAN CIMB
288	DBKL	KOMPLEKS DAYABUMI
289	DBKL	MENARA TH PERDANA
290	DBKL	BANGUNAN KOPERASI POLIS
291	DBKL	WISMA BUDIMAN
292	DBKL	WISMA BOUSTEAD
293	DBKL	MENARA MAJU PERDANA
294	DBKL	BANGUNAN MIC
295	DBKL	WISMA FU YUEN
296	DBKL	WISMA SCA
297	DBKL	MENARA BANK PEMBANGUNAN
298	DBKL	WISMA KLIH
299	DBKL	MENARA SME BANK
300	DBKL	WISMA SEJARAH
301	DBKL	BANGUNAN MOFAZ

APPENDIX H (Continued)

302	DBKL	BANGUNAN FABER IMPERIAL COURT
303	DBKL	BANGUNAN EXIM BANK
304	DBKL	WISMA KEBUDAYAAN SGM
305	DBKL	BANGUNAN MAYBANK JALAN.T.A.R
306	DBKL	BANGUNAN MCOBA
307	DBKL	KOMPLEKS SELANGOR
308	DBKL	WISMA HAVELA THAKARDAS
309	DBKL	BANGUNAN MEDAN MARA
310	DBKL	WISMA SIAH BROTHERS
311	DBKL	BANGUNAN MAYBANK JALAN BANDAR
312	DBKL	BANGUNAN DARUZZAKAH
313	DBKL	KOMPLEKS PERTAMA
314	DBKL	WISMA AWAL
315	DBKL	WISMA BANDAR
316	DBKL	BANGUNAN AMAL ASSURANCE 338
317	DBKL	WISMA HARWANT
318	DBKL	BANGUNAN BANK UTAMA
319	DBKL	BANGUNAN BAITULMAL W.P
320	DBKL	WISMA BATU
321	DBKL	WISMA LAL DOSHI
322	DBKL	BANGUNAN MMA
323	DBKL	WISMA PRIMA
324	DBKL	MENARA MAYBANK
325	DBKL	MENARA OCBC
326	DBKL	MENARA UAB
327	DBKL	BANGUNAN CAHAYA SURIA
328	DBKL	WISMA KRAFTANGAN
329	DBKL	HERITAGE HOUSE
330	DBKL	BANGUNAN KURNIA
331	DBKL	PLAZA BERJAYA
332	DBKL	WISMA TAN KIM SAN
333	DBKL	WISMA HAMZAH-KWONG HING
334	DBKL	BANGUNAN MBSB, LEBUH AMPANG
335	DBKL	BANGUNAN HSBC (LEBOH AMPANG)
336	DBKL	BANGUNAN SHAMELIN HOLDINGS
337	DBKL	WISMA ABDUL RAZAK
338	DBKL	BANGUNAN BALAI ISLAM
339	DBKL	BANGUNAN HSBC (LEBOH PASAR)
340	DBKL	BANGUNAN TABUNG HAJI
341	DBKL	BANGUNAN PUSTAKA ANTARA
342	DBKL	MENARA PATRIOT (BPMB)
343	DBKL	THE STRAITS TRADING BUILDING
344	DBKL	BANGUNAN MAYBAN FINANCE
345	DBKL	MENARA KEMBAR BANK RAKYAT
346	DBKL	MENARA HAP SENG
347	DBKL	MENARA SHELL
348	DBKL	IBU PEJABAT CIMB (LOT A)
349	DBKL	OVAL TOWER TTDI
350	DBKL	HAMPSHIRE PLACE OFFICE
351	DBKL	MENARA DARUSSALAM
352	DBKL	MENARA GLOMAC
353	DBKL	WISMA PERINTIS
354	DBKL	BUSANA MENARA MARA
355	DBKL	MENARA GLOMAC
356	DBKL	1 Sentrum (ganti asal Nu Sentral)
357	DBKL	ONE RESIDENCY
358	DBKL	THE HORIZON BANGSAR SOUTH
359	DBKL	The Horizon I, Bangsar South
360	DBKL	NU Tower
361	DBKL	Plaza 138
362	DBKL	Wisma Kim Seah

APPENDIX H (Continued)

