

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

INFLUENCING FACTORS ON CUSTOMER
SATISFACTION AND CUSTOMER LOYALTY AT
SHWE MYANMAR TRANSPORTATION CO., LTD

THIRI SHEIN

MBA II – 69

MBA 23rd BATCH

SEPTEMBER, 2019

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ACADEMIC YEAR (2017 – 2019)

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“This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the Degree of Master of Business Administration (MBA)”

Supervised by

Dr. Yin Min Htwe

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2017 – 2019

ACCEPTANCE

This is to certify that this thesis entitled “**Influencing Factors on Customer Satisfaction and Customer Loyalty at Shwe Myanmar Transportation Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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SEPTEMBER, 2019

ABSTRACT

This study aims to analyze the influencing factors on customer satisfaction and their loyalty at Shwe Myanmar Transportation Co., Ltd. One hundred and twenty-five respondents who are using the services provided from Shwe Myanmar Transportation Co.,Ltd are chosen by using systematic random sampling method. According to the results, employees' conduct and employees' expertise of interaction quality influence on customer satisfaction. As for physical environment quality, availability of facility and condition of the vehicle affect customer satisfaction. All variables of outcome quality such as safety, frequency and reliability also have positive effect on customer satisfaction. Among three influencing factors, outcome quality and interaction quality have significant influence on customer satisfaction. It is also found out that customer satisfaction influences on customer loyalty. Therefore, top management of Shwe Myanmar Transportation Co., Ltd should provide superior quality on these factors in order to attract new customers and to maintain existing customers in win-win situation manner.

ACKNOWLEDGEMENTS

First of all, I would respectfully express my heartfelt thanks and gratitude to Dr. Tin Win, Rector, Yangon University of Economics to give me an opportunity to accomplish the challenging MBA course. I am also indebted to Professor Dr. Nilar Myint Htoo, Pro-Rector for giving me to do this thesis.

I would like to express my great appreciation to Professor Dr. Nu Nu Lwin, Professor and Head, Department of Management Studies, Yangon University of Economics and Programme Director of the Master of Business Administration Programme of her kind permission, giving me an opportunity to accomplish this research and giving a constructive guidance for this thesis.

I am very much grateful to Professor Dr. Myint Myint Kyi, Professor, Department of Management Studies, Yangon University of Economics for her brilliant advice and thoughtful comments.

I would like to show my sincere gratitude to my supervisor, Dr. Yin Min Htwe, Lecturer, Department of Management Studies, Yangon University of Economics for her close supervision, encouragement, suggestions and endless support throughout the preparation of the thesis. Her contribution is greatly appreciated. I would also like to give my special thanks to Associate Professors and Lecturers from the Department of Management Studies for their invaluable lecturers and guidance during my academic career.

My sincere appreciation goes to all respondents from Shwe Myanmar Transportation Co., Ltd (Dagon Ayyar Highway Express Bus Terminal) to give me a chance to do this thesis and to collect data as well as do survey. I would like to extend my special appreciation to Shwe Myanmar Transportation Co., Ltd, without their willingness to appreciate, the research would not have taken off.

Finally, I would like to acknowledge my family, friends and classmates of MBA 23rd Batch for all the support, contribution and encouragement to accomplish this thesis for the fulfillment of MBA course.

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CHAPTER 1

INTRODUCTION

Customer satisfaction and customer loyalty has become the key area in every business for the past years. And customer satisfaction is the key for every business success. Being able to satisfy your customers may make them to be loyal to your company or brand. Customer loyalty has a positive influence on the profitability of a company. The more a company has loyal customers, it may possibly lead to an increase in a company's profit.

Customers are the most important person in every business. Every company is looking for ways to keep their customers satisfied all the time. Therefore, they constantly must carry out surveys on their customers to know their satisfaction level. Customer satisfaction is ever changing making it difficult for companies to maintain a stable satisfaction level with their customers. As every customer, it will be nice to be where there is better reward for his money in terms of better services and good and reliable customer services. When a company starts measuring customer satisfaction because they want to make decisions on how to improve it.

Creating loyal customers is at the heart of every business. Customer loyalty can be said to have occurred if the customer develops a long standing preference or loyalty towards a particular products or service. It is the result of consistently positive emotional experience; physical attribute based satisfaction and perceived value of an experience which includes the product or services. Therefore, the business needs to measure customer satisfaction regularly because one key to customer's revisit intention is customer satisfaction. A highly satisfied customer generally stays loyal longer, buys more as the company introduces new products or services and talks favorably to others. Moreover, customer satisfaction is both a goal and a marketing tool for customer-centered companies because of the competitive market.

For many years, public transport has been viewed as an inevitable need in several parts of the world that immobility leads to poverty. This implies that movement of people and goods affects the daily endeavors of human being particularly in the economic aspect. A good transport system cannot be attained if there is no effective and efficient services that enhances people's living standards and gives them satisfaction through features.

In this study, in order to measure the customer satisfaction, the influencing factors such as interaction quality, physical environment quality and outcome quality are used and the customer loyalty is measured by the customer satisfaction. Knowing the level of customer satisfaction and loyalty is crucial for all kind of business. Therefore, this study focuses on influencing factors on customer satisfaction and customer loyalty at Shwe Myanmar Transportation Co., Ltd.

1.1 Rationale of the Study

In this turbulent market, public transport businesses are reaching the maturity stage and facing intense competition in terms of attracting and retaining the customers. Therefore, business owners want to build strong customer relationships by creating superior customer value. Many researchers revealed that customer satisfaction is crucial role in customer loyalty in marketing. Then the marketers need to find out the factors that influence customer satisfaction. As the researchers, international paper pointed out that many factors such as reliability, frequency, safety, comfort, word-of-mouth, value of money, physical evidence, and so forth that the customers' satisfaction towards the public transport. In this study, only three pertaining primary dimensions: interaction quality, physical environment quality and outcome quality, in order to form overall service quality perceptions.

In this 21st century, products and services are moving one place to another in terms of finished goods or in other forms. Through delivering this goods or services, transporting agents are crucial in supply chain. In considering of the transport, there are three main transportation systems in Myanmar (Road, Water, Air). Among them, Air transport is a very expensive transport and people use only when delivering specific items which need to buy time. Water transport system is the cheapest among others but consumed a lot of time for transporting one place to another. At last but not least, road transportation system is average charge of transport and it can deliver goods and services in on time manner with low cost.

In road transportation system, it can be subdivided into two ways. One is railway method of using train to provide transportation but it can't go freely on land. Another one is using cars, trucks, express or other mobilization intermediaries which is very effective and efficient for customers to reach their desired destination.

Nowadays, lifestyle of Myanmar citizens is changing and they no longer stagnant in one place for a long time. In their leisure time, they start to explore the nature and beauty over various parts of Myanmar and share this marvelous moment on their social platform. This is one purpose of using road transport. Another purpose is people travel one place to another for business purpose like one is staying at other place and would like to work in Yangon, they need to use express cars to reach their destination. Among other options of road transport available, they prefer using express cars to reach their desired destination. However, there are many transportation companies are doing business in the market. A good understanding and knowing of customers is crucial in order to survive in the market.

Therefore, in order to success in their key business, marketers and companies need to be up to date with consumer perceptions of many aspects of their business. It is very important for the transportation companies to be aware of customer perception and behavior to offer sufficient value while meeting growing customer demand. This study is exploring the influencing factors on customer satisfaction which in turn leads to customer loyalty of Shwe Myanmar Transportation Co., Ltd.

1.2 Objectives of the Study

The main objectives of this study are:-

- (1) To analyze the influencing factors on customer satisfaction at Shwe Myanmar Transportation Co., Ltd.
- (2) To examine the influence of customer satisfaction on customer loyalty at Shwe Myanmar Transportation Co., Ltd.

1.3 Scope and Method of the Study

This study focuses on the influencing factors on customer satisfaction of Shwe Myanmar Transportation Co., Ltd. Analytical research method is used in this study. It is a quantitative study where the structured questionnaires are given out to the respondents. The sample size of this study is 125 respondents are chosen from those people who are using the services provided from Shwe Myanmar Transportation Co., Ltd during the months from March to May 2019 by using systematic random sampling method. A regression analysis is also conducted to find out the influencing factors of customer

satisfaction and relationship between customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd.

This study uses both primary and secondary data. Five point Likert scales questionnaires are used to find out the influencing factors of customer satisfaction and the relationship between customer satisfaction and customer loyalty. However, the category type questions are also involved at some relevant parts. As for the secondary data, relevant text books, international research papers, journals and relevant articles, literature reviews on previous studies in this field, internet websites. This study limited only to Shwe Myanmar Transportation Co., Ltd.

1.4 Organization of the Study

This study consists of five chapters. Chapter one is the introduction of the study which includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two illustrates the theoretical background of regarding to customer satisfaction, customer loyalty and factors influencing customer satisfaction. Chapter three consists of influencing factors on customer satisfaction of Shwe Myanmar Transportation Co., Ltd. Chapter four includes the analysis of the relationship between customer satisfaction and their loyalty on Shwe Myanmar Transportation Co., Ltd. Chapter five is the conclusion with findings and discussions, suggestions and recommendations and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This Chapter presents about the theoretical background of this study. In this chapter, the theories and definition of customer satisfaction and customer loyalty and factors influencing customer satisfaction and the relationship between customer satisfaction and customer loyalty are included. Then it is followed by the conceptual framework of the study.

2.1 Service Quality

It is hard to define what the service is. It is getting complicating and the ways of different companies serving with the different design, facilities and patterns usually hard to know about it. Service quality is becoming main issue nowadays. Services are considered as intangible element as it is purely performances and experiences based rather than any kind of objects. Service quality always varies in the basis of producer to producer, customer to customers and day to day.

Yenny & Herry (2017), proved that service quality contributes to customer satisfaction. As a result, service quality also leads to customer loyalty and long term retention. However, this construct is very abstract due to its intangibility, inseparability, perishability and heterogeneity (Moeller, 2010). The most often adopted definition of service quality is that it is the result of comparison that is made between customer's expectation from the service provider and his/her perception of the service firm (Lehtinen & Lehtinen, 1982).

Customer is the key as service quality is evaluated and assessed by them comparing the expectation and perception instead of the firm (Berry, Parasuraman, & Zeithaml, 1988). Iglesias & Guillen, (2004) revealed that perceived quality has direct and positive influence on the level of customer satisfaction. Quicker delivery of service would be perceived as high service quality, while a slower delivery would be perceived as low service quality (Reimann, Lunemann and Chase, 2008).

While there is no guarantee that a satisfied customer will be a repeat customer, it is mostly likely that a dissatisfied customer will not return (Chow et. al., 2013). Therefore, customer satisfaction is imperative for service organization because of the positive correlation it has with future attitudes, revisit intention and loyalty.