363	DBKL	Wisma Naza
364	DBKL	Menara Hap Seng 2
365	DBKL	Ikon Connaught Suite Pejabat
366	DBKL	Menara LGB
367	DBKL	MENARA ILHAM BARU
368	DBKL	Menara Naza
369	DBKL	Tower 4, Bandar Wawasan
370	DBKL	Menara Centara, Jn Tuanku Abd Rahman
371	DBKL	Crest , Jalan Sultan Ismail
372	DBKL	Plaza Rakyat
373	DBKL	Menara Trillion
374	DBKL	Lot B- Q sentral , KL Sentral
375	DBKL	Menara MBMR
376	DBKL	Vida Bukit Ceylon
377	DBKL	KL Gateway
378	DBKL	Menara Bangkok Bank @Berjaya
379	DBKL	Summer Suites
380	DBKL	Bangunan SPPK,Jln Dungun
381	DBKL	Wangsa 118
382	DBKL	Eco City Office Tower
383	DBKL	Arcoris
384	DBKL	Commerce One Klang Lama
385	DBKL	Zeta Park Office
386	DBKL	Vertical Suites @ Bangsar South
387	DBKL	Tabung Haji
388	DBKL	V Office Sunway Velocity Phase 1A, Cheras
389	DBKL	Designer Office, Sunway Velocity Phase 3C1, Cheras
390	PPJ	Menara PJH (Plot 2C2)
391	PPJ	Menara PRISMA (Pelaburan Hartanah Berhad) (Formerly I)
392	PPJ	Menara Tulus (PT.12070 (PLOT 3C6)
393	PPJ	Menara Ikhlas (Formerly known as Boulevard Plaza (Plot 3
394	PPJ	Galleria PJH (Formerly known as Bangunan Komersil (PT
395	PPJ	Kompleks Danau Point
396	PPJ	Menara Everly (blok pejabat (Plot PZ10)-bersebelahan The
397	PPJ	PT 12071 (PLOT 3C5) Mayland Square
398	PPJ	Kompleks Pentadbiran Islam
399	PPJ	Menara Platinum PT 7555 (Plot 2C14)
400	PPJ	Menara pejabat di atas Plot Z1-Z4
401	PPJ	Bangunan Pejabat di atas Lot 7546 (Plot 2C5)
402	MBPJ	Wisma IJM Annexe
403	MBPJ	Damansara Business Park Block B
404	MBPJ	Plaza Sri Setia
405	MBPJ	Wisma KSCH
406	MBPJ	KWSP , Damansara Fairway 1
407	MBPJ	Wisma Perkeso
408	MBPJ	PJ5 SOHO
409	MBPJ	Jaya 33
410	MBPJ	Bangunan Fairway 3
411	MBPJ	Wisma MCIS Zurich
412	MBPJ	Wisma IJM
413	MBPJ	Menara Yayasan Selangor
414	MBPJ	PacketHub (Formerly Known as Bgn SPPS)
415	MBPJ	Quattro West (Formerly Known as Nestle House)
416	MBPJ	Menara UAC
417	MBPJ	KWSP Jalan Gasing
418	MBPJ	Menara Choy Fook On
419	MBPJ	Menara Mudajaya
420	MBPJ	Menara KLK (Menara Batu Kawan)
421	MBPJ	8Trium @ Sri Damansara (Tower 1)
422	MBPJ	Menara TSR
423	MBPJ	Kompleks Kemajuan

APPENDIX H (Continued)