2.2 Multi-Dimensional and Hierarchical Model

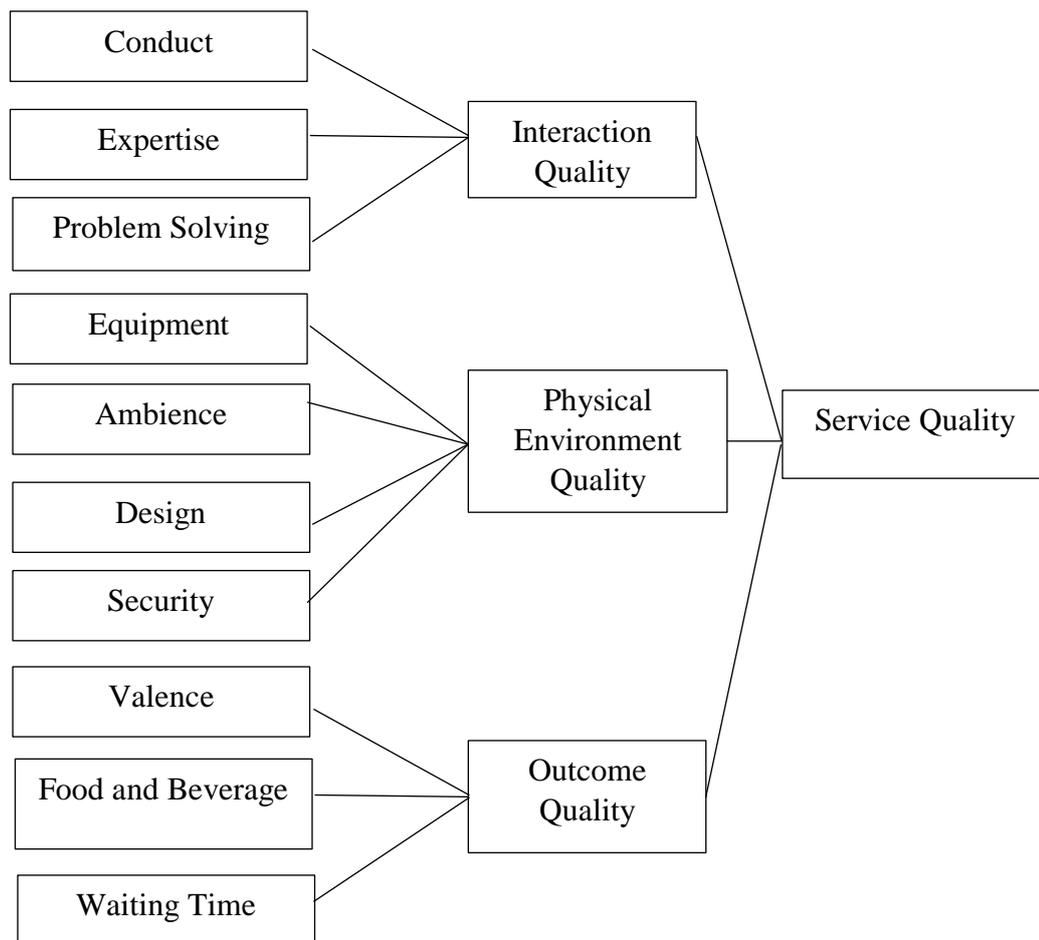
Several researchers (Dabholkar, Shepherd, and Thorpe, 2000) have identified that the existing measurement of service quality using the SERVQUAL and SERVPERF instruments has been insufficiently comprehensive to capture the service quality construct. In order to comprehensively measure the customer's perception of service quality, Brady and Cronin (2001) suggest a multi-dimensional and hierarchical model. Those authors combine the traditional approach to service quality (i.e., the tri-component model of service quality by Rust and Oliver (1994)) with the multi-level conceptualization of service quality (i.e., Dabholkar et al., 1996). They describe a third-order factor model, where service quality is explained by three primary dimensions (i.e., interaction quality, physical environment quality, outcome quality). Each of these dimensions consists of three corresponding sub-dimensions, such as attitude, behavior and experience for interaction quality; ambient conditions, design and social factors for physical environment quality; waiting time, tangibles and valence for outcome quality. According to those authors, the proposed model improves our understanding of three basic issues: (1) what defines service quality perceptions, (2) how service quality perceptions are formed, and (3) how important it is where the service.

A multi-dimensional and hierarchical model of service quality as a higher order factor that is defined by three primary dimensions and 10 sub-dimensions. The primary dimensions comprise interaction quality, physical environment quality, and outcome quality, which are defined by 10 sub-dimensions: conduct, expertise, problem- solving, equipment, ambience, design, security, valence, food and beverage, and waiting time (see Figure 2.1).

The first primary dimension focuses on interaction quality. Several researchers (Grönroos, 1982; Bigné, Martínez, Miquel, and Belloch, 1996) have indicated the importance of this factor in service delivery and identified it as having the most significant effect on service quality perceptions. Both the service quality literature and our qualitative

research suggest that there are three sub-dimensions, namely, conduct, expertise, and problem-solving. The first two sub-dimensions, conduct and expertise, are factors defining the quality of service delivery (Grönroos, 1990; Wu, Lin, and Hsu, 2011). These two sub-dimensions play important roles in service delivery (Martínez Caro and Martínez García, 2007). The last sub-dimension is referred to as problem-solving, which customers do not make any distinction between the casino’s ability to make them feel well treated and reassured (interaction quality) and the casino’s ability to handle potential problems (problem-solving). Therefore, employing suitable and highly motivated employees plays an important role in achieving quality of service and competitiveness.

Figure 2.1 Multi-Dimensional and Hierarchical Model of Service Quality



Source: Hung-Che Wu (2015)

The second primary dimension of service quality is called physical environment quality as the physical features of the service production process. This quality aspect differs from service product as it is concerned with the ‘servicescape’ of the built environment (Bitner, 1992). Several researchers indicate that this factor plays an important role in

customer service evaluations (Brady and Cronin, 2001). Based on our qualitative study and existing literature on physical environment quality, four sub-dimensions have been identified: ambience, design, equipment, and security. The first sub-dimension, ambience, has been referred to as the conscious design of space to create certain effects in customers to increase their purchase likelihood (Kotler, 1973). The second sub-dimension, design, represents the layout or architecture of the service facility of an organization, including the aesthetic (visually pleasing) and functional (practical) components of the physical design in the gaming industry. The third sub-dimension, equipment, refers to the variety of casino machines that the service provides. This factor includes the devices used to enhance the gaming experience. The last sub-dimension, security, involves protecting the casino and its customers from violent crime, theft, and other inappropriate behavior.

The last primary dimension of the service quality is called outcome quality. This dimension focuses on the outcome of the service act, indicating what the conceptions of quality are (Ko and Pastore, 2005). Based on Brady and Cronin's (2001) findings and our qualitative research, three sub-dimensions are identified. They are valence, food and beverages, and waiting time. The first sub-dimension, valence, refers to the attributes that control whether customers believe the service outcome is good or bad, regardless of their evaluation of any other aspect of the experience (Brady and Cronin, 2001). The second sub-dimension, food and beverages, most hospitality managers are eager to evaluate its quality performance. Many contemporary casinos offer some sort of catering option because casino operators have long realized customers' needs for food and beverages throughout the entire casino encounter. The last sub-dimension, waiting time, has been considered to be an important predictor of service quality. According to Kleijnen, Ruyter, and Wetzels (2007), the more time-conscious customers are, the more sensitive they will be. Namely, more time conscious customers view waiting time as being more important.

2.3 Customer Satisfaction

In recent times all organization has increasingly come to understand the importance of customer satisfaction. It is widely understood that it is far less costly to keep existing customers than it is to wind new ones. For many organizations in the public sector, customer satisfaction will itself be the measure of success.

Customer satisfaction is defined as customers' needs and goals when a service is providing a pleasurable level of fulfillment and emotional response (Oliver, 1997 as cited in Kotler & Keller, 2009). According to Oliver (1997), satisfaction is defined as the customer's fulfillment. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment. Need fulfillment is a comparative processes giving rise to the satisfaction responses. Any gaps lead to disconfirmation; i.e., Positive disconfirmations increases or maintain satisfaction and negative disconfirmation create dissatisfaction.

Customer Satisfaction has a positive effect on an organization's profitability. The more customers are satisfied with products or services offered, the more chances for any successful business as customer satisfaction leads to repeat purchase, brand loyalty, positive word of mouth marketing,. According to Zairi, 2000, customer satisfaction leads to repeat purchases, loyalty and customer retention. Satisfied customers are more likely to repeat buying products or services. They will also tend to say good things and to recommend the product or service to others. Dissatisfied customers may try to reduce the dissonance by abandoning or returning the product or they may try to reduce the dissonance by seeking information that might confirm its high value (Kotler & Keller, 2009).

Knowledge from previous research shows that public transport is still an alternative as a travel mode of choice for many people. In order to keep current passenger, public transport has to improve the service to accommodate wide range of customer need and expectation (Beirão & Sarsfield Cabral 2007; Andreassen 1995)

2.4 Customer Loyalty

Customer loyalty includes a company's set of measures seeking positive orientation of behavioral intentions of current and future customers to a vendor and / or its offer to obtain stabilization, respectively a development of the relationships with these customers. Customer loyalty is not obtained by a customer card or a customer club, but by satisfying customer's expectations. Customer compare their subjective perceptions after purchasing a product/ service with their expectations before the purchase decision. This comparison leads to a situation of satisfaction, dissatisfaction or exceeded customer expectation

(customer enthusiasm). The correlation between customer satisfaction and its loyalty is not directly proportional. When customers evaluate their satisfaction relative to the performance of the tender (delivery), it differs depending on the customer. (Kotler, Keller, 2008) This item could mean just in time delivery, preterm delivery, fully delivery of the order. So, customers can be satisfied, but for different reasons. Customer loyalty is part of a cause-effect chain that comprises process from the initial contact with the client to the economic success of the organization.

Chow et al., 2013 defined revisit intention as repurchase intention and behaviors that demonstrate the willingness to recommend and disseminate positive information for a service provide. Customers that received an excellent and memorable experience from the service provider will form a favorable behavioral intention such as recommending the service provider to others, spread positive word-of-mouth or become a loyal customer will ultimately lead to revisit intention (Boulding et al., 1993)

Loyalty may comprise attitudinal and behavioral loyalty. Customer loyalty is not only the repeat purchase but also the customer's attitudinal state of intention of re-patronize. Therefore, repeat purchase intention becomes a critical part of such attitudinal or behavioral construct. In terms of behavioral purchasing, it is associated with actual customer consumption behavior which involves the measurement of past purchases or the measurement of profitability of future purchase based on past purchase behaviors (Ehrenberg, 1998).

On the other hand, attitudinal intention refers to the customer's psychological disposition toward the same brand organization which is associated with a customer's favorable attitude (Fournier, 1998). Both behavioral loyalty and attitudinal loyalty are important in building long-term customer relationships. This is because both these concepts are not only help in understanding customer past behaviors but also useful in predicting future patronage by the customer (Kumar & Shah, 2004).