424	MBPJ	Bangunan Pan Global
425	MBPJ	Damansara Uptown 3(B) - Bangunan Tabung Haji
426	MBPJ	Persoft Tower (Formerly known as Menara Luxor)
427	MBPJ	Menara Mutiara Majestic
428	MBPJ	Menara OBYU (Formerly Known as Point 92)
429	MBPJ	Menara Amfirst (Formely kown as Menara Merais)
430	MBPJ	Amcorp Tower A
431	MBPJ	Menara Star
432	MBPJ	Jaya 33
433	MBPJ	Damansara Uptown 2(D)
434	MBPJ	Menara Lien Hoe
435	MBPJ	PJ City
436	MBPJ	Menara Gamuda (PJ Trade Centre Tower D, Formerly
437	MBPJ	Menara Bata (PJ Trade Centre Tower B)
438	MBPJ	Menara Mustapha Kamal (PJ Trade Centre Tower A)
439	MBPJ	Damansara Uptown 1(C)
440	MBPJ	Menara PKNS
441	MBPJ	Oasis Square
442	MBPJ	Quill Building 9
443	MBPJ	Plaza 33 Hyperoffice
444	MBPJ	Damansara Uptown 5(A)
445	MBPJ	Empire Damansara
446	MBPJ	Menara CP
447	MBPJ	PJ Exchange (PJX)
448	MBPJ	PJ8
449	MBPJ	Dataran Prima
450	MBPJ	Surian Tower (Menara Surian)
451	MBPJ	Bangunan VSQ
452	MBPJ	Phileo Damansara 11
453	MBPJ	Damansara Intan
454	MBPJ	Leisure Commerce Square
455	MBPJ	Phileo Damansara 1
456	MBPJ	3 Alliance (Formerly kown as Wisma Projass)
457	MBPJ	Annex to Menara Sg. Way
458	MBPJ	Menara Sg. Way
459	MBPJ	Sri Pentas TV3
460	MBPJ	1 First Avenue
461	MBPJ	Peremba Square
462	MBPJ	Wisma King Koil
463	MBPJ	Glomac Business Centre-Block B
464	MBPJ	Kelana Business Centre-Block B
465	MBPJ	Kelana Centre Point-Block D
466	MBPJ	Wisma Prosper (Formerly Known as Kelana Centre
467	MBPJ	Wisma PNS (Formerly known as Kelana Centre Point-
468	MBPJ	Kelana Park View
469	MBPJ	Wisma Amfirst (Formerly kown as Brem Tower)
470	MBPJ	Kelana Centre Point-Block A
471	MBSA	Bgn OPA
472	MBSA	Menara PPNS (Formerly known as Wisma LPP)
473	MBSA	Menara UMNO/UBSA
474	MBSA	Umno Building
475	MBSA	Menara Maybank
476	MBSA	Menara Affin
477	MBSA	Wisma Rozali (Formerly known as Wisma Maritim)
478	MBSA	Worldwide Business Park Block 4
479	MBSA	Wisma Sunway (Formerly known as Wisma Sunwaymas
480	MBSA	Wisma DRB-Hicom
481	MBSA	Sirim 4-Storey
482	MBSA	Menara MRCB (Formerly known as Selbourne Tower A)
483	MBSA	PKNS Complex
484	MBSA	Plaza Masalam

APPENDIX H (Continued)

485	MBSA	Plaza Perangsang
486	MBSA	Sirim 14-Storey
487	MBSA	Kompleks PKNS, IKS
488	MBSA	Wisma PKPS
489	MBSJ	Menara Mesiniaga
490	MBSJ	Wisma Subang Jaya
491	MBSJ	Wisma TNB (Formerly known as Wisma UEP)
492	MBSJ	Menara Summit
493	MBSJ	Heitech Village (Formerly known: Wisma Integrated)
494	MBSJ	Subang Square (Corporate Tower)
495	MBSJ	Empire Tower Subang
496	MBSJ	Wisma Consplant 1
497	MBSJ	First Subang
498	MBSJ	Puchong Financial Corporate Centre or PFCC (Formerly
499	MBSJ	IOI Business Park
500	MPAJ	Wisma Dirgahayu
501	MPAJ	Menara Maxisegar
502	MPK	Mais Complex
503	MPK	Wisma Southern
504	MPK	Tabung Haji Building
505	MPK	NTS Building
506	MPK	Wisma TLT
507	MPK	Menara Westport
508	MPK	Menara Acmar
509	MPK	Westport Business Centre
510	MPK	Crown House (Crystal Crown Pearl Harbour)
511	MPK	Casa Klang
512	MPK	BBT One The Towers
513	MPK	Intan Millenium Square (Menara ING-Block A)
514	MPK	Prima Klang Avenue
515	MPK	Prima Klang Avenue
516	MPK	BBT One The Towers
517	MPK	First Tower Klang (Plaza Metro Klang)
518	MPK	Garden Business Centre (Menara A & M)
519	MPK	Centro
520	MPKj	Mines 2
521	MPKj	Wisma SSP
522	MPKj	South City Block B
523	MPKj	The Mines Waterfront Business Park
524	MPKj	Sapura @ Mines
525	MPKj	Wisma Sim Tee Ming
526	MPKj	Kompleks Kota Kajang
527	MPKj	Kompleks PKNS
528	MPKj	Wisma Metro Kajang
529	MPKj	Wisma Wan Asia Corporation
530	MPKj	Menara Apex
531	MPS	Bangunan Philomath
532	MPS	BANGUNAN MTD GROUP
533	MPSg	Prima 5
534	MPSg	City Command Centre
535	MPSg	Prima 1
536	MPSg	SME 3 Building (Komplek KWDI)
537	MPSg	Prima 6
538	MPSg	Century Square
539	MPSg	K. Workers Development Centre (KWDI) Phase 2
540	MPSg	Prima 2
541	MPSg	Enterprise Building Two
542	MPSg	Prima 7
543	MPSg	Prima 8
544	MPSg	Enterprise One
545	MPSg	SME Technopreneur Centre 1