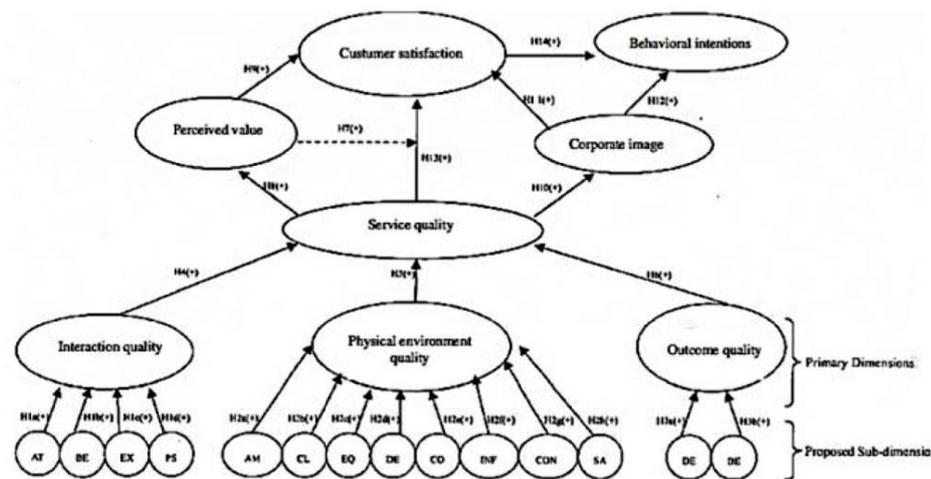
2.5 Previous Studies

This study mainly based on previous research papers from local and international research papers. The following section presents previous studies of influencing factors on customer satisfaction. Then, the previous studies of relationship between customer satisfaction and customer loyalty is also discussed.

2.5.1 Influencing Factors on Customer Satisfaction

The first previous research was an empirical analysis of synthesizing the effects of service quality, perceived value, corporate image and customer satisfaction on behavioral intentions in the transport industry: a case of Taiwan high-speed rail. The previous research framework starts from the independent variables of this research which are interaction quality, physical environment quality and outcome quality then to the dependent variables such as customer satisfaction towards behavioral intentions in the transport industry. The conceptual model of this previous research paper was illustrated in Figure 2.2

Figure 2.2 Conceptual Framework of Jonathan Hung-Che Wu, Yu-Chiang Lin, Fu-Sung Hsu (2011)



Note: AT = Attitude, BE = Behavior, EX = Expertise, PS = Problem-solving, AM = Ambience, CL = Cleanliness, EQ = Equipment, DE = Design, CO = Convenience, INF = Information, CON = Convenience, SA = Safety, VA = Valence, WT = Waiting time.

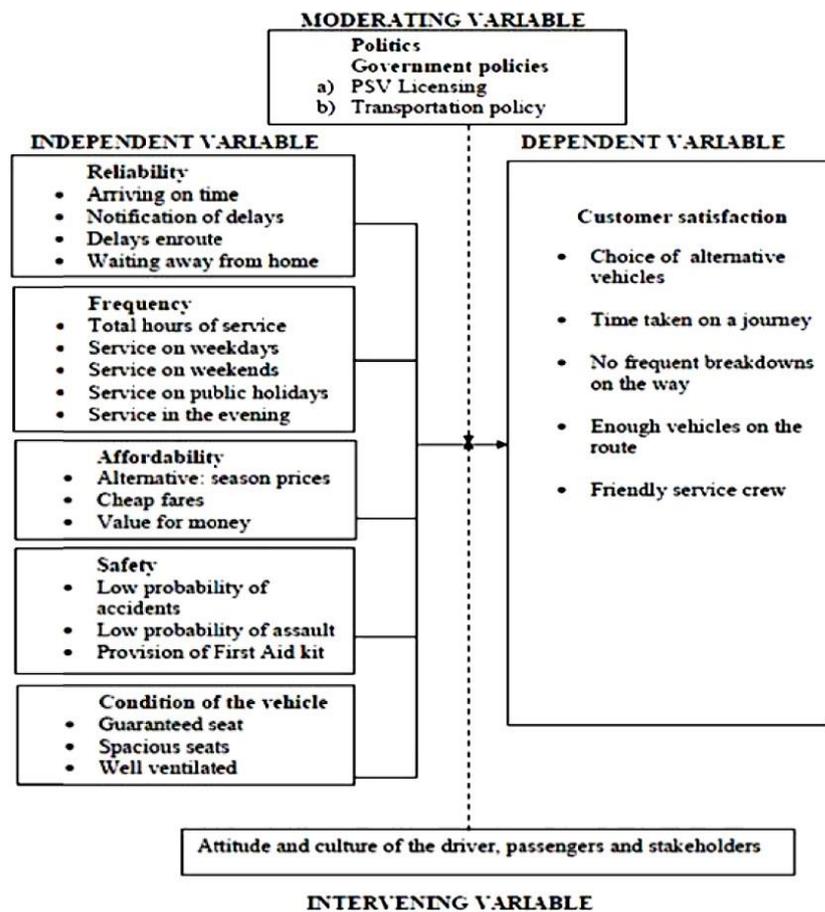
Source: Jonathan Hung-Che Wu, Yu-Chiang Lin, Fu-Sung Hsu (2011)

The result of this previous research revealed that outcome quality is the most important factor toward the customer satisfaction. The relationship between customer satisfaction and behavior intention is mainly depend on the perceived value of service quality by passengers.

The second conceptual model of previous researchers is developed by Okoth Phoebe (2017). The researcher conducted a study on factors influencing customer satisfaction in public transport sector: a case of Matatus in central business district Nairobi-Kenya. The conceptual model of this previous research paper was illustrated in Figure 2.3.

The previous conceptual framework shows the independent variables which include reliability, frequency, affordability, safety and condition of the vehicle towards customer satisfaction. These findings indicate that the public are still dissatisfied with the public transport services in Kenya. The analysis done on correlation indicates that reliability has strongest relationship with the overall commuter satisfaction followed by frequency, affordability, security and comfort.

Figure 2.3 Conceptual Framework of Okoth Phoebe (2014)



Source: Okoth Phoebe (2017)

2.5.2 Relationship between Customer Satisfaction and Customer Loyalty

Customer satisfaction is a platform or tool to acquire the better measurement of the customer's expectations through the products or services delivered by the company and customer's level of satisfaction leads to the customer loyalty in the competitive business market. Customer satisfaction and customer loyalty are those two-strong pillars of business which helps to gain the long-term revenues from the delivered services or products.

Moreover, it helps to compete with the competitors in business market as well. The level of customer's satisfaction will increase significantly when the costumers find themselves in comfortable and highly satisfied from the product or service where as if the customer loyalty is affected negatively through product or service then the level of customer satisfaction drops in a rapid way.

Based on previous empirical research, there is a significant correlation between customer satisfaction and behavioral intention. For instance, Oliver (1980) found that satisfying travel experience has a significant positive influence on customer's behavioral intention and increase customer's retention rate. Besides, the significant relationship between satisfaction and revisit intention in public transport environment also has been proven with numerous empirical results in the hospitality literature.

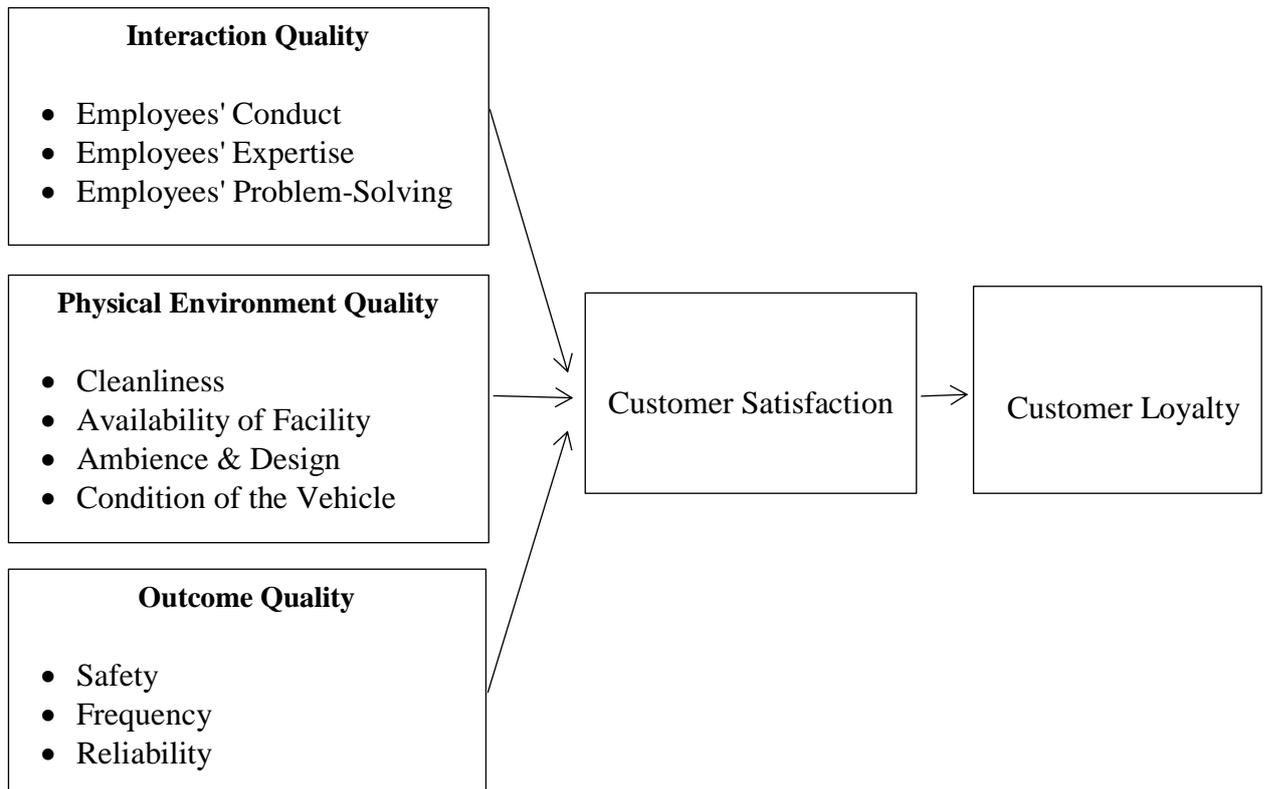
In addition, Chow et al., 2013 mentioned customer satisfaction is important attribute to marketers as it is assumed to be a significant determinant for repeat sales, positive word of mouth as well as building customer loyalty. Besides, Chow et al., 2013, also conducted similar studies that there is significant and positive effect of customer satisfaction on customer retention. Another study done by Chow et al., 2013, found that the tendency to revisit the dining unit is led by the high customer satisfaction with service quality.