APPENDIX H (Continued)

546	MPSg	IOI Square
547	MPSg	Ericsson
548	MPSg	SME Technopreneur Centre 2
549	MPSg	Dell Global Business Centre
550	MPSg	MKN Embassy (Cyberview 12)
551	MPSg	Mahindra Satyam Global Solution Centre
552	MPSg	Enterprise Three
553	MPSg	MKN Embassy (Cyberview 13)
554	MPSg	Wisma Mustapha Kamal@Cyberjaya
555	MPSg	Hewlett Peckard Global IT (HP)
556	MBPJ	Wisma Peladang



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Universiti Utara Malaysia

APPENDIX I

A sample of letter requesting permission for data collection



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA



Tel: 603-2610 3000
Faks (Fax): 603-2694 9228
Laman Web (Web): <http://uumkl.uum.edu.my>

"UUM:THE EMINENT MANAGEMENT UNIVERSITY "

Our Ref : UUM/UUMKL/P-39/133 (16)

Date : 3rd August 2015

TO WHOM IT MAY CONCERN
Property/Car Park Facility Manager
WISMA CHASE PERDANA
Kuala Lumpur

Dear Sir,

DATA COLLECTION FOR ACADEMIC RESEARCH PURPOSES

With reference to the above, we would like to inform you that your prominent building has been selected to be one of our research data sampling for a doctoral study that related to consumer behaviour in commercial parking facilities.

Therefore, we are pleased to introduce to you our doctoral candidacy, **En. Ahmad Fiaza bin Abdul Shukor**, I/C No: **701227-04-5417**, Matrix No: **93912** whom pursuing his Doctor of Business Administration to do a data collection by distributing survey questionnaires to your season parking customers. The details of data collection process such as date, time and focal person for co-ordination will be discussed further between our doctoral student and yourself. Upon your request, we are happy to provide you a descriptive analysis of season parking customer behaviour at your building.

Since your prominent building has been chosen, we would be most grateful if you could allow our doctoral student to do the above task and extend a full co-operation during the survey process as and when deemed necessary. You may contact our doctoral student directly via his email **ahmad_fiaza@hotmail.com** or reply this letter to UUM Kuala Lumpur.

Please be informed that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

We truly appreciate your kind consideration and cooperation in the above matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,


ASSOC. PROF. DR. NORLENA HASNAN
Deputy Director
Universiti Utara Malaysia Kuala Lumpur (UUMKL)

Permission column:

Name:

Stamp:

Date


Shahrul Azmi bin Bandi
General Manager-Regional Operations

6/8/15



APPENDIX J
Study Questionnaire



UUM
Universiti Utara Malaysia



SURVEY OF PARKING SERVICES AND FACILITIES

Dear Sir/Madam,

1. Firstly, we congratulate you as you have been chosen to be one of our valuable respondents in doctoral survey study.
2. This survey questionnaire is part of an academic research study.
3. This study investigates your perception and satisfaction that based on your true experience and feeling while using parking services and facility in this building.
4. There is no right or wrong answer.
5. All information given in this questionnaire will be kept **strictly confidential**.
6. If you are **customer for a monthly season parking** in this building, then you may proceed to complete the survey with truly and honestly.
7. If you have any enquiries, you may contact **AHMAD FIAZA ABDUL SHUKOR** at **017-2037333** or **ahmad_fiaza@hotmail.com**, a doctoral candidate in area of Business Administration at the Universiti Utara Malaysia, Kuala Lumpur.
8. Immediate return of the completed survey is greatly welcome. Otherwise, En. Ahmad Fiaza or his representative will be back to pick-up the questionnaires in the enclosed envelop within 3 days. Alternatively, you can scan or take photo on the completed questionnaire and email to **ahmad_fiaza@hotmail.com** or SMS/Whatsapp to 017-2037333.
9. Supervisors for this study are **Associate Professor Dr. Norlena Hasnan** and **Dr. Jasmani Mohd Yunus**. Both of them are academicians from Universiti Utara Malaysia, Kuala Lumpur and can be contacted at 03-2610 3000.

Lastly, we would like to express sincere appreciation and thank you for your cooperation.

There are three parts in this survey.

Part I : Respondent perception of service marketing mix, service quality, service value and customer satisfaction.

Part II : Respondent comments and suggestions.

Part III : Respondent demographic information.

PART I : RESPONDENT PERCEPTION

Please read the following statements and **circle the number** that most accurately reflects your perception on each statement.

SCALE

Strongly disagree ←	Middle					→ Strongly agree
1	2	3	4	5	6	7

No.	Question	Please circle your answer
1	The car park operator offers a variety of parking services.	1 2 3 4 5 6 7
2	The car park operator has a high quality standard.	1 2 3 4 5 6 7
3	The car park operator provides highly effective parking system.	1 2 3 4 5 6 7
4	The car park operator is highly innovative in its parking services.	1 2 3 4 5 6 7
5	The car park operator has distinctive brand in a market.	1 2 3 4 5 6 7
6	The car park operator has high standard of customer service.	1 2 3 4 5 6 7
7	The car park operator offers options in parking fees structure.	1 2 3 4 5 6 7
8	The offered parking fees are suitable to the level of quality.	1 2 3 4 5 6 7
9	The offered parking fees are based on prices in the marketplace.	1 2 3 4 5 6 7
10	The car park operator provides parking fees for different customer categories.	1 2 3 4 5 6 7
11	The car park operator provides a good payment terms and policies.	1 2 3 4 5 6 7
12	The car park operator creates convenience parking place.	1 2 3 4 5 6 7
13	The parking facility is always well organized.	1 2 3 4 5 6 7
14	The car park operator always ensures enough parking lots for customers.	1 2 3 4 5 6 7
15	The car park operator provides sufficient channels for parking payment.	1 2 3 4 5 6 7
16	The car park operator provides a highly safe and secure parking place.	1 2 3 4 5 6 7

SCALE

Strongly disagree ←	Middle					Strongly agree →
1	2	3	4	5	6	7

No.	Question	Please circle your answer
17	The car park operator promotes the parking services creatively.	1 2 3 4 5 6 7
18	The parking promotion method creates a positive image.	1 2 3 4 5 6 7
19	The car park operator communicates parking services clearly.	1 2 3 4 5 6 7
20	The car park operator promotes parking brand extensively.	1 2 3 4 5 6 7
21	The car park operator promotes parking safety and security intensively.	1 2 3 4 5 6 7
22	The car park operator promotes customer service intensively.	1 2 3 4 5 6 7
23	The car park operator manages this parking facility professionally.	1 2 3 4 5 6 7
24	The car park operator trains their staffs for high service performance.	1 2 3 4 5 6 7
25	The car park operator always provides adequate staffs to operate parking facility.	1 2 3 4 5 6 7
26	The car park operator recruits right personnel to operate parking facility.	1 2 3 4 5 6 7
27	The car park operator provides effective working facilities to supports their staffs.	1 2 3 4 5 6 7
28	The car park operator has a systematic working structure.	1 2 3 4 5 6 7
29	The car park operator has a systematic service process.	1 2 3 4 5 6 7
30	The car park operator use advance information technology (IT) for service processing.	1 2 3 4 5 6 7
31	The car park operator has a qualified staffs to serve.	1 2 3 4 5 6 7
32	The car park operator provides friendly procedures for season parking processes.	1 2 3 4 5 6 7
33	The car park operator has a very efficient system to process season parking.	1 2 3 4 5 6 7
34	The car park operator applies a professional look to their staff's attire.	1 2 3 4 5 6 7
35	The design of parking facilities creates a positive impression.	1 2 3 4 5 6 7
36	Parking equipment and other related facilities are always maintained.	1 2 3 4 5 6 7
37	The parking atmosphere is clean and comfort.	1 2 3 4 5 6 7
38	The car park operator provides very useful signages.	1 2 3 4 5 6 7