2.6 Conceptual Framework of the Study

Customer satisfaction and customer loyalty have been regarded as a fundamental determinant of long term consumer behavior. In addition, they play a vital role for the success of public transport. This conceptual framework for this research study is the combination of the theoretical reviews and previous researches. The conceptual framework of the study is as follows.

Figure 2.4 Conceptual Framework of the Stud

Service Quality Dimensions



Source: Adapted from Wu, Lin and Hsu (2011)

According to the conceptual framework, interaction quality, physical environment quality and outcome quality are the factors that influence on customer satisfaction and there is also a relationship between customer satisfaction and customer loyalty. The framework is about influencing factors on customer satisfaction and the relationship between customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd.

CHAPTER 3

PROFILE AND SERVICE QUALITY DIMENSION OF SHWE MYANMAR TRANSPORTATION CO., LTD

This chapter is arranged into four sections. The first section introduces about the Shwe Myanmar Transportation Co., Ltd. In the second section, research design and reliability analysis are presented. The third section examines the demographic factors of respondents and is showed with number of respondents and percentage. Then the Last section explores the factors that affect the customer satisfaction and is represented with mean scores and standard deviation is presented based on the findings.

3.1 Profile of Shwe Myanmar Transportation Co., Ltd

Shwe Myanmar Transportation Co., Ltd is founded in 2000 and has been providing transportation service mainly from Yangon-Einme at Dagon Ayyar Express Highway Bus Terminal. The company, itself starts with 2 cars and transforming traditional family business into modern business year after year. Now, Shwe Myanmar Transportation Co.,Ltd has more than 10 cars and it is currently market leading in Yangon-Einme Route among other competitors. Shwe Myanmar Transportation Co., Ltd always improves and advances to provide their customers exceptional value for the experiential experience.

Shwe Myanmar Transportation Co., Ltd has 2 branches for providing services. One gate at Yangon and another gate at Einme. It has been well-known among competitors as trust worthy transportation provider due to its exceptional punctuality of arrival, safety and good services to customers. There are total of 120 employees including drivers are providing unique services to meet customer expectation. In addition, Shwe Myanmar Transportation Co., Ltd aims to expand business to other route like Yangon-Pathein or Yangon-Myaungmya routes by increasing numbers of express cars.

3.2 Services Provided by Shwe Myanmar Transportation Co., Ltd

Shwe Myanmar Transportation Co., Ltd's motto is to provide best service to our valued customers. The company deliver safeness to customers by hiring experienced

drivers who had been working with the company for decades. Drivers always check the strengthen of express car on daily basis (i.e. tyres condition, engine oil, air-con and so on for each car). This would help the express car to less broken down on route. Drivers are also skilful in repairing cars. They can find the source of error and fix in emergency. This would greatly reduce the delay of time if car broken down on route. Customers can make phone call ticketing and guarantee the seats for bookings. The staffs of Shwe Myanmar Transportation Co., Ltd are always helpful to customers by lifting their heavy luggages or their goods. Company also provide good, clean and comfort environment for customers both at waiting area and on car. At last but not least, customers can feed back or complaints about their travel experience or problems. The staffs of Shwe Myanmar Transportation Co., Ltd are paying attention to the complaints and take immediate action.

3.3 Research Design

This study aims to explore the factors influencing customer satisfaction of Shwe Myanmar Transportation Co., Ltd and to analyze the relationship between customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd. Analytical research method is used in this study. To achieve these objectives, both primary and secondary data are obtained from text books, previous research papers and internet websites.

Primary data is especially meant for making a survey using structured questionnaires to total 125 respondents. To obtain the primary data, the respondents at Dagon Ayyar Express Highway Bus Terminal were asked whether they have satisfaction and loyalty towards Shwe Myanmar Transportation Co., Ltd. Since daily customers who travelling to Yangon-Einme are round about 250 customers, in order to get a positive implication, 50% of daily customers are regarded to be the sample size. Therefore, the sample size of this study is only 125 respondents. The respondents were surveyed by systematic random sampling method. SPSS (Statistical Package for the Social Scientists) is a data management and statistical analysis tool which has a very versatile data processing capability.

After the survey data were collected, these results were entered in SPSS to analyze the results and test the reliability analysis. Descriptive and Analytical research method was used in this study. Descriptive research aims to describe characteristics of consumer

behavior and to count frequency in consumer behavior. The survey question used for this study consists of four main sections. Section (A) includes the questions for demographic (personal) information. Section (B) involves the questions for the factors influencing customer satisfaction. In Section (C), the questions for Customer Satisfaction. In Section (D), the questions for customer loyalty. The questions in section (A) are closed questions (i.e., the respondents are required to choose one or more out of given possible answers). The questions in section (B), (C) and (D) are measured with a five point Likert scale ranging from “strongly disagree to strongly agree” (1 = strongly disagree to 5 = strongly agree). In this chapter, all parts of the profile of the respondents are discussed by descriptive research method.

3.4 Reliability Analysis

Reliability was undertaken in order to test the internal consistency of the variables in the questionnaire. Cronbach’s alpha is a measure of internal reliability of the questionnaire.

Cronbach’s alpha was selected to conduct the reliability test as it is the most common tool for internal consistency reliability coefficient in particular psychometric measurement. The reliability test is a process of measuring the consistency or repeatability of the scale. Cronbach’s alpha test to see if multiple question Likert scale surveys are reliable. These questions measure latent variables-hidden or unobservable variables like: a person’s conscientiousness, openness. Cronbach’s alpha will tell if the test is accurately measuring the variable of interest. (Tavakol and Dennick, 2011). The Table (3.1) showed that the Cronbach’s Alpha of all the factors in this study are more than 0.6. Therefore, it can be interpreted that the data is considered to be reliable and valid.

Table (3.1) Reliability Analysis

Category	Cronbach's Alpha	No: of Items
Employees' Conduct	0.733	4
Employees' Expertise	0.780	3
Employees' Problem-Solving	0.859	3
Cleanliness	0.711	3
Availability of Facility	0.823	3
Ambience & Design	0.619	3
Condition of the Vehicle	0.675	3
Safety	0.864	3
Frequency	0.651	3
Reliability	0.776	4
Interaction Quality	0.901	10
Physical Environment Quality	0.826	12
Outcome Quality	0.886	10
Customer Satisfaction	0.907	5
Customer Loyalty	0.757	4

Source: Survey Data (2019)

3.5 Demographic Factors of Respondents

According to the survey data, the respondent's personal (demographic) factors are classified into five categories such as gender, age, education, occupation and income level. All of these topics are discussed in the Table (3.2) as follow. The data are presented in term of number and percentage of respondents in the Table (3.2).

As shown in Table (3.2), there is no gender bias in selecting the respondents for the research. In this study, female respondents are more than male respondents because female population is higher than male population according to Myanmar population 2017. Then five different types of age group are surveyed for this research. The largest distribution of the respondents is the group of respondents who are between 31 and 40 years old. The second largest group is age between 21 and 30 years old. The third place occupied by the

group of respondents who are under 21 years old. The respondents who aged between 41 and 50 years old were ranking the fourth place. The smallest portion of distribution is age group above 50 years old. Therefore, it can be verified that the middle age people between 31 and 40 years old would like to travel Yangon-Einme.

Table (3.2) Demographic Factors of Respondents

Demographic Factors	Description	No. of Respondents	Percentage (%)
	Total	125	100.00
Gender	Male	37	29.60
	Female	88	70.40
Age (Years Old)	Under 21 years	13	10.40
	21-30 years	44	35.20
	31-40 years	56	44.80
	41-50 years	7	5.60
	Above 50 years	5	4.00
Monthly Income (MMK)	100,001-300,000 MMK	97	77.60
	300,001-500,000 MMK	14	11.20
	500,001-700,000 MMK	10	8.00
	Above 700,000 MMK	4	3.20
Education	High-school	115	92.00
	Graduate	8	6.40
	Post Graduate	2	1.60
Occupation	Self-employed	33	26.40
	Merchant	27	21.60
	Dependent	12	9.60
	Salary Worker	53	42.40

Source: Survey Data (2019)

For the income, the monthly income levels of respondents are divided into five groups. The majority of respondents' income is 100,001-300,000 MMK. The second largest group is the respondents with monthly income between 300,001-500,000 MMK

followed by the respondents with monthly income between 500,001-700,000 MMK and above 700,000 MMK. Therefore, it can be concluded that the most of the respondents who travel with Shwe Myanmar Transportation Co., Ltd are low income people.

The education level of the respondents is divided into three groups such as high school, graduate and post graduate. From the survey of 125 respondents, the majority of the education level of the respondents is high school. There are only a few people who are graduate and post graduate. It indicates that most of the customers are normal high school educated people.

In this study, the occupation of the respondents is also classified into four groups such as self-employed, merchant, dependent, salary worker. The majority of respondents' occupations are salaried worker. Then, followed by merchant, dependent, self-employed and student. Therefore, it is indicated that salaried workers are the most travelling to Yangon-Einme.

3.6 Service Quality Dimensions of Shwe Myanmar Transportation Co., Ltd

In this topic, the influencing factors on customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd will be analyzed. According to the conceptual framework in chapter (2), the influencing factors on customer satisfaction towards Shwe Myanmar Transportation Co., Ltd and comparison of influencing factors was analyzed. The mean value and standard deviation of each factor was used to analyze the Likert scale questions. The results are presented in Table (3.3), (3.4), (3.5) and (3.6).

3.6.1 Interaction Quality

The following Table (3.3) shows the mean value of interaction quality that influence customer satisfaction of Shwe Myanmar Transportation Co., Ltd. In interaction quality, there are three main factors (employees' conduct, employees' expertise and employees' problem solving) with 10 questions to analyze. The mean values and standard deviation of each and overall mean are shown as follow.

Table (3.3) Interaction Quality

		Mean	SD
I. Interaction Quality		3.58	
(a) Employees' Conduct			
1.	Friendliness	3.54	0.88
2.	Always provide best service	3.55	0.81
3.	Behavior of the staff	3.32	0.89
4.	Attitude of the staff	3.51	0.83
	Overall Mean	3.48	
(b) Employees' Expertise			
5.	Knowing Jobs/ Responsibilities	3.62	0.83
6.	Skillfulness of the staffs	3.75	0.95
7.	Understanding customer needs	3.84	0.88
	Overall Mean	3.74	
(c) Employees' Problem-Solving			
8.	Interest to solve the problems	3.67	0.80
9.	Understanding problems and immediate action	3.66	0.79
10.	Importance of resolving customer complaints	3.35	0.86
	Overall Mean	3.56	

Source: Survey Data (2019)

As shown in Table (3.3), most of the respondents agree with the ten of the statements and their mean value is more than 3. In employees' conduct factor, it has four sub-factors that influence over customer satisfaction (friendliness, always provide best service, behavior of staff and attitude of staff). Since mean value of employees' conduct is 3.48, sub-factors mean value of less than 3.48 is considered to be neutral for respondents. However, mean value of sub-factors greater than mean 3.49 is regarded as factors need to focus more for the business entity. The highest mean value of always provide best service

to customer is the most influencing factor for customer satisfaction because company employees' care about customers as always and then followed by friendliness and attitude of staffs.