SCALE

Strongly disagree ←		Middle			→ Strongly agree	
1	2	3	4	5	6	7

No.	Question	Please circle your answer						
39	This parking facility has up to date equipment and facilities.	1	2	3	4	5	6	7
40	This parking facility is visually appealing.	1	2	3	4	5	6	7
41	The car park staffs are well dressed and appear neat.	1	2	3	4	5	6	7
42	The appearance of this parking facility reflects to the type of parking being served.	1	2	3	4	5	6	7
43	The car park operator provides a service as promised.	1	2	3	4	5	6	7
44	When I have problems, the car park operator is sympathetic and reassuring.	1	2	3	4	5	6	7
45	The car park operator is dependable.	1	2	3	4	5	6	7
46	The car park operator provides parking services at appointed time.	1	2	3	4	5	6	7
47	The car park operator keeps its record accurately.	1	2	3	4	5	6	7
48	The car park operator does not tell me exactly when services will be performed. (r)	1	2	3	4	5	6	7
49	The car park staffs give a prompt service to me.	1	2	3	4	5	6	7
50	The car park staffs always willing to help me.	1	2	3	4	5	6	7
51	The car park staffs always have time to respond to my requests promptly.	1	2	3	4	5	6	7
52	The car park staffs can be trusted.	1	2	3	4	5	6	7
53	I feel safe in all payment transactions for my season parking.	1	2	3	4	5	6	7
54	The car park staffs are polite to me.	1	2	3	4	5	6	7
55	The car park staffs have the knowledge to answer my questions.	1	2	3	4	5	6	7
56	The car park operator does not give me individual attention as a season parking customer. (r)	1	2	3	4	5	6	7
57	The car park staffs give a personal attention to me.	1	2	3	4	5	6	7
58	The car park staffs understand on my needs.	1	2	3	4	5	6	7
59	The car park staffs keep my interest at heart.	1	2	3	4	5	6	7
60	Parking facilities has convenient operating hours.	1	2	3	4	5	6	7
61	I always complete the parking process (In→Park→Out) successfully.	1	2	3	4	5	6	7
62	There is no equipment breakdown during my entry and exit.	1	2	3	4	5	6	7
63	Process time (In→Park→Out) for my car parking is very acceptable.	1	2	3	4	5	6	7
64	This car park facility has high specification of parking standard.	1	2	3	4	5	6	7
65	This car park facility complies with high safety and security requirement.	1	2	3	4	5	6	7

***(r)* = reversed

SCALE

Strongly disagree ←	Middle				Strongly agree →	
1	2	3	4	5	6	7

No.	Question	Please circle your answer
66	Using season parking in this parking facility makes me happy.	1 2 3 4 5 6 7
67	This season parking service makes me want to use it.	1 2 3 4 5 6 7
68	Using season parking would make me feel comfort.	1 2 3 4 5 6 7
69	Using season parking service gives me acceptable feeling.	1 2 3 4 5 6 7
70	Using season parking service had improved the way I am perceived by other people.	1 2 3 4 5 6 7
71	Using season parking service gives me a good impression by other people.	1 2 3 4 5 6 7
72	The car park operator does not perform consistent quality of parking services. (r)	1 2 3 4 5 6 7
73	The standard of quality performance is acceptable to me.	1 2 3 4 5 6 7
74	The design and setting of parking facility/equipment is well made.	1 2 3 4 5 6 7
75	My season parking fee is reasonably priced.	1 2 3 4 5 6 7
76	Season parking offers me a value for money.	1 2 3 4 5 6 7
77	Season parking is a good product for the price.	1 2 3 4 5 6 7
78	I had a pleasant experience with the car park operator.	1 2 3 4 5 6 7
79	I have a more positive attitude towards the car park operator.	1 2 3 4 5 6 7
80	The car park operator meets all my requirements for a parking.	1 2 3 4 5 6 7
81	Compared to other car park operator, I am very satisfied with the car park operator.	1 2 3 4 5 6 7
82	The parking services provided to me is met my expectations.	1 2 3 4 5 6 7
83	Overall, my experience with the car park operator is very satisfied.	1 2 3 4 5 6 7

***(r)* = reversed

PART II: RESPONDENT COMMENTS AND SUGGESTIONS

If you have any comments or suggestions for the betterment of this parking services and facilities, please indicate below:

PART III : RESPONDENT DEMOGRAPHIC INFORMATION

The following information will be used for statistical analysis only. The information will be kept **strictly confidential**.

Please tick one () to fill in the appropriate box.