In employees' expertise factor, it can be sub divided into three (knowing jobs/responsibilities, skillfulness of staffs, understanding customer needs). The mean value is 3.74. Therefore, knowing jobs/responsibilities is neutral. The most influencing factor is understanding customer needs like fulfilling their expected travelling experiences and the second most influencing factor is competency of staffs (i.e., employees' are doing things efficient and effective manner).

In employees' problem solving factor, it is sub-divided into three (interest to problem solving, understanding the problem and immediate action and importance of customer complaints). Since the mean value is 3.56, the factor less than 3.56 can be considered as less consideration by respondents and the factors greater than 3.56 are considered to be more important for respondents. The most influencing factor is interest to solve the problems because customers are satisfied to be cared and pay attention to what their complaints is about. And second most influencing factor is understanding the problem and immediate action. Company needs to listen what their value customer's voices, feedbacks and so on and take corrective actions to improve customer services.

By overviewing the interaction quality, among three sub-divided factors (employee's conduct, employees' expertise and employees' problem solving, the most influencing factor for respondents is employee's expertise. As well as, employee's problem-solving of Shwe Myanmar Transportation Co., Ltd and take immediate action on customer complaints and skillfulness of employees could bring more positive implication for customer satisfaction.

3.6.2 Physical Environment Quality

The following Table (3.4) shows the mean value of physical environment quality that influence customer satisfaction of Shwe Myanmar Transportation Co., Ltd. In physical environment quality, there are four main factors (cleanliness, availability of facility, ambience & design and condition of the vehicle) with 12 questions to analyze. The mean values, standard deviation of each and overall mean are shown as follow.

Table (3.4) Physical Environment Quality

		Mean	SD
II. Physical Environment Quality		3.72	
(a) Cleanliness			
1.	Waiting area has clean environment.	4.02	0.70
2.	The SMT cars are clean.	3.76	0.94
3.	The toilet of SMT is clean.	3.88	0.87
	Overall Mean	3.89	
(b) Availability of Facility			
4.	Sufficient Chairs, TV, Fans and so on available in waiting area.	4.02	0.70
5.	Can make booking with phone calls.	3.76	0.94
6.	Having air-con on express car.	4.02	0.70
	Overall Mean	3.94	
(c) Ambience & Design			
7.	SMT expresses are aesthetically attractive.	3.26	0.90
8.	SMT Gate has attractive layout and design.	3.23	0.94
9.	SMT provides comfortable environment.	3.35	0.86
	Overall Mean	3.28	
(d) Condition of the Vehicle			
10.	SMT express cars are safe.	3.98	0.79
11.	Vehicles hardly breakdown enroute.	3.58	0.99
12.	SMT express cars have clean environment.	3.82	0.81
	Overall Mean	3.80	

Source: Survey data (2019)

As mention in Table (3.4), it is found that the respondents are satisfied with Shwe Myanmar Transportation Co., Ltd because the mean value of each is above the neutral score

of 3. The physical environment quality can be divided into four main factors (cleanliness, availability of facility, ambience & design and condition of the vehicle).

In cleanliness factor, it can be sub-divided into three factors (waiting area cleanliness, cars cleanliness, and toilet cleanliness). The mean value for cleanliness is 3.89. The mean value less than 3.89 is considered to be neutral. Therefore, the mean value greater than 3.89 is waiting area cleanliness as Shwe Myanmar Transportation Co., Ltd always make clean like cleaning dust, removing spider webs, sweeping floor hourly and so on to maintain cleanliness of waiting area. Therefore, respondents prefer waiting area as most influencing factor in cleanliness factor.

Availability of facility is classified into three factors (sufficient facilities, phone booking facility, air-con on car facility). Since the mean value for availability of facility is 3.94, phone booking facility is considered to be neutral. However, respondents prefer sufficient facilities in waiting area like having water cooler, sufficient of fans or air-cons, enough sitting places, TVs etc and they prefer good air-con on car facility to experience comfort travelling experience.

In ambience & design factor, it is sub-divided into three factors (car's appearance, gate layout and comfortable environment). The mean value for ambience & design factor is 3.28. Respondents like to have comfortable environment rather than gate layout or car's appearance. This is because before departure, they would like to have comfort rest. So, company create a warmly atmosphere like sufficient facilities, friendly staffs, blessing environment and so on. This could make them comfortable environment and satisfied.

The fourth one is condition of vehicle factor and it is classified into three (safe to travel, less break down on route, car inner's cleanliness). The mean value of condition of vehicle is 3.80. Less break down on route is considered to be neutral for respondents because they are less than mean value 3.80. So, most influencing factor over condition of vehicle is safe to travel factor because everyone want to travel one place to another without any problems and car inner's cleanliness in consideration by respondents.

Physical environment quality can be concluded that, among the factors (cleanliness, availability of facility, ambience & design and condition of the vehicle), the most influencing factor over physical environment is availability of facility and second most influencing factor is cleanliness. Therefore, concern with physical environment quality, respondents like

sufficient facility in waiting area and having air-con on express (condition of vehicle) and having clean environment in waiting area (cleanliness).

3.6.3 Outcome Quality

The following Table (3.5) shows the mean value of outcome quality that influence customer satisfaction of Shwe Myanmar Transportation Co., Ltd. In outcome quality, there are three main factors (safety, frequency, reliability) with 10 questions to analyze. The mean values and standard deviation of each and overall mean are shown as follow.

Table (3.5) Outcome Quality

		Mean	SD
III. Outcome Quality		3.34	
(a) Safety			
1.	Drivers drive follow traffic rules and speed of vehicle guarantees your safety.	3.58	0.85
2.	Drivers have sufficient driving skills.	3.51	0.83
3.	The SMT drop the passengers at their destination.	3.54	0.83
	Overall Mean	3.54	
(b) Frequency			
4.	Total frequency of service is sufficient in daily.	3.16	0.99
5.	Availability of service on weekends is commendable.	3.50	0.83
6.	Sufficient service during public holidays and festival seasons.	3.58	0.87
	Overall Mean	3.41	
(c) Reliability			
7.	There is no delay in arrival time.	3.17	1.02
8.	Notification of delay is made in advance.	2.78	1.08
9.	There are no delays enroute to destination.	2.97	0.98
10.	Vehicles hardly breakdown enroute.	3.62	0.92
	Overall Mean	3.13	

Source: Survey data (2019)

As shown in Table (3.5), most of the respondents agree with the ten of the statements and their mean value is more than 3. In safety factor, it can be classified into three (obey the traffic rules, driver's skill, safely arrive to destination). The mean value is 3.54. Obeying the traffic rules is most influencing factor and followed by dropping passengers only at their destination. Driver's skill is considered to be neutral by respondents. Shwe Myanmar Transportation Co., Ltd trains the drivers to obey the rule of road and vehicles in accordance with the laws and safeness of travelling experiences.

Frequency factor can be sub-divided into three (sufficient frequency daily, more frequency on weekends, more sufficient frequency on holidays). Since mean value of frequency factor is 3.41, daily sufficient frequency is considered to be neutral due to less than 3.41 mean value. The most influencing mean value is availability of services on public holidays with mean value 3.58 and second most influencing mean value is more sufficient frequency on weekends. Customers prefer having more frequency on public holidays and sufficient frequency on weekends. So, the company has more frequency and more cars running on those days.

In reliability factor, it can be classified into four (no delay, advance notification, no delay on route, hardly broken down on route). The mean value is 3.13. Advance notification and no delay in enroute are considered to be neutral due to less than mean value 3.13. However, respondents consider hardly broken down on route is most influencing and followed by no delay in arrival time. The managers always check the strength of vehicles and if necessary maintenance urgently. So that, there will be less broken down on route.

Therefore, outcome quality can be concluded that, among factors (safety, frequency and reliability), the most influencing factor on customers is safety and the second most influencing factor is frequency. Reliability is considered to be neutral. So, customers like drivers who obey traffic rules and sufficient services available on public holidays.

3.6.4 Summary of Influencing Factors

The following Table (3.6) represents the summary of mean value of influencing factors such as interaction quality, physical environment quality and outcome quality.

Table (3.6) Summary of Influencing Factors

No.	Description	Mean
1.	Employees' Conduct	3.48
2.	Employees' Expertise	3.74
3.	Employees' Problem-Solving	3.56
4.	Cleanliness	3.89
5.	Availability of Facility	3.94
6.	Ambience & Design	3.28
7.	Condition of the Vehicle	3.80
8.	Safety	3.54
9.	Frequency	3.41
10.	Reliability	3.13
11.	Interaction Quality	3.58
12.	Physical Environment Quality	3.72
13.	Outcome Quality	3.34

Source: Survey data (2019)

Results shown in the Table (3.6) indicates that availability of facility is the most influencing factor and followed by cleanliness and condition of the vehicle. According to the result, the respondents travel with Shwe Myanmar Transportation Co., Ltd because of sufficient of facilities at waiting area (availability of facility), customers prefer clean environment at waiting area (cleanliness) and delighted to have clean environment on car (condition of the vehicle). However, reliability is marked as lowest mean value and followed by ambience & design. Customer considered advance notification of delay is less important compared to other factors and customers consider gate layout as average factor. Therefore, it can be consolidated as availability of facility factor is the highest influence on customer satisfaction towards Shwe Myanmar Transportation Co., Ltd.

CHAPTER 4

ANALYSIS OF INFLUENCING FACTORS ON CUSOMTER SATISFACTION AND CUSTOMER LOYALTY AT SHWE MYANMAR TRANSPORTATION CO., LTD

In this chapter, analysis on the relationship between customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd is covered. This chapter comprised of four parts. In the first part, the mean value and standard deviation of customer satisfaction towards Shwe Myanmar Transportation Co., Ltd is presented. In the second part, influencing factors on the customer satisfaction of Shwe Myanmar Transportation Co., Ltd is analyzed. The third part shows the mean value and standard deviation of respondents' customer loyalty and the final part analyses the relationship between customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd.

4.1 Analysis of Influencing Factors on Customer Satisfaction

This section analyzes the influencing factors on customer satisfaction and explores the most influencing factors on customer satisfaction. The three factors which are interaction quality, physical environment quality and outcome quality will be analyzed. To know the detail about this, the linear regression method is used.

4.1.1 Customer Satisfaction of Shwe Myanmar Transportation Co., Ltd

The following Table (4.1) shows the mean value and standard deviation of customer satisfaction of Shwe Myanmar Transportation Co., Ltd. There are five questions to be analyzed. The mean values and standard deviation of each and overall mean are shown as follow.

As shown in Table (4.1), the respondents agree with all of the statements of customer satisfaction and all of the mean value is more than 3. The mean values are range between 3.34 and 3.67. Moreover, the overall mean value of customer satisfaction is 3.49 which represents that the respondents are satisfied with right decision to travel with Shwe

Myanmar Transportation Co., Ltd, wise choice to travel with Shwe Myanmar Transportation Co., Ltd and meet their travelling experience expectation.

Table (4.1) Customer Satisfaction

No.	Description	Mean	SD
1.	Choice to use SMT was wise one	3.58	0.81
2.	Pleased for travelling with SMT	3.34	0.95
3.	Satisfied overall services of SMT	3.34	0.94
4.	Transportation services fulfill expectation	3.54	0.88
5.	Right decision to travel with SMT	3.67	0.84
	Overall Mean	3.49	

Source: Survey data (2019)

Therefore, the high level of customer satisfaction is presence on Shwe Myanmar Transportation Co., Ltd. It can be concluded that the customers are satisfied with Shwe Myanmar transportation Co., Ltd because of their sufficient facilities, good services, and safeness and so on.

4.1.2 Influencing Factors on Customer Satisfaction

To analyze the relationships between independent and dependent variables, Linear Regression Model will be used.

(i) Influence of Interaction Quality on Customer Satisfaction

The following table shows the relationship between interaction quality and customer satisfaction. In Table (4.2), R square and adjusted R square are at 59.6 percent and 58.6 percent respectively. This indicates that the model can explain 58.6 percent about the variance of dependent variable (Customer Satisfaction) with independent variable (Employee's Conduct, Employee's Expertise, Employee's Problem-Solving). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to provide information on the extent to which non-orthogonality among independent variables inflate standard errors. As it can be seen from Table (4.2), the VIF values

stand below the cut-off value of 10 which means the independent variables are not correlated with each other. Therefore, there are no substantial multicollinearity problems encountered in this study. This means that there is no correlation among independent variables.

Table (4.2) Influence of Interaction Quality on Customer Satisfaction

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	0.053	0.264		0.201	0.841	
Employees' Conduct	0.455***	0.130	0.383	3.498	0.001	3.582
Employees' Expertise	0.435***	0.080	0.425	5.414	0.000	1.847
Employees' Problem-Solving	0.065	0.127	0.062	0.511	0.611	4.388
R Square	0.596					
Adjusted R Square	0.586					
F Value	59.429***					
Durbin-Watson	1.708					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

Two variables are strongly significant by regression analysis table. Therefore, Employee's Conduct and Employee's Expertise have positively significant effect on customer satisfaction. Employee's Conduct and Employee's Expertise are significant at 1% confidence level. It shows that Employee's Conduct, Employee's Expertise increase customer satisfaction. Every one unit increase in employee's conduct helps customer satisfaction to increase by 0.455. One unit increase in employee's expertise will lead to almost 0.435 rises in customer satisfaction. The higher the employee's conduct like (friendliness, providing best services to customers, behavior of the staffs and attitude of the staffs) and employee's expertise in knowing (jobs/ responsibilities, competency of staffs and understanding customer needs) the more the customer are satisfied. The employees provide the best services and their willingness to help the customer impact on customer satisfaction. The customers are satisfied by the friendliness of the staff. Moreover, the customers are pleased with the behavior of the staff. The highly competent employees who are always knowing their jobs and responsibilities can fulfil the customers' needs.

To sum up, two out of three factors have significant effect on customer satisfaction in this research. Furthermore, employee's conduct is the first place of importance factor for customer satisfaction due to providing best services to customers and friendliness of the staffs.

Employee's expertise ranks the second place because employees understand customer needs and they are competent to do their jobs. Employee's expertise has more positive effect on customer satisfaction, whereas employee's problem solving has lowest impact on customer satisfaction. It can be concluded that the company employees understand customer needs and always provide the best services to customers can increase the customer satisfaction of Shwe Myanmar Transportation Co., Ltd.

(ii) Influence of Physical Environment Quality on Customer Satisfaction

The following Table shows the relationship between physical environment quality and customer satisfaction. In Table (4.3), R square and adjusted R square are at 46.9 percent and 45.1 percent respectively. This indicates that the model can explain 45.1 percent about the variance of dependent variable (Customer Satisfaction) with independent variable (cleanliness, availability of facility, ambience & design and condition of the vehicle). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

Table (4.3) Influence of Physical Environment Quality on Customer Satisfaction

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	0.148	0.392		0.378	0.706	
Cleanliness	0.075	0.181	0.066	0.415	0.679	5.800
Availability of Facility	0.478***	0.184	0.427	2.603	0.010	6.097
Ambience & Design	-0.025	0.076	-0.023	-0.333	0.740	1.044
Condition of the Vehicle	0.331***	0.087	0.295	3.791	0.000	1.365
R Square	0.469					
Adjusted R Square	0.451					
F Value	26.516***					
Durbin-Watson	1.888					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level)

With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to provide information on the extent to which non-

orthogonality among independent variables inflate standard errors. As it can be seen from Table (4.3), the VIF values stand below the cut-off value of 10 which means the independent variables are not correlated with each other. Therefore, there are no substantial multicollinearity problems encountered in this study. This means that there is no correlation among independent variables.

Two variables are strongly significant by regression analysis table. Therefore, availability of facility and condition of the vehicle have positively significant effect on customer satisfaction. Availability of facility and condition of the vehicle are significant at 1% confidence level. It shows that availability of facility and condition of the vehicle increase customer satisfaction. Every one unit increase in availability of facility helps customer satisfaction to increase by 0.478. And, one unit increase in condition of vehicle helps customer satisfaction to increase by 0.331.

The higher the availability of facility like (having sufficient chairs, TV, Fans in waiting area, accept phone calls booking and having air-con on car) and condition of the vehicle (Cars are safe to travel, hardly broken down on route and cars have clean environment), the more the customer are satisfied. The supply of the chairs, fans and TV is enough in waiting area. The customers can easily make booking with phone calls. The customers are satisfied with the condition of the SMT vehicles which are hardly breakdown on the road. The clean environment of SMT cars also has an effect on customer satisfaction.

To sum up, two out of four factors have significant effect on customer satisfaction in this research. Furthermore, availability of facility is the first place of importance factor for customer satisfaction due to its sufficient facilities and followed by condition of the vehicle where the company always check up the strength of the car. Condition of the vehicle has more positive effect on customer satisfaction, whereas ambience and design has the lowest impact on customer satisfaction. It can be concluded that the company provided clean environment, safeness of cars and hardly broken down can increase the customer satisfaction.

(iii) Influence of Outcome Quality on Customer Satisfaction

The following Table shows the effect of outcome quality on customer satisfaction. As shown in Table (4.4), R square and adjusted R square are at 65.6 percent and 64.7 percent respectively. This indicates that the model can explain 64.7 percent about the

variance of dependent variable (Customer Satisfaction) with independent variable (safety, frequency and reliability). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to provide information on the extent to which non-orthogonality among independent variables inflate standard errors. As it can be seen from Table (4.5), the VIF values stand below the cut-off value of 10 which means the independent variables are not correlated with each other. Therefore, there are no substantial multicollinearity problems encountered in this study. This means that there is no correlation among independent variables.

Table (4.4) Influence of Outcome Quality on Customer Satisfaction

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	0.193	0.231		0.838	0.404	
Safety	0.445***	0.067	0.436	6.604	0.000	1.536
Frequency	0.324***	0.102	0.296	3.175	0.002	3.046
Reliability	0.198***	0.095	0.202	2.077	0.040	3.339
R Square	0.656					
Adjusted R Square	0.647					
F Value	76.872***					
Durbin-Watson	1.894					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

All variables are strongly significant by regression analysis table. Therefore, safety, frequency and reliability have positively significant effect on customer satisfaction. Safety, frequency and reliability are significant at 1% confidence level. It shows that safety, frequency and reliability increase customer satisfaction. Every one unit increase in safety conduct helps customer satisfaction to increase by 0.445. One unit increase in frequency will lead to almost 0.324 rises in customer satisfaction. Then, increasing in one unit of reliability will improve customer satisfaction by about 0.198. The higher the safety like

drivers follow traffic rules, driving skills, follow SMT's rules, frequency like (sufficient frequency on daily, weekends, more frequency on public holidays and reliability (no delay, advance notification, vehicle hardly broken down), the more the customer are satisfied. The drivers always follow the traffic rules. As the drivers follow the rules, this makes the customer feel safe. The speed of vehicle is exactly guaranteed the safety. The frequency of transport services is sufficient during public holidays and festive seasons. The supply of vehicles in daily is enough to meet customer satisfaction. The customers are satisfied with the duration taken before delivery of services. The cars always run on the regular and exact timing which lead to customer satisfaction.

To sum up, all factors have significant effect on customer satisfaction in this research. Furthermore, safety is the first place of importance factor for customer satisfaction, frequency ranks the second place and reliability is at the third place. Safety has more positive effect on customer satisfaction, whereas reliability has lowest impact on customer satisfaction. It can be concluded that the company provided safeness of customers, sufficient frequency on public holidays and hardly broken down enroute can increase the customer satisfaction.

(iv) Influencing Factors on Customer Satisfaction

The following Table (4.5) shows the analysis of influencing factors on customer satisfaction. R square and adjusted R square is at 74 percent and 73.3 percent respectively. This indicates that the model can explain 73.3 percent about the variance of dependent variable (Customer Satisfaction) with independent variable (interaction quality, physical environment quality, outcome quality). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to provide information on the extent to which non-orthogonality among independent variables inflate standard errors. As it can be seen from Table (4.5), the VIF values stand below the cut-off value of 10 which means the independent variables are not correlated with each other. Therefore, there are no substantial multicollinearity problems encountered in this study. This means that there is no correlation among independent variables.

Table (4.5) Influencing Factors on Customer Satisfaction

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	-0.515	0.271		-1.903	0.059	
Interaction Quality	0.495***	0.078	0.406	6.308	0.000	1.926
Physical Environment Quality	0.080	0.099	0.052	0.802	0.424	1.983
Outcome Quality	0.581***	0.079	0.499	7.368	0.000	2.132
R Square	0.740					
Adjusted R Square	0.733					
F Value	114.605***					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

Two out of three variables are strongly significant by regression analysis table. Therefore, interaction quality and outcome quality have positively significant effect on customer satisfaction. Interaction quality and outcome quality are significant at 1% confidence level. It shows that outcome quality and interaction quality increase customer satisfaction. Every one unit increase in outcome quality conduct helps customer satisfaction to increase by 0.581. One unit increase in interaction quality will lead to almost 0.495 rises in customer satisfaction. The higher the outcome quality and interaction quality like drivers are skillful, guarantee safeness of passengers and vehicles are hardly broken on enroute, giving best services to customers, give attention to the customer needs and take immediate action could bring more satisfaction for customers. Customers are pleasing to the trusted services from the company. The staff of SMT are always helpful and friendly. Customers are gratified by handling their complaints directly and immediately. SMT employees have excellent customer relations. Drivers are skilful and always follow the traffic rules. Their sufficient driving skills make the customers safety. Customers can rely on SMT in arrival time. SMT makes notification of delay in advance if there is a few problems.