1. Name of Building : _____

2. Gender : Male Female

3. Age : 20 or below 21 - 30 31 - 40
 41 - 50 Above 50

4. Highest education : Certificate Diploma Degree
 Master Doctoral

5. Position level : Non-Executive Executive Managerial
 Director/CEO/
Top Management Business owner/self-employed

6. Are you using the season pass parking in this parking facility?
 Yes No

7. Who pay your monthly season parking fee?
 My own My company My own and Company
 Other party/people No body, it is complimentary

8. How long have you been using this parking facility?
 1 year or less More than 1 – 2 years More than 2 – 3 years
 More than 3 – 4 years More than 4 years

~ THANK YOU ~

APPENDIX K

The results of the D^2 (MAH_1 in SPSS)

No.	Samples Ref. No.	D^2	No.	Samples Ref. No.	D^2	No.	Samples Ref. No.	D^2
1	157	128.18	31	15	115.96	61	147	96.93
2	116	127.87	32	11	115.12	62	151	96.78
3	94	127.52	33	113	114.63	63	174	96.50
4	112	127.13	34	132	114.26	64	28	95.70
5	27	127.00	35	55	113.98	65	169	95.67
6	182	126.88	36	92	113.64	66	123	94.97
7	109	126.45	37	26	113.49	67	38	94.58
8	134	126.42	38	42	111.75	68	136	94.53
9	6	126.35	39	141	111.72	69	177	93.74
10	108	125.96	40	139	111.69	70	131	93.53
11	159	125.23	41	161	111.13	71	32	93.34
12	133	125.13	42	13	109.97	72	86	92.46
13	22	123.54	43	175	108.74	73	140	92.04
14	114	123.53	44	50	108.24	74	37	91.89
15	155	123.07	45	64	108.02	75	53	91.88
16	135	122.67	46	57	107.97	76	110	90.24
17	127	121.38	47	129	107.37	77	152	89.42
18	17	121.30	48	20	107.35	78	150	89.36
19	30	121.20	49	107	105.94	79	142	88.92
20	40	120.81	50	2	105.43	80	16	88.75
21	160	120.67	51	178	105.13	81	163	88.56
22	1	120.49	52	23	104.46	82	35	88.49
23	153	120.40	53	120	103.20	83	121	88.37
24	7	120.20	54	25	103.18	84	90	87.67
25	130	119.51	55	98	101.78	85	45	87.51
26	91	118.55	56	8	101.53	86	119	87.03
27	124	118.49	57	128	101.37	87	181	86.89
28	118	117.78	58	4	101.22	88	18	86.52
29	5	116.72	59	48	97.61	89	67	85.84
30	166	115.98	60	167	97.52	90	56	85.49

APPENDIX K (Continued)

No.	Samples Ref. No.	D ²	No.	Samples Ref. No.	D ²	No.	Samples Ref. No.	D ²
91	158	85.46	121	156	67.75	151	162	55.86
92	41	83.70	122	19	67.23	152	149	55.74
93	176	78.77	123	39	67.18	153	101	54.35
94	154	78.34	124	71	66.90	154	95	53.17
95	103	78.18	125	170	66.90	155	65	52.59
96	115	78.18	126	96	66.46	156	105	50.86
97	31	77.66	127	10	65.98	157	83	50.57
98	77	77.34	128	69	65.93	158	122	50.53
99	125	77.08	129	54	65.72	159	52	48.81
100	117	76.75	130	168	64.98	160	143	47.95
101	173	76.75	131	148	63.74	161	46	46.87
102	84	75.57	132	106	63.69	162	89	46.82
103	24	75.55	133	76	63.22	163	74	46.36
104	33	74.69	134	145	62.37	164	99	46.13
105	80	74.27	135	144	61.83	165	88	44.15
106	47	73.66	136	14	61.19	166	102	43.83
107	82	73.01	137	81	61.19	167	172	43.83
108	34	71.81	138	126	60.96	168	51	43.60
109	70	71.62	139	63	60.62	169	21	41.79
110	58	70.88	140	78	60.23	170	12	38.42
111	9	70.86	141	165	59.38	171	93	37.68
112	43	70.73	142	62	59.38	172	61	34.62
113	49	70.71	143	85	59.36	173	72	33.70
114	111	70.38	144	164	58.75	174	100	33.31
115	180	70.31	145	137	58.56	175	179	32.43
116	97	69.94	146	138	58.56	176	75	32.11
117	60	69.24	147	104	57.88	177	79	29.07
118	29	68.46	148	59	57.20	178	87	19.99
119	36	68.40	149	146	57.10	179	73	18.88
120	44	68.34	150	3	56.96	180	171	18.88
						181	66	11.97
						182	68	10.90