To sum up, two factors have significant effect on customer satisfaction in this research. Furthermore, outcome quality is the first place of importance factor for customer satisfaction, interaction quality is ranked at second place. Outcome quality has more positive effect on

customer satisfaction, whereas physical environment quality has lowest impact on customer satisfaction. It can be concluded that the company provided safeness of customers, hardly broken down enroute, best service for customers and take correction actions can increase the customer satisfaction.

4.2 Analysis on the Effect of Customer Satisfaction on Customer Loyalty

This section analyzes the effect of customer satisfaction on customer loyalty. To know the detail about this, the linear regression method is used.

4.2.1 Customer Loyalty of Shwe Myanmar Transportation Co., Ltd

The following Table (4.6) shows the mean value and standard deviation of consumer loyalty of Shwe Myanmar Transportation Co., Ltd. The indicators of customer loyalty are the final set of items included in the analysis. There are four questions to be analyzed. The mean values and standard deviation of each and overall mean are shown as follow.

Table (4.6) Customer Loyalty

No.	Description	Mean	SD
1.	Positive word of mouth to others	3.66	0.85
2.	Travel with SMT in the future	3.67	0.83
3.	Recommend SMT to family members, friends and colleagues	3.33	0.91
4.	Right choice by travelling with SMT.	3.59	0.79
	Overall Mean	3.56	

Source: Survey Data (2019)

As shown in Table (4.6), the respondents agree with all of the statements of customer loyalty and all of the mean value is more than 3. The mean values are range between 3.33 and 3.67. The largest mean value comes from the statement 2 which means that customers will travel again with Shwe Myanmar Transportation Co., Ltd in the future. Then the respondents always say positive word of mouth to other peoples and it is the second largest mean value. Furthermore, they willingness to recommend Shwe Myanmar Transportation Co., Ltd to family members, friends and colleague to travel and they have

the right choice to travel with Shwe Myanmar Transportation Co., Ltd. Since the overall mean is 3.56, the Shwe Myanmar Transportation Co., Ltd has high customer loyalty. The possible reason is that the customers are satisfied with safety issue, good service and right timing, then they are satisfied with the company and they continue to travel with Shwe Myanmar Transportation Co., Ltd again.

4.2.2 The Effect of Customer Satisfaction on Customer Loyalty

In order to find out the influence of customer satisfaction on customer loyalty of Shwe Myanmar Transportation Co., Ltd, the regression model is used to analyze the findings of survey collected from the respondents. The result of influence of consumer satisfaction on customer loyalty of Shwe Myanmar Transportation Co., Ltd are shown in the following Table (4.7)

Table (4.7) The Effect of Customer Satisfaction on Customer Loyalty

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	1.592	0.206		7.718	0.000	
Customer Satisfaction	0.564***	0.058	0.661	9.767	0.000	1.000
R Square	0.437					
Adjusted R Square	0.432					
F Value	95.390***					
Durbin-Watson	1.872					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

In Table (4.7), R square and adjusted R square are at 43.7 percent and 43.2 percent respectively. This indicates that the model can explain 43.2 percent about the variance of dependent variable (Customer Loyalty) with independent variable (Customer Satisfaction). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to provide information on the extent to which non-orthogonality among independent variables inflate standard errors. As it can be seen from Table (4.7), the VIF values stand at 1.000 below the cut-off value of 10 which means the independent variables are not correlated with each other. Therefore, there are no substantial multicollinearity problems encountered in this study. This means that there is no correlation among independent variables.

Consumer satisfaction has positive and highly significant 1% confidence level. It means that one unit of consumer satisfaction can lead to 0.564 increase in customer loyalty. Overall evaluation reveals that the models explain the customer loyalty well because the estimation produced expected signs and significant coefficient for customer satisfaction. The conclusion is that there is a positive relationship between customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd because customers are satisfied with clean environment at both waiting area and on express cars, sufficient facilities, and safeness of vehicles. Therefore, company get the customer satisfaction and the customer satisfaction can activate the customer's revisit intention and level of loyalty.

CHAPTER 5

CONCLUSION

This chapter is conclusion of the study that is included the finding and discussion of the previous chapter, the suggestion and recommendation of the study and needs for further research of the study. Finding and discussion are based on the influencing factors of customer satisfaction and the analysis of customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd. Suggestion and recommendation are based on the result of the finding and need for further research described on the result of the finding.

5.1 Findings and Discussion

The main objective of this study is to analyze the influencing factors on customer satisfaction at Shwe Myanmar Transportation Co., Ltd and to examine the influence of customer satisfaction on customer loyalty at Shwe Myanmar Transportation Co., Ltd. Customer satisfaction and customer loyalty is one of the significant concepts in consumer behavior as well as business practice and academic research. It can help the organization to create differentiation from their competitors and modify their provided services in order to retain the customers in the competitive market.

As a result from descriptive findings, the respondents have highly satisfaction towards Shwe Myanmar Transportation Co., Ltd. This means that the customers are overall satisfied with the transportation service company. Moreover, the customers are positive and pleased to travel with this transportation service company and they believe that the company can fulfill their expectations. The customer satisfaction is measured by the three factors which are interaction quality, physical environment quality and outcome quality in this study and the outcomes, several major discussions are evolved.

According to the research result, the availability of facility (physical environment quality) is the most crucial factor for customer satisfaction of Shwe Myanmar Transportation Co., Ltd. Respondents are more concerned with services provided by the company and they preferred to sufficient facilities at waiting area like (chairs, TVs, fans and so on) and clean environment at the express car. Therefore, the availability of facility

factor (physical environment quality) of Shwe Myanmar Transportation Co., Ltd can be said that the customers are highly satisfied and it scores highest mean value.

In the result of interaction quality, customers are delighted with the understanding of customer needs by Shwe Myanmar Transportation Co., Ltd. This includes ticketing, carrying their heavy bags, providing them general services to make them comfortable to travel with the company, positive attitude towards the customers, listening to customers' complaints carefully and took right action. Therefore, interaction quality is the second most influencing factors for customer satisfaction of Shwe Myanmar Transportation Co., Ltd.

According to the survey result of physical environment quality, it's mean score is relatively high compared to other factors. The respondents prefer sufficient availability of facility, cleanliness environment at both gate and express car. Therefore, customers would like to have comfortable environment at waiting area and having a clean toilet to make their day experiencing with good. As well as, having a clean environment on express car and the strengthen of express car are crucial factors and that push physical environment quality to highest mean score ratings by customers.

In the result of outcome quality, it scores lowest mean compare to other factors. However, the mean score is above 3 and it can be said it is just less important but can't be neglected. A miss out of outcome quality would lead the negative implications over customer satisfaction of Shwe Myanmar Transportation Co., Ltd. It includes safeness of traveling experience, having sufficient frequency on public holidays and vehicles hardly broken down enroute factors.

According to the mean value of customer satisfaction, respondents are satisfied with services provided by Shwe Myanmar Transportation Co., Ltd and customers feel right decision to choose Shwe Myanmar Transportation Co., Ltd . It is not only meet their travel expectation needs but also satisfied with their wise choice to travel with Shwe Myanmar Transportation Co., Ltd.

For the mean value of customer loyalty, respondents intended to continue to travel with Shwe Myanmar Transportation Co., Ltd in the future and they also want to share positive word of mouth of Shwe Myanmar Transportation Co., Ltd to their family members, friends and colleagues. These intentions are based on the customer satisfaction and the owner of Transportation Company needs to encourage more satisfaction towards Shwe Myanmar Transportation Co., Ltd.

Through statistically analysis the effect of the influencing factors (interaction quality) on customer satisfaction, this study found out that, employees' conduct and employees' expertise have a significant positive effect on customer satisfaction towards Shwe Myanmar Transportation Co., Ltd. Providing good services to customers and understanding the customers need could bring more customer satisfaction on the company.

From the analysis of physical environment quality on customer satisfaction, it is found out that, availability of facility and condition of vehicle have significant positive effect on customer satisfaction. Having a sufficient facility on waiting area and strengthens of vehicle can make customers more satisfaction over Shwe Myanmar Transportation Company.

According to the result of outcome quality on customer satisfaction, it can be seen as all factors (safety, frequency and reliability) have significant positive effect on customer satisfaction. Safety of customers is first priority and then followed by frequency and reliability. Focusing on these factors could bring more customer satisfaction.

In accordance to the analysis of influencing factors on customer satisfaction, it can be seen that outcome quality and interaction quality have significant positive effect on customer satisfaction. Skillfulness of drivers, sufficient frequency at both daily and public holidays, vehicles are in good condition to travel, best services provided, understanding customer needs and take prompt actions could make customer more satisfaction. Therefore, among three influencing factors, outcome quality and interaction quality have significant positive effect on customer satisfaction of Shwe Myanmar Transportation Co., Ltd

From the result of influence of customer satisfaction on customer loyalty, it is found that the customer satisfaction has positive and highly significant with customer loyalty of Shwe Myanmar Transportation Co., Ltd. Therefore, it can be concluded that there is a relationship between customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd in this study.

5.2 Suggestions and Recommendations

According to the analysis, it is found that availability of facility factor (physical environment quality) has a high significant impact towards customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd . Therefore, the directors of Shwe Myanmar Transportation Co., Ltd should put much effort on physical environment

quality especially cleanliness, availability of facility, ambience & design and condition of the vehicle factor. Customers are preferred to have comfortable and clean environment at both waiting room area and express car. They also would like to have sufficient facility available in waiting area and vehicles hardly broken down enroute. As well as, the directors need to take serious consideration in both interaction quality and outcome quality. A miss out in one factor could lead to dis-satisfaction of customers and it can impact over overall service quality of Shwe Myanmar Transportation Co. Ltd. Therefore, sustainability and consistency of business is really important for service industry. This can be achieved with having a standard operation procedures (SOPs) of daily activity with check list. So, top management level, authorized persons can manage effectively and efficiently.

Understanding the target market situation is also crucial for the company. Since, Dagon Ayyar Express Highway Bus Terminal and Aung Mingalar Express Highway Bus Terminal is sort of different market segments. Aung Mingalar Express Highway Bus Terminal divergent to upper Myanmar or lower Myanmar and it has more transportation service companies and premium ones. Dagon Ayyar Express Highway Bus Terminal is mainly for Ayyarwaddy Division and many people from Ayyarwaddy come to Yangon for working at manufacturing factories. It can be said that low-income target market segment. The reason why price factor is not considered in this study is that there is price limitation regarded by Dagon Ayyar Express Highway Bus Terminal Authority. So, in order to be survival in the market, having a good reputation is sort of important. Good reputation like availability of facilities, safety news, vehicles hardly broken down enroute, arrival on time, having good services are important messages to maintain existing customers and also attract new customers to have good travel experience. Therefore, they should also find the factors that influence customer satisfaction because the greater the gain in customer satisfaction, the greater the chance of obtaining customer loyalty.

5.3 Needs for Further Research

This research is only focus on identify the factors that influence on customer satisfaction and customer loyalty of Shwe Myanmar Transportation Co., Ltd. It is only limited to one specific destination (Ayyar Express Highway Bus Terminal) and Shwe Myanmar Transportation Co., Ltd. Thus the further research should attempt to examine of other transportation companies and make comparisons between different same type of

transportation companies. Moreover, the problem in research is the small amount of limited sample and limitation of time and resources. The survey questions were collected from only 125 respondents who have travelled with Shwe Myanmar Transportation Co., Ltd. Therefore, the survey does not cover the whole country or not even the whole city's people satisfaction towards customer loyalty of Shwe Myanmar Transportation Co., Ltd. In Myanmar market, different cities and different regions have different customer behaviors. Therefore, further research should take a large sample size of respondents from different cities in order to analyze the data more precise. Moreover, in future research, other factors concern with public transportation should be used as a measurements tool towards customer satisfaction of Shwe Myanmar Transportation Co., Ltd.

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Appendix A

Rule of Thumb for Results

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 \geq \alpha$	Unacceptable

Source: Tavakol and Dennick, 2011

Appendix B- Questionnaire survey

This questionnaire survey is used only for MBA thesis and data collected will not be used in other purposes.

Section (A)

Demographic Profile of Respondent.

1. Gender

Male Female

2. Age

<21

21-30

31-40

41-50

>50

3. Income per month

<100,000 Kyats

100,001 Kyats – 300,000 Kyats

300,001 Kyats – 500,000 Kyats

500,001 Kyats – 700,000 Kyats

>700,000 Kyats

4. Education Level

High School

Graduate

Post Graduate

Others

5. Occupation

Self-employed

Merchant

Dependent

Salary Worker

Others

Section (B)

Questionnaire

Please “√” the most appropriate number (s) to represent the level of agreement for each statement. While 1 = Strongly Disagree; 2= Disagree; 3= Undecided; 4 is Agree and 5 is Strongly Agree.

I. Interaction Quality						
(a) Employees' Conduct		1	2	3	4	5
1.	I can depend on the staff of SMT being friendly.					
2.	The staff of SMT always provide me with the best service.					
3.	The behavior of the staff of SMT allows me to trust their services.					
4.	The attitude of the staff of SMT demonstrates their willingness to help me.					
(b) Employees' Expertise		1	2	3	4	5
5.	I can count on the staff of SMT knowing their jobs/ responsibilities.					
6.	The staff of SMT are competent.					
7.	The staff of SMT understand that I can rely on their professional knowledge to meet my needs.					
(c) Employees' Problem-Solving		1	2	3	4	5
8.	When I have a problem, the staff of SMT show a sincere interest in solving it.					
9.	The staff of SMT are able to handle my complaints, directly and immediately.					
10.	The staff of SMT understand the importance of resolving my complaints.					

II. Physical Environment Quality		1	2	3	4	5
(d) Cleanliness						
11.	Waiting area has clean environment.					
12.	The SMT cars are clean.					
13.	The toilet of SMT is clean.					
(e) Availability of Facility		1	2	3	4	5
14.	Sufficient Chairs, TV, Fans and so on available in waiting area.					
15.	Can make booking with phone calls.					
16.	Having air-con on express car.					
(f) Ambience & Design		1	2	3	4	5
17.	SMT expresses are aesthetically attractive.					
18.	SMT Gate has attractive layout and design.					
19.	SMT provides comfortable environment.					
(g) Condition of the Vehicle		1	2	3	4	5
20.	SMT express cars are safe.					
21.	Vehicles hardly breakdown enroute.					
22.	SMT express cars have clean environment.					

III. Outcome Quality						
(h) Safety		1	2	3	4	5
23.	Drivers drive follow traffic rules and speed of vehicle guarantees your safety.					
24.	Drivers have sufficient driving skills.					
25.	The SMT drop the passengers at their destination.					
(i) Frequency		1	2	3	4	5
26.	Total frequency of service is sufficient in daily.					
27.	Availability of service on weekends is commendable.					
28.	Sufficient service during public holidays and festive seasons.					
(j) Reliability		1	2	3	4	5
29.	There is no delay in arrival time.					
30.	Notification of delay is made in advance.					
31.	There are no delays enroute to destination.					
32.	Vehicles hardly breakdown enroute.					

Section (C)

Customer Satisfaction

Please “√” the most appropriate number (s) to represent the level of agreement for each statement. While 1 = Strongly Disagree; 2= Disagree; 3= Undecided; 4 is Agree and 5 is Strongly Agree.

No.	Statement	1	2	3	4	5
1.	My choice to use SMT was wise one.					
2.	I am satisfied with my decision to take SMT.					
3.	I am satisfied with overall services of the SMT.					
4.	I am satisfied as the transportation services completely meet my expectations.					
5.	I think that I did the right thing when I decided to use SMT.					

Section (D)

Customer Loyalty

Please “√” the most appropriate number (s) to represent the level of agreement for each statement. While 1 = Strongly Disagree; 2= Disagree; 3= Undecided; 4 is Agree and 5 is Strongly Agree.

No.	Statement	1	2	3	4	5
1.	I always say positive things about SMT to other people.					
2.	I will travel again with this SMT in the future.					
3.	I will recommend to my family members, friends and colleague to travel with SMT.					
4.	I believe I made the right choice by travelling with SMT.					

Thank you for your participation!

APPENDIX C
STATISTICAL OUTPUT

Employees' Conduct Reliability Statistics	
Cronbach's Alpha	N of Items
.733	4

Employees' Expertise Reliability Statistics	
Cronbach's Alpha	N of Items
.780	3

Employees' Problem- Solving Reliability Statistics	
Cronbach's Alpha	N of Items
.859	3

Clean Reliability Statistics	
Cronbach's Alpha	N of Items
.711	3

Availability of Facility Reliability Statistics	
Cronbach's Alpha	N of Items
.823	3

Ambience & Design Reliability Statistics	
Cronbach's Alpha	N of Items
.619	3

Condition of the Vehicle	
Reliability Statistics	
Cronbach's Alpha	N of Items
.675	3

Safety	
Reliability Statistics	
Cronbach's Alpha	N of Items
.864	3

Frequency	
Reliability Statistics	
Cronbach's Alpha	N of Items
.651	3

Reliability	
Reliability Statistics	
Cronbach's Alpha	N of Items
.776	4

Interaction Quality	
Reliability Statistics	
Cronbach's Alpha	N of Items
.901	10

Physical Environment Quality	
Reliability Statistics	
Cronbach's Alpha	N of Items
.826	12

Outcome Quality	
Reliability Statistics	
Cronbach's Alpha	N of Items
.886	10

Customer Satisfaction	
Reliability Statistics	
Cronbach's Alpha	N of Items
.907	5

Customer Loyalty	
Reliability Statistics	
Cronbach's Alpha	N of Items
.757	4

Objective (1) Effect of Interaction Quality on Customer Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.772 ^a	.596	.586	.48736	.596	59.429	3	121	.000	1.708
a. Predictors: (Constant), EPMean, EEMean, ECMean										
b. Dependent Variable: CSMean										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.346	3	14.115	59.429	.000 ^b
	Residual	28.740	121	.238		
	Total	71.086	124			
a. Dependent Variable: CSMean						
b. Predictors: (Constant), EPMean, EEMean, ECMean						

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.053	.264		.201	.841	-.470	.576		
	ECMean	.455	.130	.383	3.498	.001	.197	.713	.279	3.582
	EEMean	.435	.080	.425	5.414	.000	.276	.594	.542	1.847
	EPMean	.065	.127	.062	.511	.611	-.186	.315	.228	4.388
a. Dependent Variable: CSMean										

Effect of Physical Environment Quality on Customer Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.685 ^a	.469	.451	.56076	.469	26.516	4	120	.000	1.888

a. Predictors: (Constant), CVMean, ADMean, CMean, AFMean

b. Dependent Variable: CSMean

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.352	4	8.338	26.516	.000 ^b
	Residual	37.734	120	.314		
	Total	71.086	124			

a. Dependent Variable: CSMean

b. Predictors: (Constant), CVMean, ADMean, CMean, AFMean

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.148	.392		.378	.706	-.627	.924		
	CMean	.075	.181	.066	.415	.679	-.284	.434	.172	5.800
	AFMean	.478	.184	.427	2.603	.010	.114	.842	.164	6.097
	ADMean	-.025	.076	-.023	-.333	.740	-.175	.125	.958	1.044
	CVMean	.331	.087	.295	3.791	.000	.158	.503	.733	1.365

a. Dependent Variable: CSMean

Effect of Outcome Quality on Customer Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.810 ^a	.656	.647	.44963	.656	76.872	3	121	.000	1.894

a. Predictors: (Constant), ReliabilityMean, SafeMean, FreMean

b. Dependent Variable: CSMean

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.624	3	15.541	76.872	.000 ^b
	Residual	24.462	121	.202		
	Total	71.086	124			

a. Dependent Variable: CSMean

b. Predictors: (Constant), ReliabilityMean, SafeMean, FreMean

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.193	.231		.838	.404	-.263	.650		
	SafeMean	.445	.067	.436	6.604	.000	.312	.578	.651	1.536
	FreMean	.324	.102	.296	3.175	.002	.122	.526	.328	3.046
	Reliability Mean	.198	.095	.202	2.077	.040	.009	.386	.299	3.339

a. Dependent Variable: CSMean

Effect of Influencing Factors on Customer Satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.860 ^a	.740	.733	.39107	.740	114.605	3	121	.000

a. Predictors: (Constant), Outcome Quality Mean, Interaction Quality Mean, Physical Environment Mean

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.581	3	17.527	114.605	.000 ^b
	Residual	18.505	121	.153		
	Total	71.086	124			

a. Dependent Variable: Customer Satisfaction Mean

b. Predictors: (Constant), Outcome Quality Mean, Interaction Quality Mean, Physical Environment Mean

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.515	.271		-1.903	.059	-1.051	.021		
	Interaction Quality	.495	.078	.406	6.308	.000	.339	.650	.519	1.926
	Physical Environment Quality	.080	.099	.052	.802	.424	-.117	.276	.504	1.983
	Outcome Quality	.581	.079	.499	7.368	.000	.425	.737	.469	2.132

a. Dependent Variable: Customer Satisfaction Mean

Objective (2) Effect of Customer Satisfaction on Customer Loyalty

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.661 ^a	.437	.432	.48658	.437	95.390	1	123	.000	1.872
a. Predictors: (Constant), CSMeans										
b. Dependent Variable: CLMeans										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.585	1	22.585	95.390	.000 ^b
	Residual	29.122	123	.237		
	Total	51.707	124			
a. Dependent Variable: CLMeans						
b. Predictors: (Constant), CSMeans						

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.592	.206		7.718	.000	1.184	2.001		
	CSMeans	.564	.058	.661	9.767	.000	.449	.678	1.000	1.000
a. Dependent Variable: CLMeans										