PUBLICATION AND CONFERENCE

- Shukor, A.F.A., Hasnan, N., & Yunus, J. M. (2016). *The effects of service marketing mix on the customer satisfaction in commercial car parking facilities*. Presented in the 1st International Conference on Management and Communication (ICMC) 2016, 20-21 August 2016, Universiti Utara Malaysia, UUM Kuala Lumpur.
- Shukor, A.F.A., Samiran, M., Saleh, H., & Hasnan, N. (2015). The relationship between service quality, customer satisfaction and customer external complaints intentions in commercial parking facilities in Klang Valley, Malaysia. *International Journal of Science, Environment and Technology*, 4(3), 595 – 615.
- Shukor, A.F.A., & Samiran, M. (2014). *The relationship between service quality, customer satisfaction and customer external complaints intentions in commercial parking facilities in Klang Valley, Malaysia*. Presented in the 1st National Conference on Management and Communication (NCCMC) 2014, 15-16 November 2014, Universiti Utara Malaysia, UUM Kuala Lumpur. Awarded Best Paper Award.





UUM

Universiti Utara Malaysia

Universiti Pengurusan Terkemuka

Sijil Anugerah

Setinggi-tinggi tahniah kepada

Ahmad Fiaza Bin Abdul Shukor

dianugerahkan

Best Paper Award

"The Relationship Between Service Quality, Customer Satisfaction And Customer External Complaints In Commercial Parking Facilities In Klang Valley, Malaysia"

bersempena

**THE 1ST NATIONAL CONFERENCE ON
MANAGEMENT AND COMMUNICATION
(NCGC) 2014**

pada

15 & 16 November 2014

bertempat di

**Grand Seasons Hotel,
Kuala Lumpur**

anjuran



UUM Kuala Lumpur

Universiti Utara Malaysia

Dr. Ahmad Rizal bin Mazlan

Pengarah

UUM Kuala Lumpur

PARTICIPATION IN GOVERNMENT INITIATIVE

Appointment as Expert Panel for National Occupational Skills Standard (NOSS) for Department of Skills Development, Ministry of Human Resource in Parking Facility Operation Level 1-3 dated 9 May 2015.



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EN AHMAD FIAZA ABDUL SHUKOR

Tuan / Puan,

PELANTIKAN SEBAGAI PANEL PAKAR BAGI PEMBANGUNAN STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN (SKPK) / NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS) UNTUK JABATAN PEMBANGUNAN KEMAHIRAN (JPK) BAGI BIDANG PARKING FACILITY OPERATION TAHAP 1-3

Perkara di atas adalah dirujuk.

2. Untuk makluman tuan/puan, syarikat kami adalah kontraktor yang telah dilantik oleh Jabatan Pembangunan Kemahiran (JPK), Kementerian Sumber Manusia Malaysia untuk membangunkan dokumen Standard Kemahiran Pekerjaan Kebangsaan (NOSS) bagi bidang di atas dan pihak syarikat telah disyaratkan untuk menggunakan khidmat tenaga pengajar pakar / pakar industri yang berpengalaman dalam bidang tersebut.
3. Sehubungan dengan itu, pihak syarikat dengan sukacitanya melantik tuan sebagai panel pakar bagi kerja-kerja pembangunan yang merangkumi perkara-perkara seperti berikut:
 - a. Menghadiri sebarang perjumpaan/ mesyuarat/ perbincangan apabila diperlukan oleh kontraktor untuk membangunkan dokumen Standard Kemahiran Pekerjaan Kebangsaan (NOSS).
 - b. Membantu menyiapkan kerja dalam tempoh yang telah ditetapkan oleh pihak kontraktor berdasarkan kepada jadual yang telah ditetapkan lebih awal oleh pihak JPK.
 - c. Menghadiri sesi pembentangan Jawatankuasa Teknikal Penilaian Standard (JTPS) bagi deraf NOSS (sekiranya diperlukan) bagi bidang di atas jika diminta oleh pihak kontraktor dengan kelulusan JPK.
4. Untuk makluman tuan, sesi pembangunan Standard Kemahiran Pekerjaan Kebangsaan (NOSS) akan dipantau oleh pegawai dari JPK.
5. Segala pembayaran saguhati akan dibayar mengikut tahap sumbangan sebagai Panel Pakar Industri.
6. Sekiranya pihak tuan bersetuju dengan tawaran seperti diatas, sila nyatakan penerimaan tuan di LAMPIRAN 1 dan kembalikan kepada pihak kontraktor.

Sekian, terima kasih.

Yang benar,


KHAIRUL ANUAR BIN YAHYA
Pengarah Urusan

